



Smart

RS&E

**Towards integrated environmental,
social and societal management**

Methodology for preparing the CSR report

This report demonstrates **the** Group's **commitment** to Corporate Social Responsibility (CSR) and illustrates how these issues are **integrated** into Delta Dore's governance and overall strategy.

Our **CSR approach** enables us to consistently identify priority sustainable development issues and assess their implications for our business model, our stakeholders and the environment. The integration of **the Sustainable Development Goals** (SDGs) defined by the United Nations further enriches this analysis, providing an international framework to deepen our understanding of these issues.

By linking the results of **the double materiality analysis** — which highlights our main CSR risks and opportunities — to the SDGs, we have been able to define our priority issues, structure our action plans and accompany them with key performance indicators.

This cross-functional approach is led by a **CSR committee, in collaboration with stakeholders and all the Group's teams.**

From 2018 to 2024, our former Environmental and Social Performance Report (DPEF) was prepared in accordance with European regulations and based on the GRI standards, ISO 26000 and the FIEEC/GIMELEC sectoral guidelines.

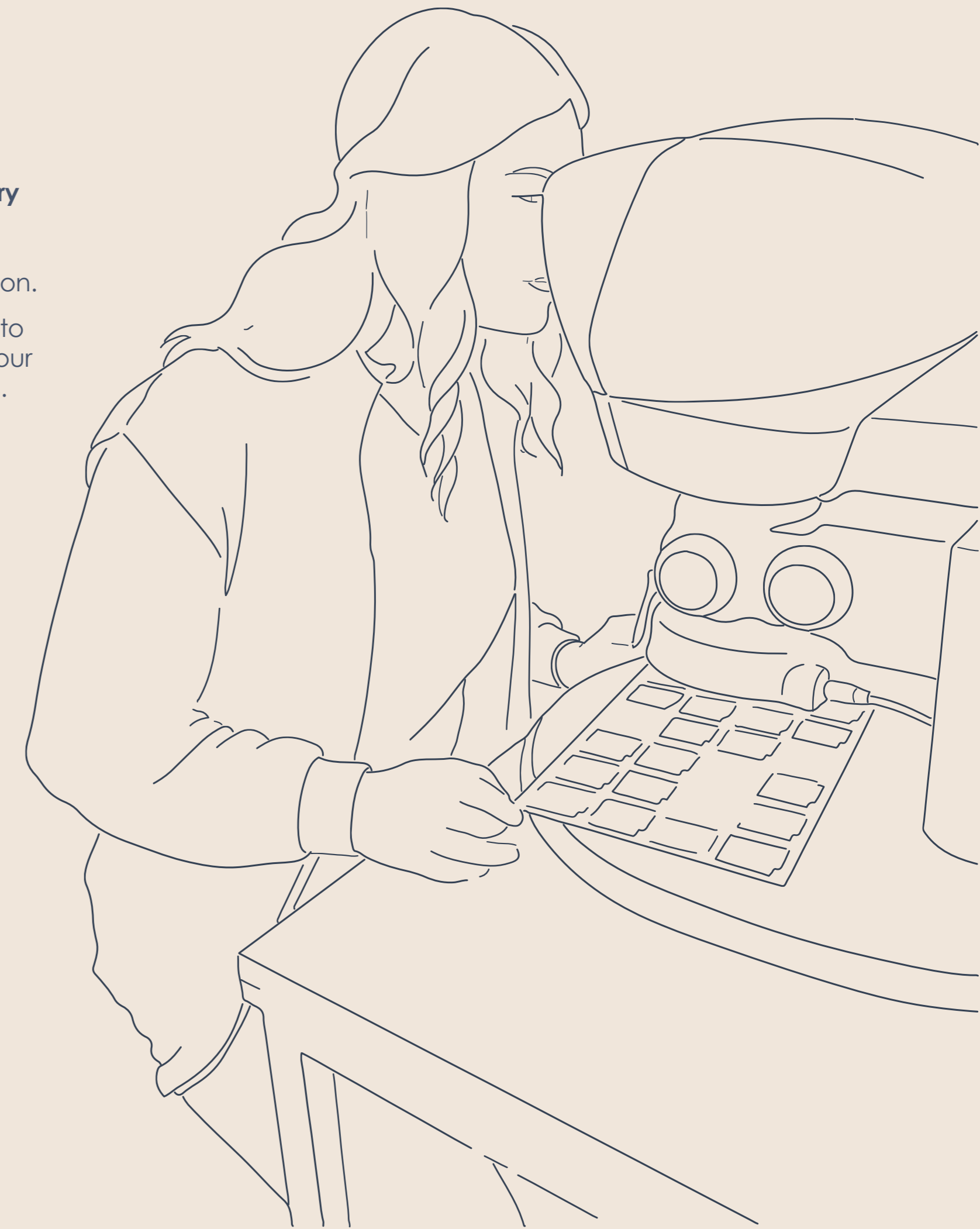
With the entry into force of the CSRD, Delta Dore is no longer subject to the obligation to publish a DPEF and is not, at this stage, eligible for reporting in accordance with CSRD requirements. Nevertheless, the Group has chosen to continue its approach in the spirit and structure of the former DPEF, evolving it into **a voluntary consolidated CSR report**. The **ad hoc framework** used to prepare this report is presented on **page 52**.

The scope of this first voluntary CSR report for 2025 covers the activities of **the Delta Dore Group** in France, Germany and Spain (unless otherwise stated), for the period from **1 January to 31 December 2025**.

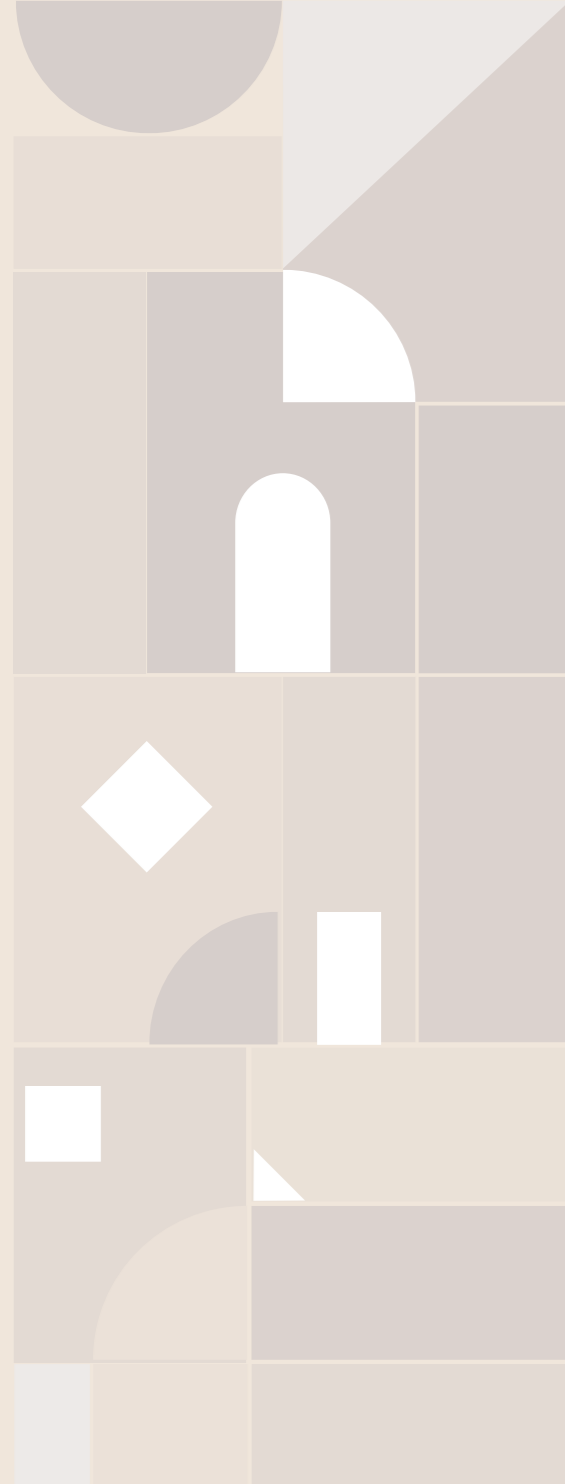
This report is intended **for the Group's stakeholders, as well as our employees and future talent**, to transparently share the scope of our actions and account for our ambitions.

Finally, this report is subject to a **voluntary audit**, demonstrating our ongoing commitment to **transparency** and our **dedication** to the environmental transition.

Through this approach, we are helping to raise awareness and understanding of our corporate social responsibility practices.



Our manifesto:



*People are powerful
when they put the collective before the individual.
Faced with successive crises
that challenge our way of life,
inaction is not an option.
Our energy needs
force us to rethink our habits.
We are not resigned to this.
We are committed.*

*Convinced since our inception
that technology can contribute to energy efficiency,
we develop solutions
that give everyone, in their daily lives,
the power to have a positive impact on our environment.
Solutions that cannot do everything on their own,
but which offer everyone
the opportunity to balance
comfort and frugality.*

Positive simplicity.



“Committed to positive frugality”

A message from Pascal Portelli, Chairman of the Executive Board of Delta Dore

In 2025, the construction market remains fragile, although the first signs of recovery are offering encouraging prospects.

Against this backdrop, the energy transition remains a top priority, driven both by the need to reduce the carbon footprint of housing and by households' growing need to keep their energy bills under control.

Energy management solutions are a key driver in this regard. The latest study by the Scientific and Technical Centre for Building (CSTB) shows that a connected control system can reduce the energy consumption of a detached house by up to 30%.

For several decades, we have been proud to contribute to this trend by developing energy management solutions and solar shading systems that enable all our customers to consume less energy whilst maintaining their everyday comfort.

In 2025, we wanted to go further by introducing a new paradigm: it is now also crucial to "consume better, at the right time", that is to say when electricity is green, abundant and less expensive.

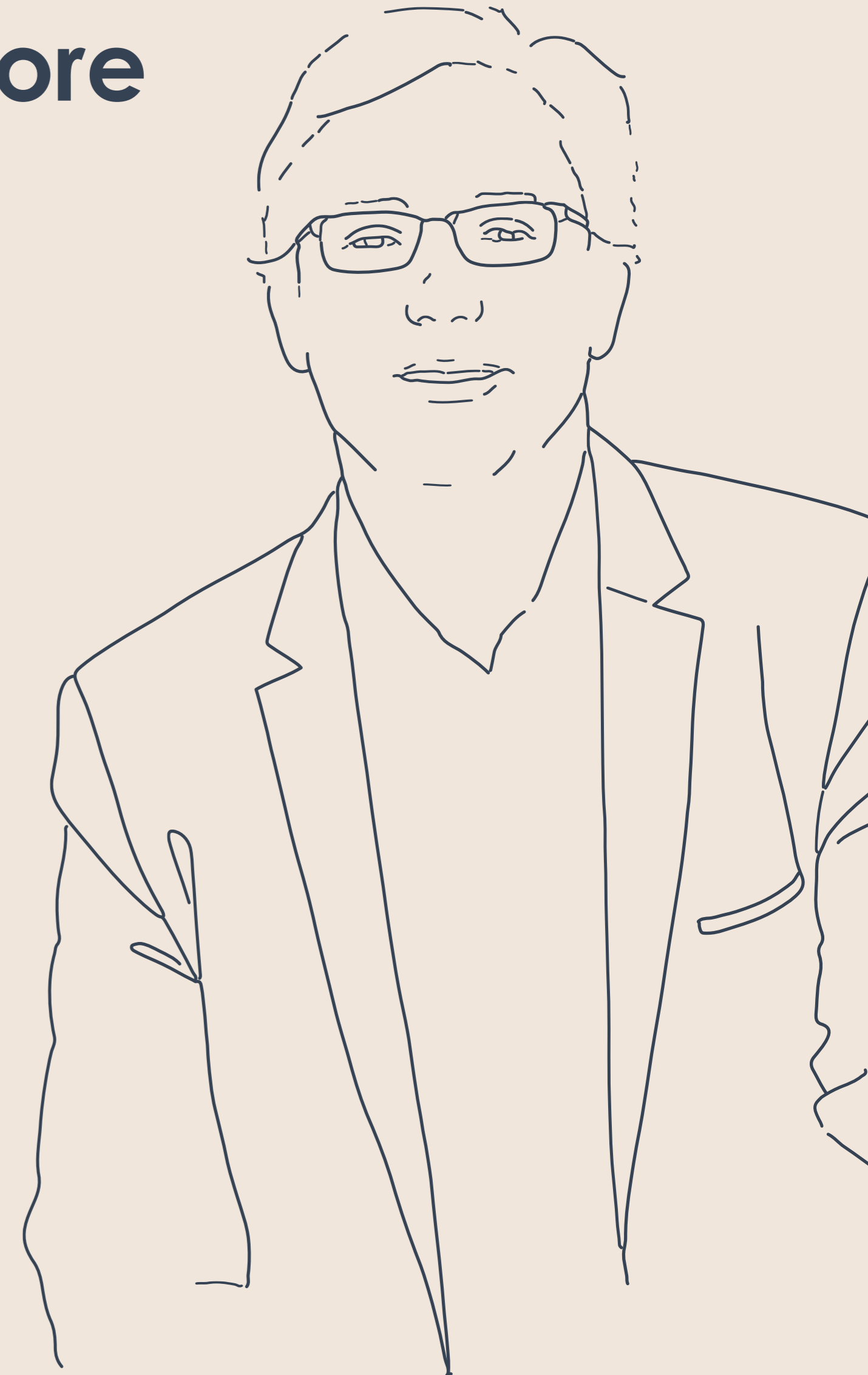
We have thus taken a new step in our contribution to the energy transition, with the launch of our flexibility offering in partnership with the RTE-approved operator Survoltage. Together, we offer a consumption modulation (or "load shedding") solution, helping to improve the balance of the electricity grid whilst reducing the carbon footprint of the energy mix in France.

Beyond our offerings, our CSR commitment and our low-carbon strategy are a major priority for the Group. Integrated into our overall strategy, our CSR priorities underpin all our processes and involve all our stakeholders: our employees, our customers, our suppliers and our local community.

This collaborative approach acts as a lever that drives both economic performance and our social and environmental commitment. It is a demanding process of continuous improvement, representing a long-term commitment for us.

Our CSR is also a cornerstone of our growth ambitions, driven by the "Smart Ignition" strategic plan launched in 2018. This plan aims to position the Group as a major player in the residential energy transition in Europe by 2030. The four pillars of this plan (innovation, market expansion, talent and performance) are once again demonstrated this year through strategic projects driven by committed employees.

I invite you to discover, through this report, all the initiatives and achievements that embody our ambition and that of our teams.



Creating sustainable value

Interview with Samuel Tanné, Head of Quality, Safety, Environment and CSR at Delta Dore.



In your view, what makes your CSR approach unique?

As key players in the energy transition, we want to restore priority, meaning and coherence to social, societal and environmental issues. We seek to balance economic and CSR considerations. Because priority CSR themes are inextricably linked to the challenges of our business—such as product offering, competitiveness, innovation and customer satisfaction—our approach is closely integrated into our vision, strategy and corporate development plan.

So, how does the CSR approach fit in with the company's strategy?

Our CSR strategy is an integral part of our overall strategy: we align the management of the company with our CSR priorities. That is why we implement an approach that is applied at all levels and across all processes at Delta Dore. Our business activities are being significantly enriched by new requirements arising from CSR and the associated tools to advance our practices, involving all relevant stakeholders: customers, employees, suppliers, local authorities, etc. The measures put in place are used as levers that serve both economic performance and CSR. It is a process of continuous improvement... and a long-term one.

Is it also a guarantee of sustainable growth?

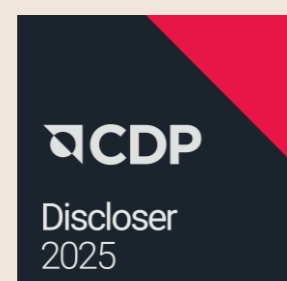
We are convinced that taking social, environmental and societal issues into account in business management is a driver of long-term growth and development. Because, beyond the regulatory framework and reducing our environmental impact, CSR also provides the keys to improving staff well-being, developing their talents, strengthening our energy efficiency offering, developing eco-design, promoting the circular economy, scaling up best practices, decarbonising our activities and those of our customers, and so on. As a driver of progress for the company, our CSR approach is reshaping Delta Dore's culture and actions to support our overall performance.



Taking CSR issues into account in the Group's management is a source of long-term growth and also helps to improve staff well-being and engagement within the company.



SCIENCE
BASED
TARGETS



1

Our group at the heart of the energy transition

- p. 8 Our ambition
- p. 9 The challenges of the energy transition
- p. 11 Our carbon footprint
- p. 12 Pathway to decarbonisation

2

Our values, our business model & our solutions for eco-friendly housing

- p. 14 Our SOFT values
- p. 15 Our business model
- p. 17 Simple, robust and open solutions, promoting energy efficiency
- p. 18 Our offerings by customer type
- p. 19 A rigorous and tailored governance model

3

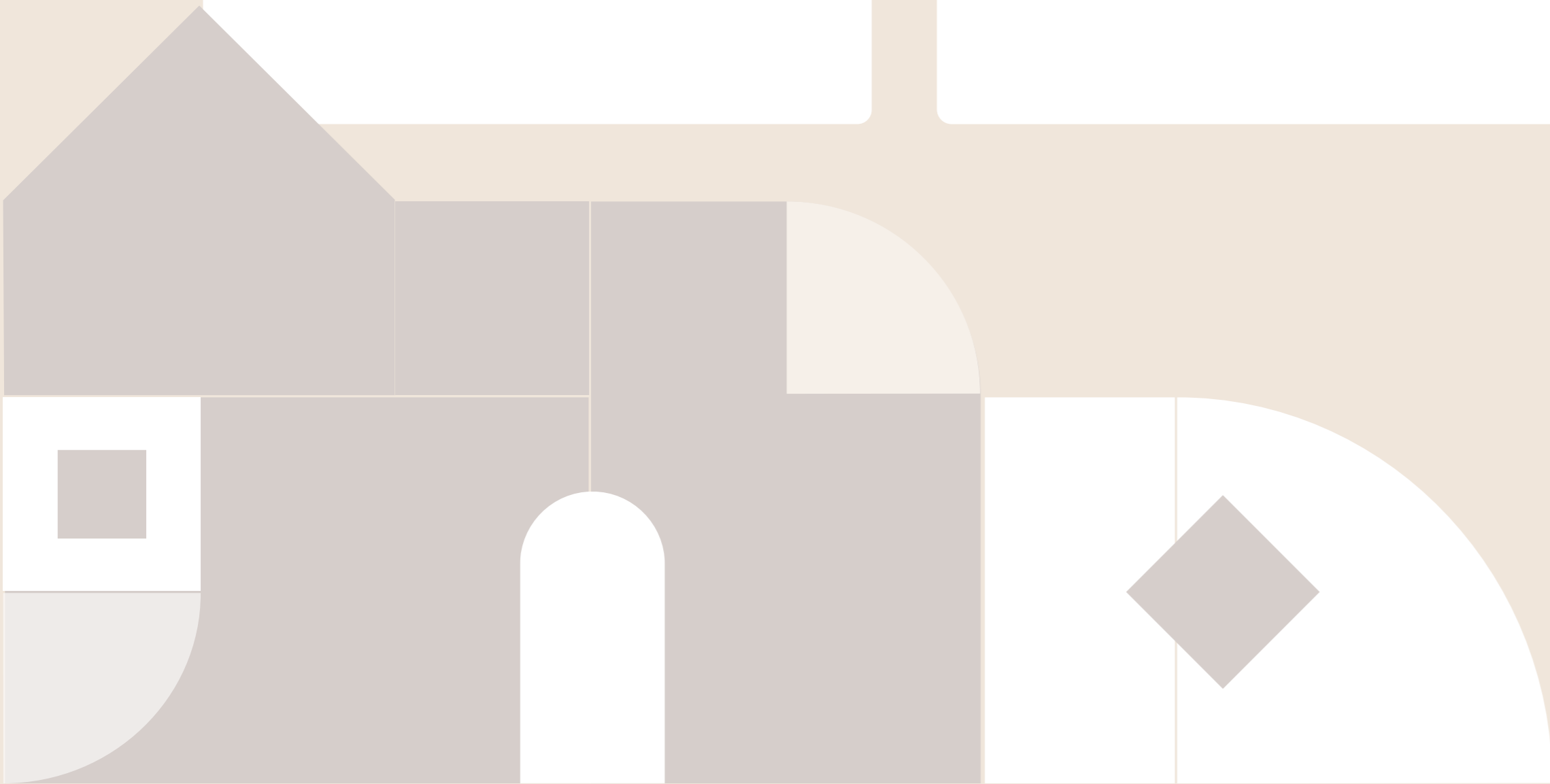
Our strategic priorities and risks

- p. 23 Management of CSR issues and risks
- p. 24 Identifying CSR risks
- p. 25 Our main CSR risks
- p. 28 Our strategic plan
- p. 29 A well-established trajectory
- p. 30 Structured by benchmarks, validated in ESG
- p. 31 Aligned with the Sustainable Development Goals

4

Our commitments to sustainability

- p. 33 Innovation Pillar
- p. 37 Growth Pillar
- p. 39 Talent Pillar
- p. 43 Performance Pillar





Our Group at the heart of the energy transition

Our ambition



To become a key player in the energy transition

Building on our commitment of over 50 years to promoting energy efficiency, our group continues its efforts to meet the challenge of the energy transition.

Today, needs are evolving with the emergence of new applications (electric cars, solar panels, etc.), rising energy prices, and a favourable regulatory environment encouraging households to adopt heating control solutions.

Against this backdrop, the Group is doing everything possible to enable homeowners to easily save energy whilst maintaining their comfort.

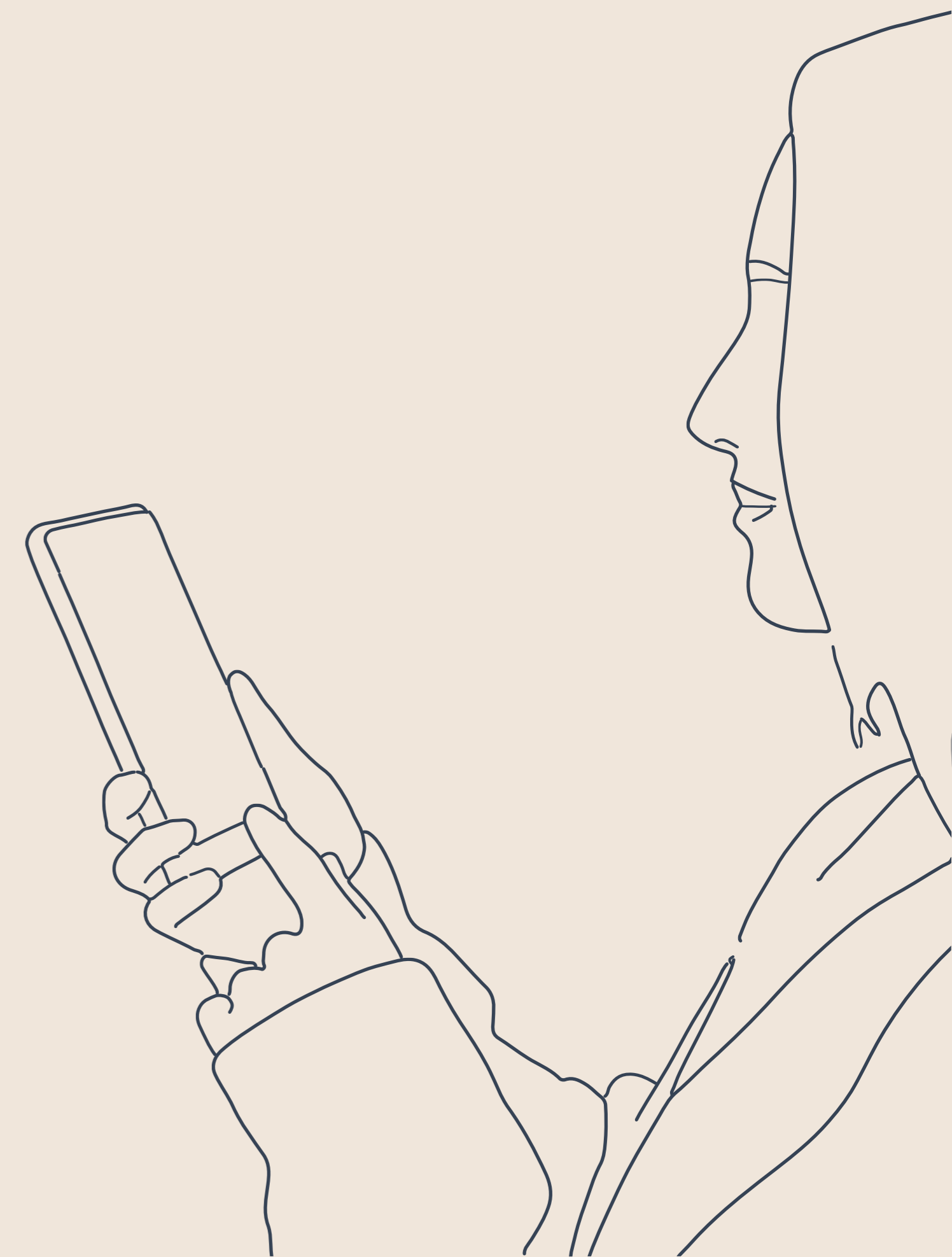


Becoming a European leader in residential energy management

Already very well positioned in France, it is in Europe that our Group wishes to strengthen its position above all. We are pursuing our growth strategy through:

- Strengthening our partnerships with major manufacturers of heating/cooling systems and roller shutters in Europe,
- actively developing new partner tradespeople in every country and
- closer engagement with end consumers.

Our ambitions are accompanied by major innovation projects, such as the "Home Energy Manager", which coordinates all new energy applications in the home, and the integration of the Matter protocol, enabling interoperability between all brands on the market.



The challenges of the energy transition

To limit the impacts of climate change, humanity must significantly and rapidly reduce its greenhouse gas (GHG) emissions so as not to exceed the absorption capacity of the Earth's oceans and biosphere. This is known as 'carbon neutrality'. It is therefore necessary to transition towards more sustainable energy use and the development of renewable energy (RE) in order to reduce GHG emissions and anticipate future shortages.

The energy transition is a response to the challenges posed by climate change and the depletion of fossil fuel resources.

In 2024, the carbon footprint of a French person is estimated at 8.2 tonnes of greenhouse gases*.

To achieve carbon neutrality by 2050, we must limit our footprint to 2 tonnes of CO₂-equivalent per year per person.

How can we make this transition?

By applying the **Avoid, Reduce, Compensate (ARC) approach**, we are committed to **AVOIDING** the impacts of our projects at the outset (purchasing, construction, travel, etc.), then **REDUCING** any remaining impacts by implementing the most responsible solutions possible, and finally **COMPENSATING** for any residual impacts. The roll-out of this approach represents a genuine **TRANSFORMATION** across our entire value chain: it involves changing the way we design our products, work and carry out our daily activities. It is by collectively committing to this virtuous transformation that we will be able to sustainably limit the effects of climate change.

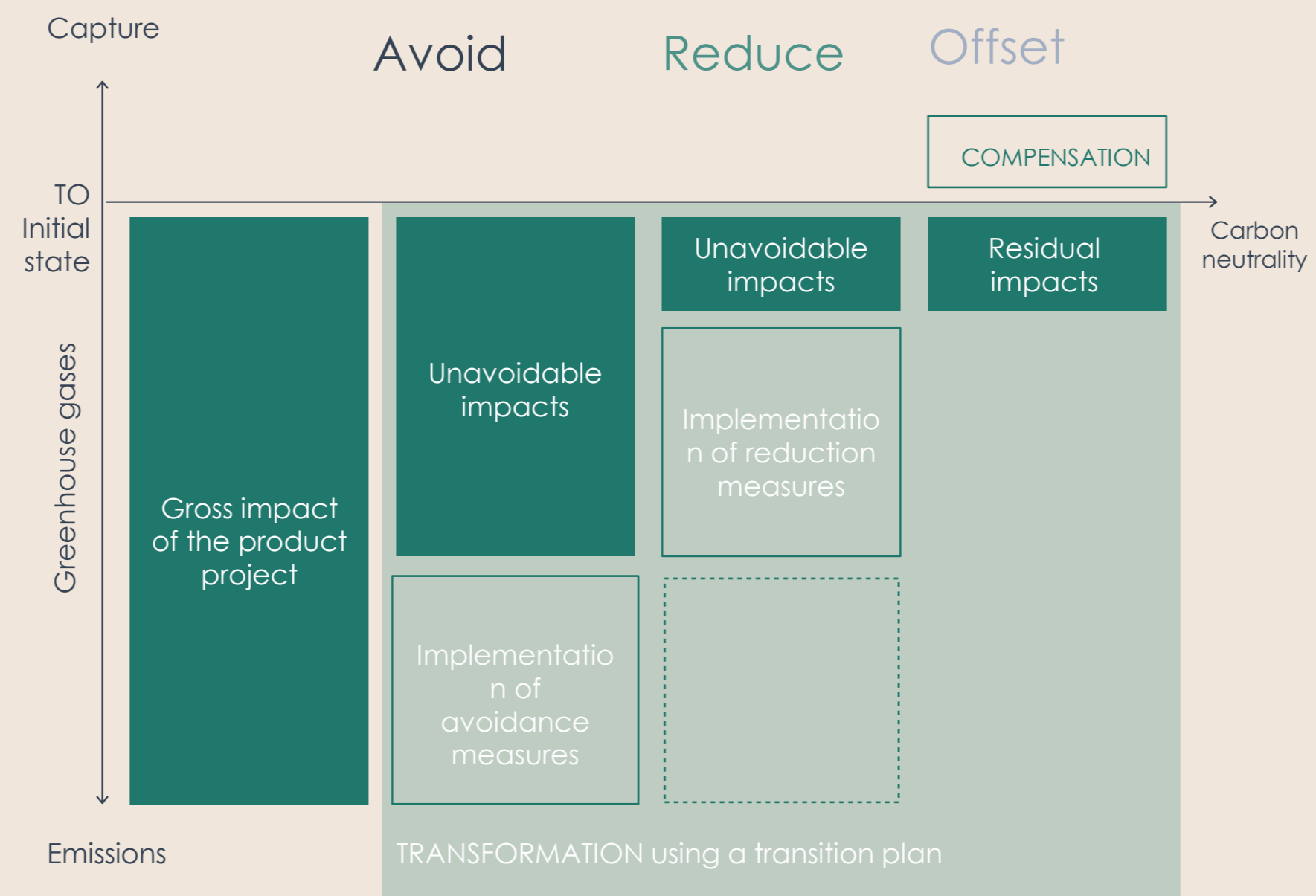


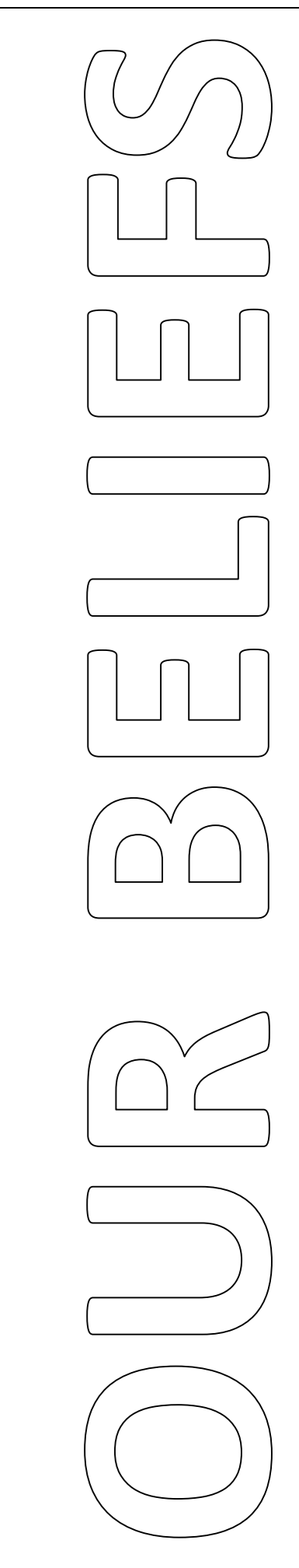
Figure 1. Principles of transition for a Delta Dore product across the entire value chain by applying the ERC sequence.

We put technology at the service of people enabling them to reduce their energy consumption and environmental footprint.

We are developing solutions that go beyond simply optimising energy consumption; we act as a central coordinator for the home, increasingly incorporating intermittent energy sources and energy storage.

We combine digital technology with artificial intelligence to integrate and manage renewable energy, manage loads (such as electric vehicles) and optimise water consumption.

As manufacturers, we must lead by example and continue our efforts to minimise the environmental impact of our solutions.



* Source: notre-environnement.gouv.fr, 17/10/2025

We cannot continue to squander the planet's resources with impunity

Quote from 1970 by Joël & Monique Renault, founders of Delta Dore

By March 2025, the building sector will account for 32% of global energy demand and 34% of CO₂ emissions linked to energy and processes*.

As a market player, we therefore have a role to play. Fully aware of the societal challenges, we have chosen to act proactively by shifting our practices towards more sustainable models. In doing so, we aim to encourage positive frugality and champion a new collective narrative: a more sustainable way of life where energy saving goes hand in hand with a better quality of life.

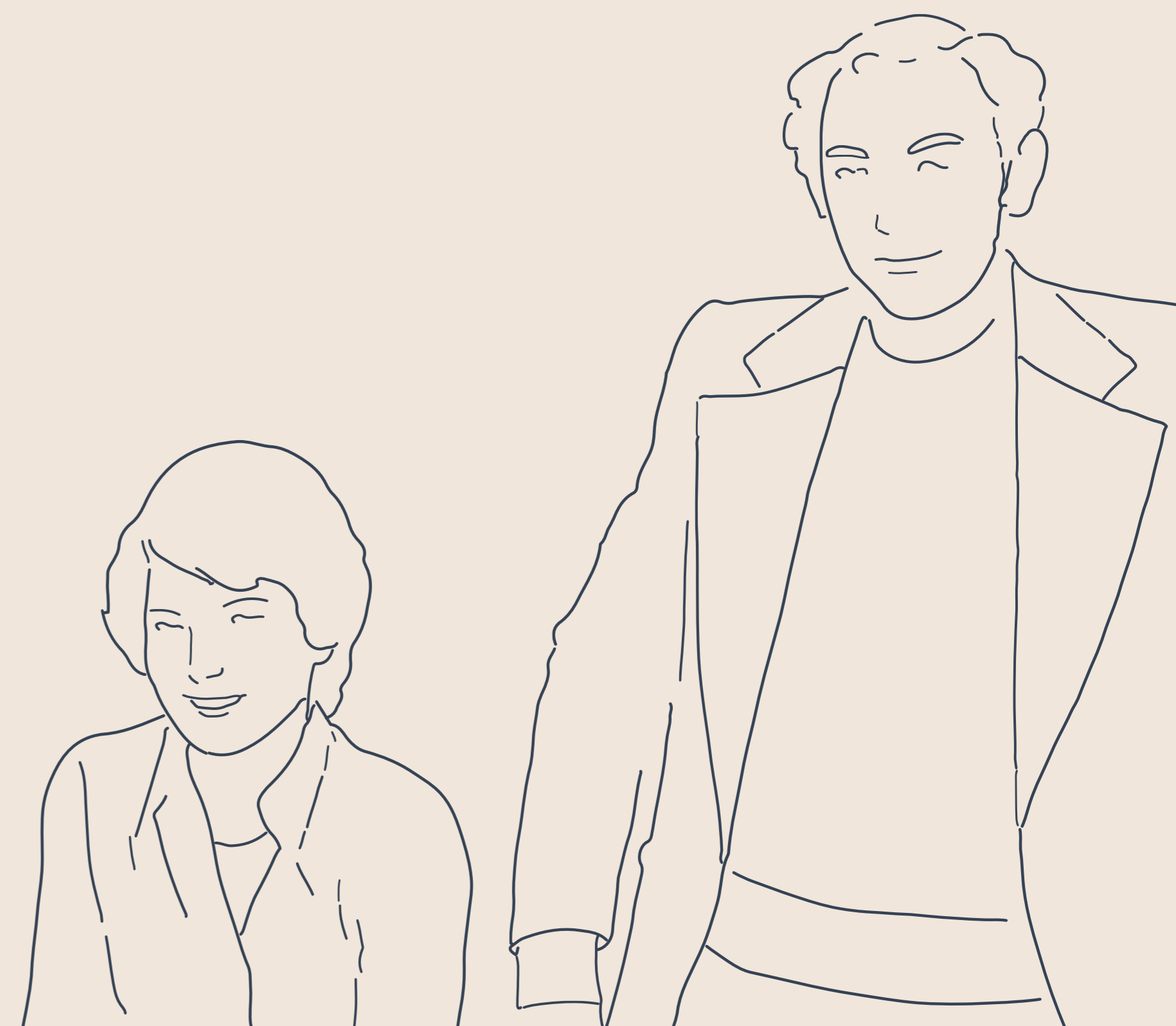
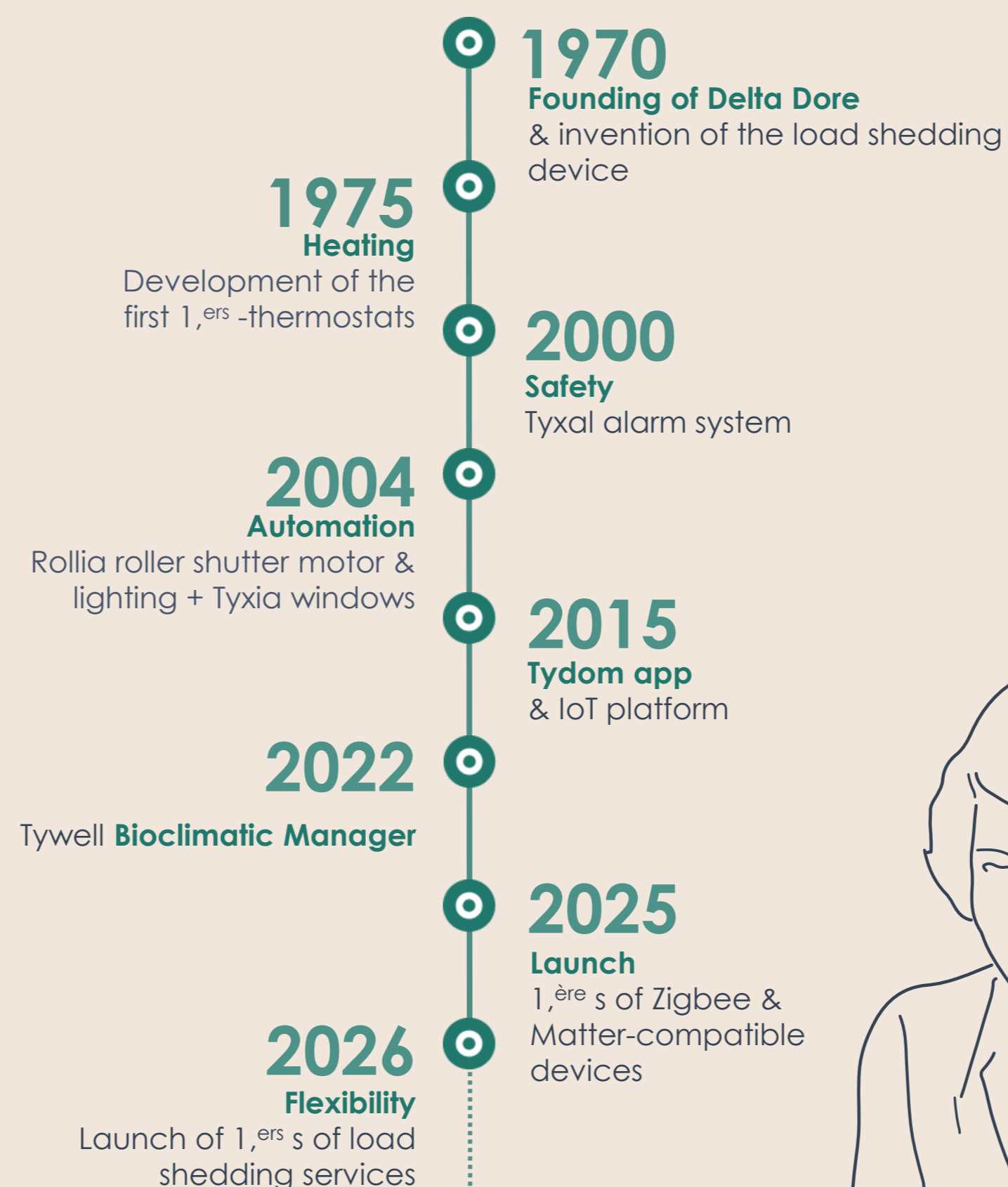
What are the possible solutions in the home?

- Insulate using the best available techniques.
- Renovate using systems that incorporate renewable energy.
- Maintain equipment to ensure it performs effectively.
- Offset the remaining unavoidable carbon emissions.

Delta Dore solutions for today and tomorrow

- Understand your energy consumption to improve your behaviour.
- Regulate energy-consuming equipment.
- Make electricity consumption interruptible.
- Integrate the management of new applications such as electric vehicles, energy generation, self-consumption and storage.
- Harnessing the building's thermal mass.
- Upgrade installations with wireless solutions that require no additional work.

* UNEP & GlobalABC (2025). Global Status Report for Buildings and Construction 2024/2025: Not Just Another Brick in the Wall.

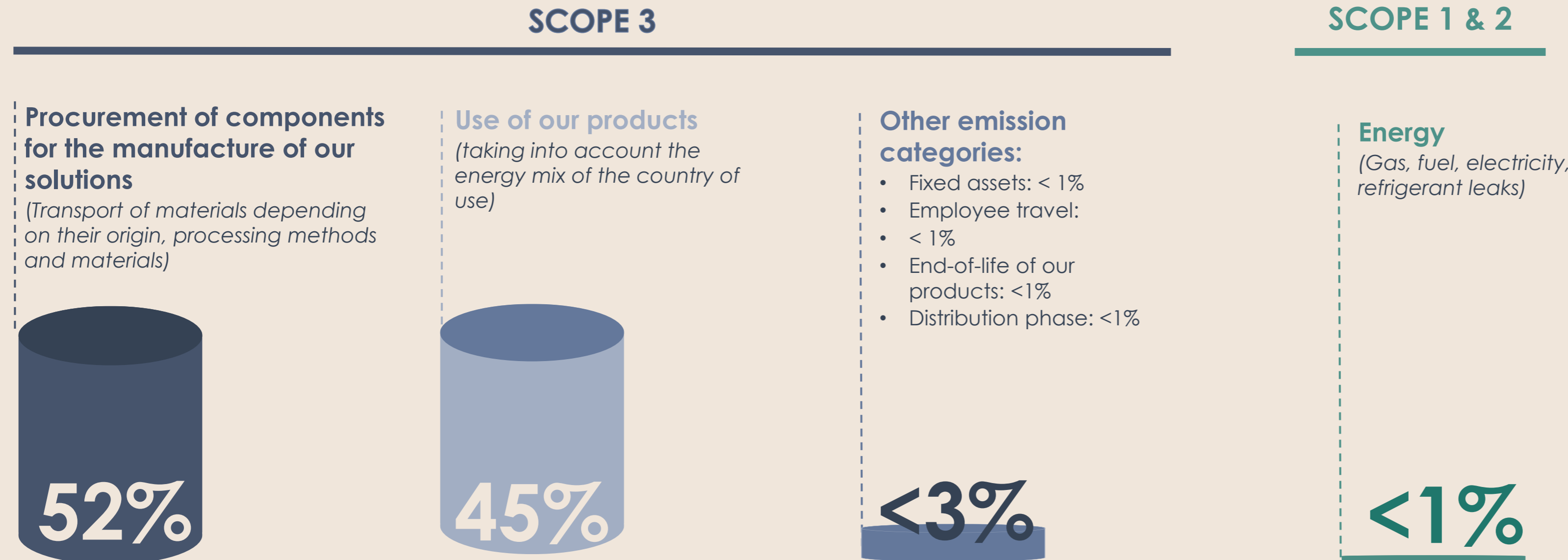


Our carbon footprint

A crucial first step in a decarbonisation strategy

In 2025, we recalculated the Group's greenhouse gas (GHG) emissions for Scopes 1, 2 and 3. In September of the same year, the independent Science Based Targets initiative (SBTi)* validated our emissions reduction targets for 2031, confirming their alignment with the Paris Agreement.

The results of our carbon footprint analysis highlight the significant weight of Scope 3, and more specifically the upstream impact linked to the sourcing of our components and the design of our products, as well as the downstream impact associated with their use.

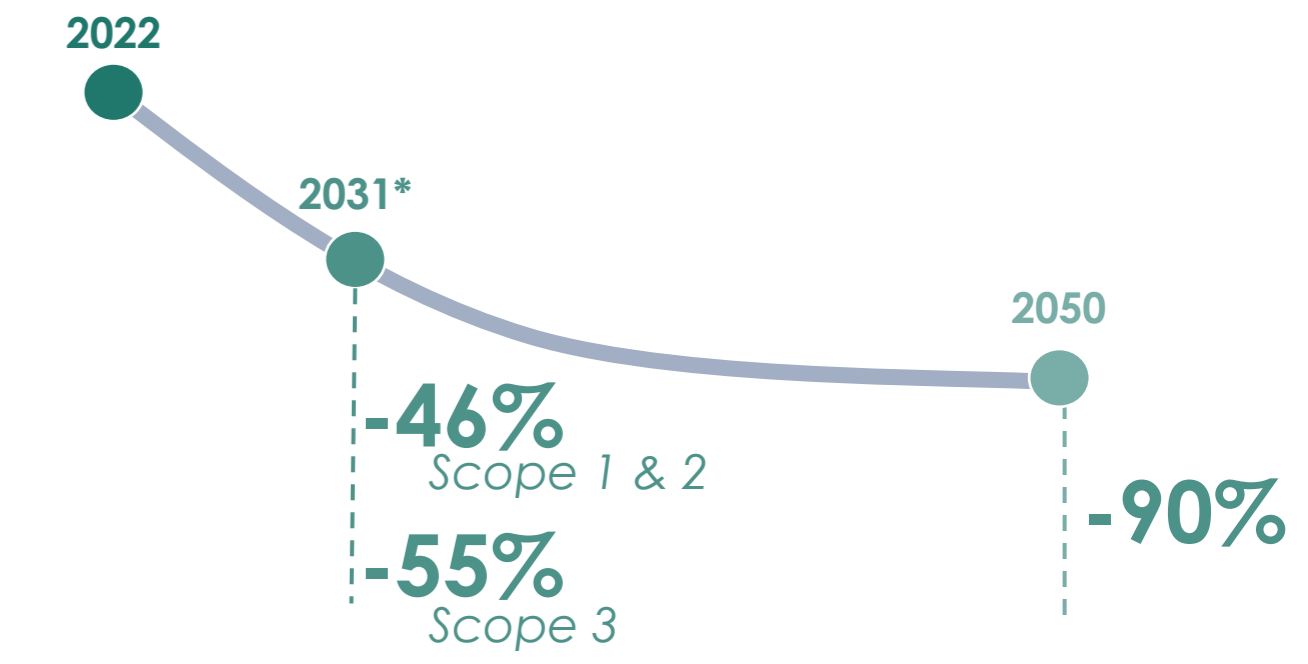


The validation of our carbon targets by the SBTi attests to the seriousness and robustness of our climate trajectory, which is both ambitious and resolutely action-oriented.

Yannick Schreiber,
Director of Operations



TARGETS



Years	Emissions (kTCO2eq)**	Target
2022	222	Base year
2023	148	219
2024	90	216
2025	95	211
2030		128

** Based on the 2022 baseline year, on the intensity of our emissions relative to turnover. The overall uncertainty of the carbon footprint is estimated at 10%.

Pathway to decarbonisation

A low-carbon strategy based on the ACT method

As part of our commitment to reducing our greenhouse gas emissions, in 2023 we implemented our low-carbon strategy based on the Accelerate Climate Transition (ACT) method.

This rigorous approach has enabled us to define a detailed action plan to decarbonise our operations, with a particular focus on reducing indirect emissions (Scope 3), including both upstream and downstream emissions. Our long-term goal is to help limit global warming to 1.5 degrees, in line with the objectives of the Paris Agreement.

Our key levers are as follows:

Engaging our suppliers

- Developing our support
- Identifying each supplier's carbon intensity (ratio of CO₂ emissions to the company's production)
- Incorporating decarbonisation-specific criteria into supplier performance monitoring with a view to eventually making this a selection criterion

Engaging our customers

- Develop and promote our solutions that contribute directly to the energy transition
- Transfer and share our expertise
- Promote our practices and expertise in eco-design
- Develop partnerships in the field of the energy transition

Eco-designing our solutions

Upstream

- Systematising eco-design
- Prioritising recycled materials
- Reducing the size and weight of product components

Downstream

- Adopt a frugal approach to our usage
- Optimise the durability of our solutions
- Reduce intrinsic consumption

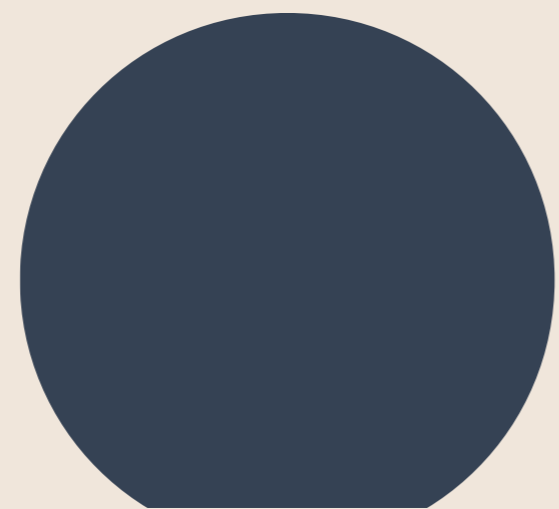
Maintain the reduction in our own consumption

- Maintain our heating/air conditioning guidelines (19°C/26°C)
- Adjust heating/air conditioning schedules according to office occupancy
- Improve our existing buildings
- Replace equipment that uses fossil fuels with carbon-free alternatives

SBTi-aligned 2030 target: 10% of the supplier base

Objective: to reduce the carbon footprint of new products by at least 30%

**Our values, business
model and
environmentally
responsible solutions**



Our SOFT values,

Four values for a strong corporate culture

Delta Dore has developed a robust corporate culture that is driving its strategic transformation project. This culture is embodied in a shared foundation, built on four values and known as SOFT: Simple, Open, Focused, Trusted.

These values express our identity and unite us around a shared vision and spirit. They enable everyone to understand how we pursue our ambitions and build our future. Each of our values is evident in every project undertaken by Delta Dore and guides all our actions, both internally and in our dealings with external partners.

SIMPLE

Our future is designed with simplicity in mind.

We inspire our customers with easy-to-use solutions that simplify their daily lives.

Internally, we prioritise simplicity in our working methods. We value simplicity and transparency in human relationships.

FOCUSED

Our future is built on clear choices.

We enhance our customers' experience by thinking and acting from their perspective.

Internally, we prioritise our efforts on clear choices. We are proactive and solution-oriented.

OPEN

Our future is enriched by openness.

We design open solutions for connected, scalable homes.

Internally, we are open to international cultures and new ways of working. We think outside the box and enthusiastically turn challenges into opportunities.

TRUSTED

Our future is rooted in trust.

We build solutions and trusting relationships with our customers and partners.

Internally, we encourage initiative and decision-making. Our sense of belonging is based on respect and commitment.

Our business model

Our solutions for eco-friendly homes

Our business model is based on a strong value proposition: contributing to the energy transition whilst improving quality of life, with connected, accessible and user-friendly solutions that meet the needs of everyday life.

Our raw materials:

Products manufactured by Delta Dore use the following resources:

- electronic components,
- printed circuit boards,
- plastics, particularly for mechanical casings.

Depending on the type, our products run on batteries, either alkaline or lithium.

The nature of our products also requires cardboard packaging and paper instructions.

Our energy dependence is primarily linked to the electricity we use for our manufacturing processes and our heating, ventilation and air-conditioning systems.

In addition, we use gas to heat certain premises.

Our approach to preventing environmental risks and pollution

The onboarding process for new employees helps to raise everyone's environmental awareness and convey the best practices to be implemented.

Expectations regarding contributions to quality, safety and the environment form an integral part of every employee's job description.

Our **Bonnemain** site (France), an electronics assembly unit, is classified as an ICPE (Installation Classified for Environmental Protection); we are required to submit a declaration under heading 1185. The site also holds the 'Vitrine Industrie du futur' label.

Our logistics site in **Tinténiac** (France) is subject to declaration under heading 1510.

Our site in **Revin** (France) is subject to declaration under heading 2910.

Our production site in **Rhede** (Germany), an electronics assembly unit, is not subject to any specific requirements.

When developing new designs, we carry out life cycle assessments (LCA) using life cycle impact modelling tools such as the EIME software, which enables a multi-criteria approach.

Delta Dore is committed to complying with the requirements applicable to its activities, products and markets.

Our products are Electrical and Electronic Equipment (EEE) intended for residential and commercial use. As such, they are subject to all applicable European directives, regulations and standards, including:

- Electromagnetic Compatibility (EMC),
- Low Voltage (LV),
- Radio (RED),
- Waste Electrical and Electronic Equipment (WEEE),
- Restriction of Hazardous Substances (RoHS),
- Power consumption (EuP),
- Chemicals contained in products (REACH), and SCIP (Substances of Concern in articles as such or in complex objects (Products)),
- General Data Protection Regulation (GDPR),
- The Sustainable Development Goals defined by the UN,
- The Carbon Border Adjustment Mechanism (CBAM).

Our markets and customers also require our equipment to comply with requirements such as thermal regulations (RT2012 and RE2020) and the Energy Performance of Buildings Directive (EPBD).



A family-owned business (70%), a pioneer in the French smart home market.

OUR AMBITION
To be a major player in the energy transition
To become a key player in residential energy management in Europe.

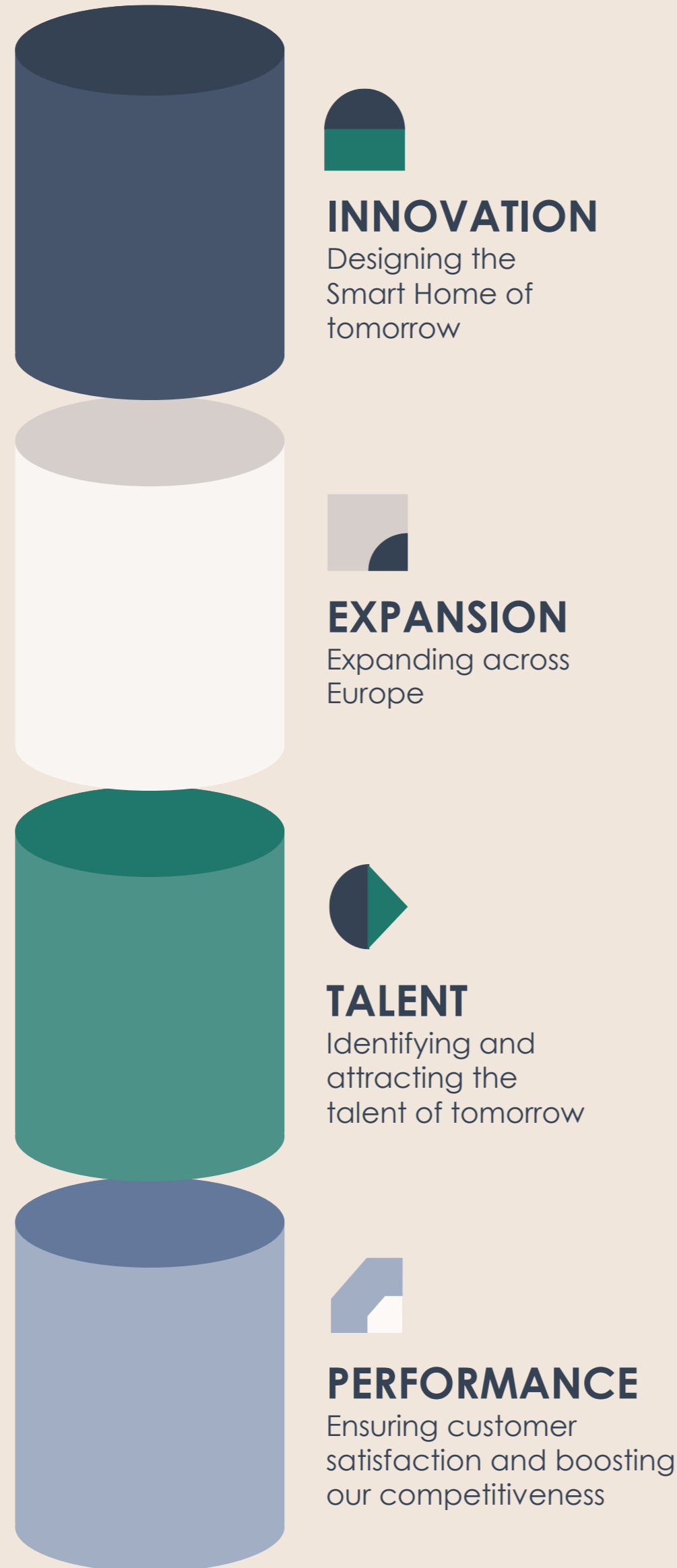
OUR MISSION

We innovate for a more sustainable way of life, in which reducing the energy footprint of homes goes hand in hand with a better quality of life. We are committed to positive energy efficiency.



23 million homes equipped with energy management solutions in Europe over the last 20 years.

our strategic pillars

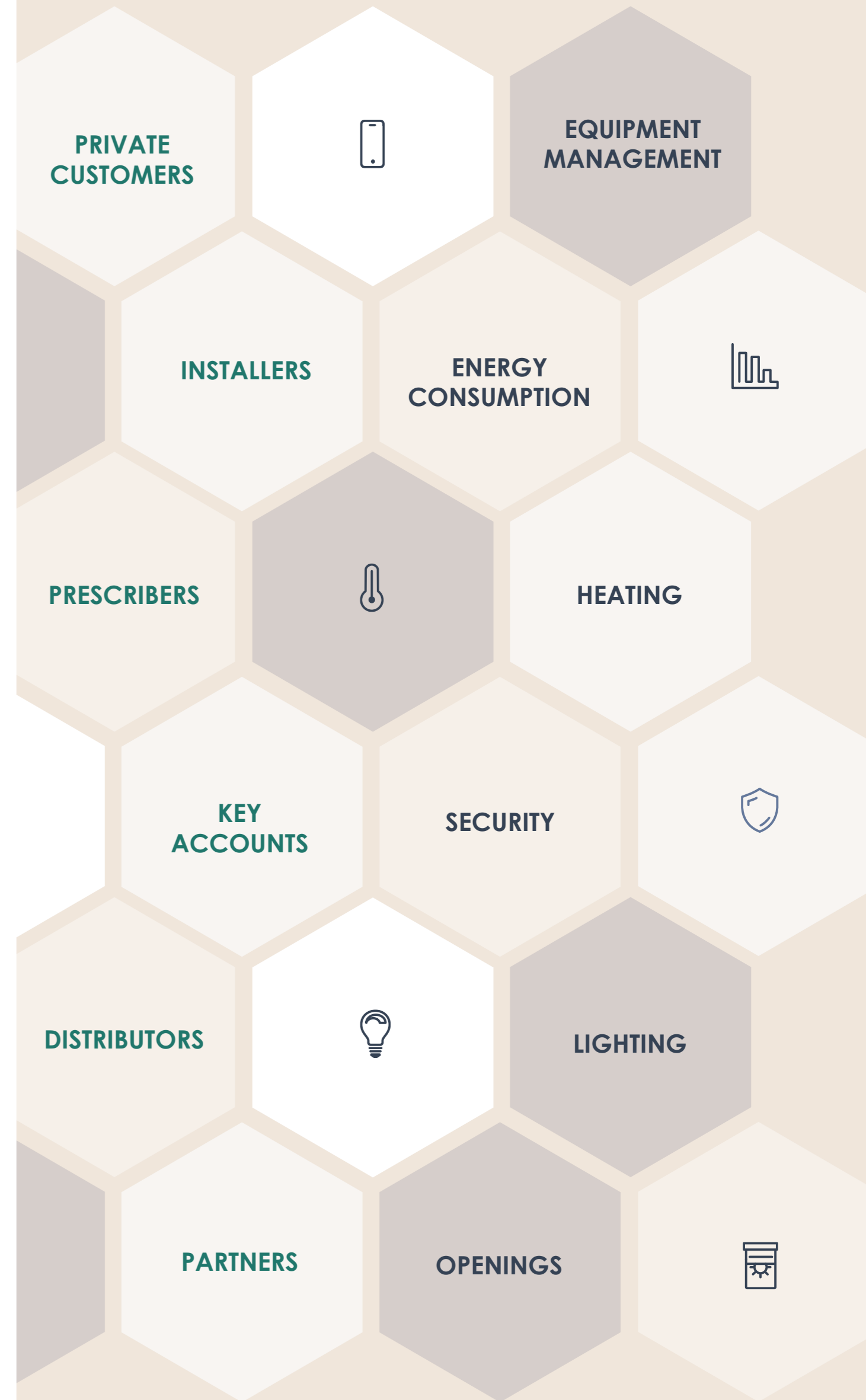


our key processes & strengths

- RESEARCH & INNOVATION
Innovation is at the heart of the Group's DNA: 10% of turnover dedicated to R&D, over 150 staff, 113 published patent families.
PRODUCT DEVELOPMENT & MANAGEMENT
Solutions supporting the energy transition and comfort
Products and services for the control and analysis of equipment.
DEVELOPMENT
Comprehensive expertise in product and service development
From hardware design to the development of IoT* applications and platforms
PURCHASING
Responsible and sustainable procurement, with sourcing from France, the EU and the rest of the world**.
RFAR-certified and compliant with ISO 20400
PRODUCTION
A state-of-the-art Franco-German industrial facility:
5 million products manufactured on average per year,
Two factories in France (Bonnemain and Revin) and one factory in Germany (Rhede) are ISO 9001 certified,
Bonnemain, Tinténiac and Revin are ISO 14001 certified,
The Bonnemain plant has been awarded the "Vitrine Industrie du Futur" label.
COMMERCE
A European presence Operations in 6 countries: France, Germany, Spain, Italy, Poland, United Kingdom.
CUSTOMER SUPPORT
Close to our customers: over 100 sales representatives, 3 call centres, Training Centre

*Internet of Things
**Rest of the World

our customers **our business**



Simple, robust and open solutions, promoting energy efficiency

Delta Dore specialises in cutting-edge technologies and draws on numerous partnerships to offer a wide range of solutions for energy management and sun protection. These products are affordable, interoperable and easy to use, providing practical solutions to everyday concerns.

A pioneer in home automation in the 1980s and a forerunner in smart homes since 2015, Delta Dore now possesses recognised expertise in connected control systems for energy management and roller shutters.

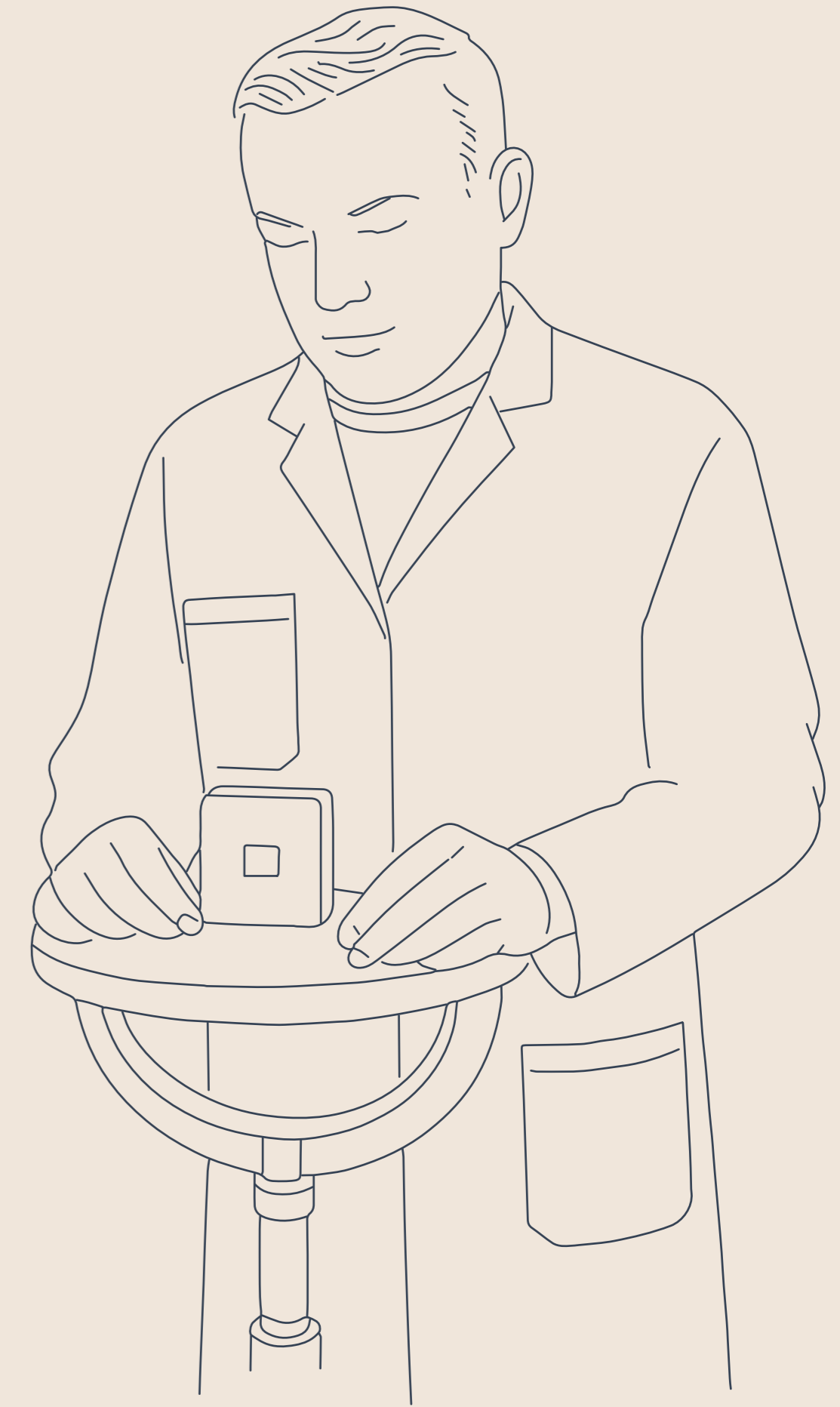
In 2022, the company was the first to launch a product range natively combining these two functions, enabling the 30% energy savings estimated by a CSTB* study. It also offers homeowners the ability to easily programme their usage via a mobile app, in a field where simplicity is key to adopting good habits.

In 2025, the company marked a decisive shift towards openness by obtaining the first Matter certification, the new standard protocol that promotes interoperability between all connected devices, regardless of their brands.

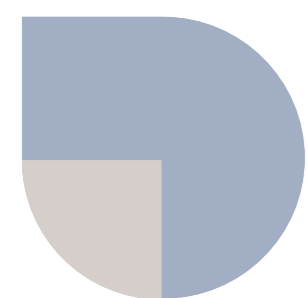
With its Delta Dore and Rademacher brands (in Germany), the Group has built its reputation on the robustness and reliability of its technologies, positioning its offerings as the antithesis of planned obsolescence. These choices have been key to the success of its brands and have enabled it to earn the trust and loyalty of both end-users and installers.

The company also maintains strong partnerships with major equipment manufacturers in the sector, for whom it develops connected solutions that have become essential to their value proposition for customers.

Finally, in recent years, the Group has enhanced the appeal and availability of its products for consumers, whether they wish to have them installed by professionals or fit them themselves.



Our offerings by customer type



Smart Home for Business: 50% of turnover

A comprehensive range of connected solutions installed by professionals in private homes, offering greater comfort whilst saving energy and enhancing home security: energy management, control of shutters and doors, lighting, alarm systems, cameras, and a single app to manage all these functions.



Smart IoT Solutions: 43% of turnover

A range of products and services aimed at the housing sector (builders, developers), enhanced by support for the digital transformation of their product and service offerings. A bespoke range of products, apps and IoT platforms for manufacturers (boiler, radiator, roller shutter and window manufacturers, etc.) and service providers (energy companies, banks, insurers), enhancing their offerings with equipment management and connectivity.



Smart home Consumer: 7% of turnover

A more focused, easy-to-install range, sold via e-commerce and aimed at private individuals wishing to install their own equipment and take their first steps into the world of smart homes.



DELTA DORE IS:




23 million homes equipped with energy management solutions in Europe over the last 20 years.

An average of **5** million products manufactured per year across the three production sites in France and Germany.

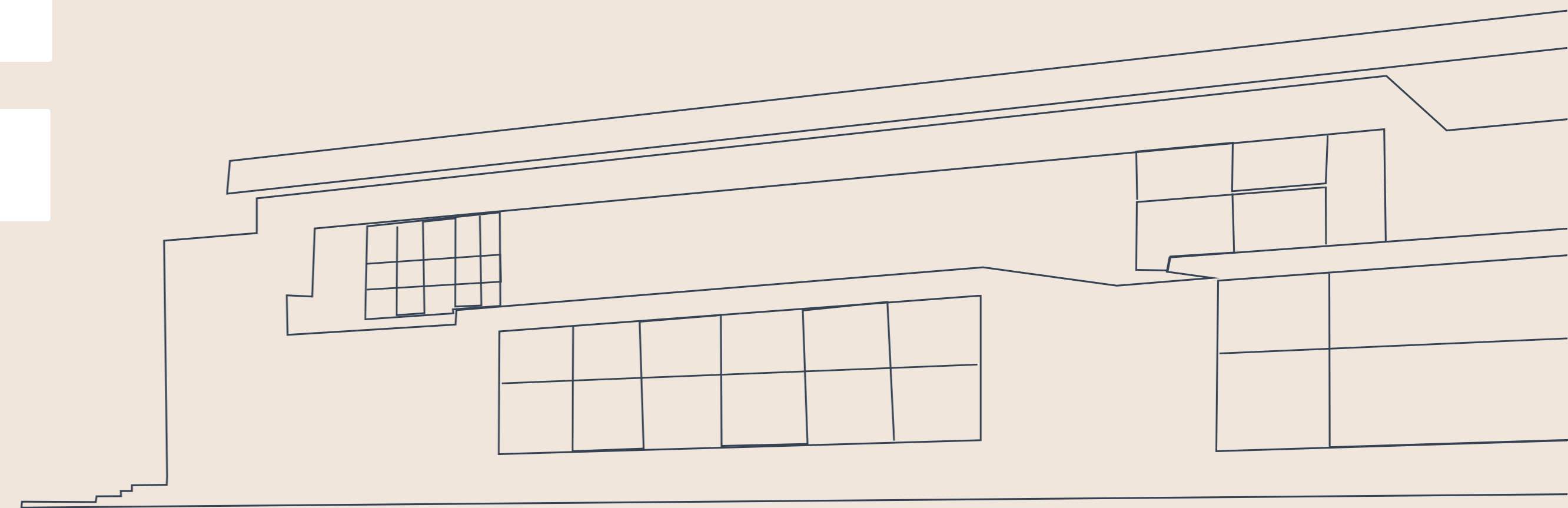
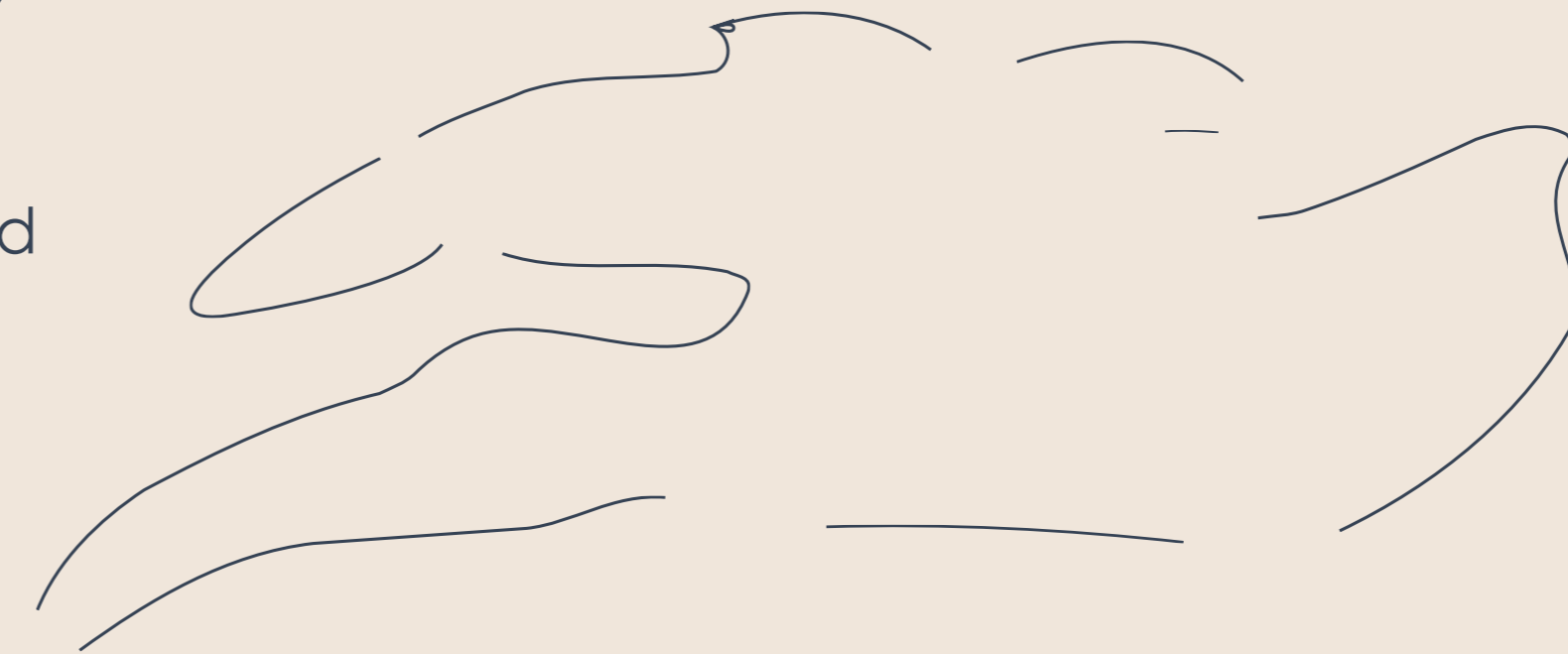
Operations in **6** European countries: France – Germany – Spain – Italy – Poland – United Kingdom, and sales in over 30 countries.

A governance model that is demanding and tailored

Delta Dore's governance is structured around several decision-making and operational bodies that work in concert to:

-  **define** strategic directions
-  **ensure the implementation** of strategic directions
-  **manage** the strategic direction

Their rules and operating procedures are based on the principles of accountability, integrity and transparency.



Governing bodies

Supervisory Board

- 9 members
- meets quarterly
- 89% men / 11% women

Its role: to exercise ongoing supervision of the company's management by the Executive Board

Audit Committee

- 2 members
- meets twice a year

Its remit: to oversee financial reporting, internal controls, risk management and the independence of the Statutory Auditors.

Remuneration and Appointments Committee

- 2 members
- meets three times a year

Its remit: to review and propose remuneration, appointments and reappointments to the Supervisory Board and the Management Board.

Strategy and Technology Committee

- 4 members
- meets twice a year

Its remit: to assess the strategy proposed by the Management Board, evaluate its impact and ensure its proper implementation

Executive Board

- 3 members
- 66% men / 33% women

Its role: to administer and manage the company under the supervision of a supervisory board

Executive Committee

- 11 members + Executive Board
- Monthly
- 55% men / 45% women

Its role: to steer the overall strategy, including the CSR strategy and its implementation.

Quality Committee

- 4 members
- meets monthly
- 50% men / 50% women

Its remit: to help monitor the quality of products and services.

AI Acceleration Committee

- 5 members
- Monthly
- 60% men / 40% women

Its mission: to support the integration of generative AI and business tools within an ethical and secure framework.

Cyber Committee

- 10 members
- meets quarterly
- 50% men / 50% women

Its mission: to support senior management on cybersecurity and risk management.

GDPR Committee

- 4 members
- meets every two months
- 50% men / 50% women

Its role: to help implement personal data regulations.

CSR and Compliance Committee

- 5 members
- Monthly
- 40% men / 60% women

Its role: to oversee the governance and implementation of the CSR strategy, consolidate key performance indicators, and monitor CSR and compliance issues in conjunction with senior management

CSR management at Delta Dore

Stakeholders

Employees – Distributors – Key Accounts – Installers – Institutions – Partners – Private Individuals – Specifiers ...

Stakeholders help to prioritise of issues by expressing their priorities through the materiality analysis and participate in implementation through their interactions with Delta Dore.

Divisions & Departments

Purchasing – Marketing & Sales Consumers | Key Accounts | Professionals – Communication & Brand Identity – Cybersecurity – Finance – Industry & Logistics – IT – Quality – Systems/Environment/CSR – Research & Development – HR – Customer Services – Strategy & Technology.

The departments and divisions ensure the implementation of the CSR policy, and ensure the promotion and the necessary impetus for the initiative within their responsibility by managing the processes for which they are responsible.

CSR Committee

Executive Board – Legal Department – HR Director – CSR Officers

The CSR Committee oversees the governance of the CSR initiative within the company. It drives its implementation across the Group and consolidates progress indicators. It facilitates the implementation of CSR initiatives.

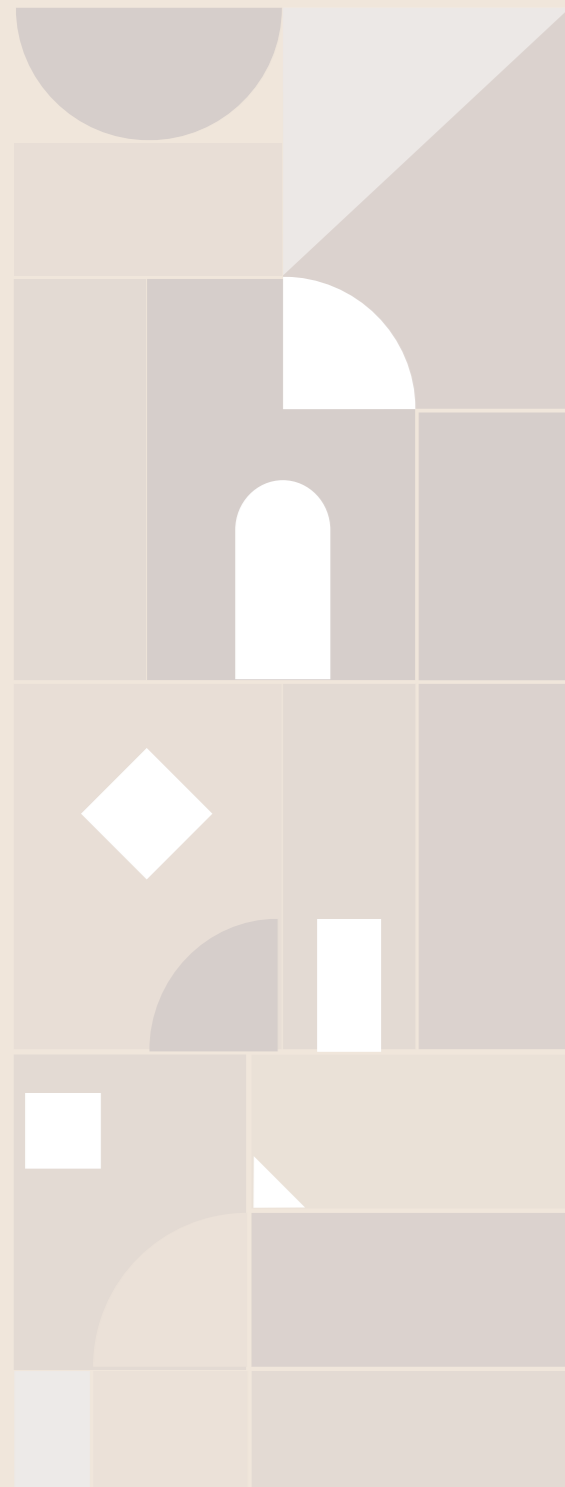
Management

Delta Dore's management establishes the Group's CSR strategy.

A large, bold, dark blue number '3' is positioned on the left side of the slide. It is the first element of a list, with a dark blue circle below it.

**Our strategic
priorities and risks**

Management of CSR Issues and Risks



Delta Dore's non-financial risk management framework is based on a structured and evolving approach. It is based primarily on compliance with applicable legal and regulatory requirements. Risks are identified and analysed in line with international CSR standards, notably ISO 26000, taking into account their potential impacts on stakeholders, society and the environment.

This analysis is supplemented by the creation of a double materiality matrix, developed with the involvement of Delta Dore's internal and external stakeholders. The identified risks are then managed operationally through tailored action plans, the effectiveness of which is monitored using performance indicators that measure the achievement of set objectives.

The risk analysis is updated regularly to take account of changes in the Group's activities and its value chain. This framework is overseen by the CSR Committee, under the supervision of the Executive Committee. CSR risks are linked to the company's challenges and are addressed through its internal processes, which enable the implementation of improvement plans by mobilising the necessary resources.

A wider range of stakeholders were consulted for the new 2023 materiality matrix:
installers, distributors, customers, banks, suppliers, manufacturers, employees, schools, construction companies...



Identifying CSR risks to better manage them

As part of the preparation of our non-financial reporting, and in accordance with the new European requirements of the Corporate Sustainability Reporting Directive (CSRD) and its standards (ESRS), we have conducted a comprehensive double materiality analysis this year. This approach enables us to understand which environmental, social and governance issues are most important to our company:

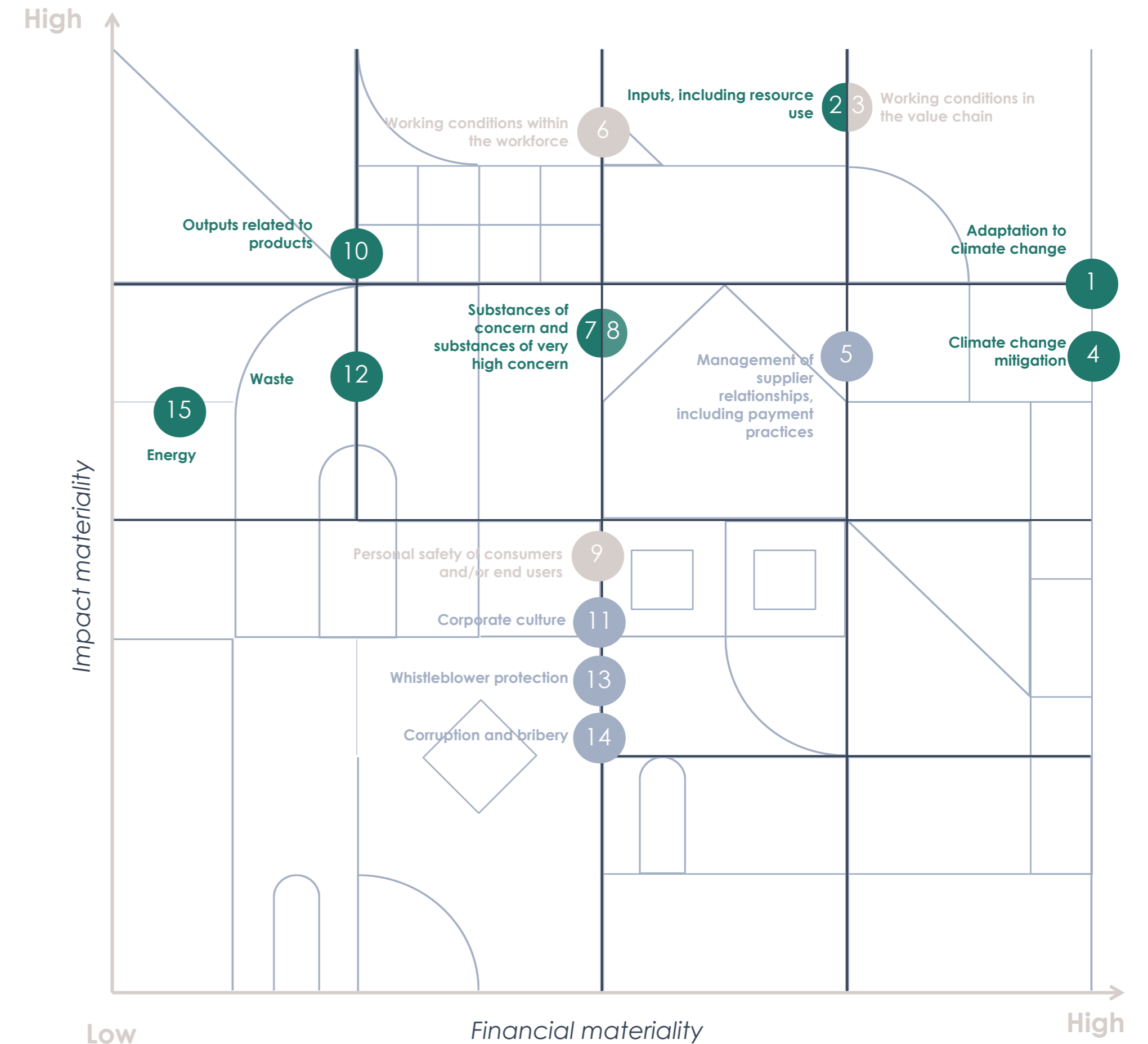
- on the one hand, those on which we have a significant impact,
- on the other hand, those that may influence our business, our results or our development.

To carry out this analysis, we set up a dedicated team and drew on the insights gained from the stakeholder consultation we conducted in 2023. This consultation had already enabled us to incorporate a key business perspective in order to better align CSR with the Group's overall strategy.

Priority issues were identified by cross-referencing several sources: our 2023 analysis, the themes defined in the ESRS standards, sector-specific work carried out by the FIEEC, our internal documents (strategy, policies, risk maps) and international frameworks such as ISO 26000, the SDGs and the Global Reporting Initiative (GRI). Each issue was then assessed according to its significance, the potential scale of its impacts and the level of risk it poses to the Group, in the short term (2030) and the medium term (2050).

All of these assessments enabled us to construct our double materiality matrix. The figure on the right illustrates this, showing only the issues deemed to be priorities for the Group. This matrix now serves as the basis for our CSR strategy: it helps us to guide our actions, structure our policies and meet our reporting obligations.

Double Materiality Matrix



Our main CSR risks

"Environment" category

For each sub-theme, it is specified whether it is a positive impact (PI), a negative impact (NI), a risk (R) or an opportunity (O), as well as its location in the value chain: (Upstream, Core business, Downstream)

Topic	Sub-topic	Type of IRO	Value chain location			Type of IRO and Description	Measures taken by Delta Dore to mitigate risk, as detailed in the following sections:	
			Upstream	Own	Downstream			
ENVIRONMENT	E1 Climate change	Adaptation to climate change	O & R	●	●	●	<p>Opportunity: We develop and offer energy efficiency solutions that help our customers reduce their consumption and move towards a more sustainable model. This growing demand, driven by climate challenges, supports our growth.</p> <p>Risk: Our business may be disrupted by extreme weather events (floods, heatwaves, storms), which could affect our sites, equipment or supply chains</p>	
		Climate change mitigation	IP; O; IN	●	●	●	<p>Positive impact: We design, manufacture and distribute solutions that enable consumers to reduce their energy consumption through energy-efficient products. This contributes directly to the overall reduction in greenhouse gas emissions.</p> <p>Opportunity: The market is increasingly demanding products that contribute to the transition to a low-carbon economy, which supports the development of our product range and strengthens our market position.</p> <p>Negative impact: Some of our products consume energy during their use phase, which impacts the downstream carbon footprint and contributes to our Scope 3 emissions.</p> <p>Negative impact: Our greenhouse gas emissions across the entire value chain have a negative impact on climate change, with Scope 3 accounting for the largest share of our carbon footprint.</p>	<p>Energy transition</p> <p>Eco-design</p> <p>Responsible procurement</p>
	E5 Circular economy	Inputs, including the use of resources	O & R; IN	●	●	○	<p>Opportunity: The development and launch of eco-designed products enables us to meet growing demand for sustainable and repairable solutions, thereby driving sales growth.</p> <p>Risk: We are facing a shortage of certain raw materials essential to the manufacture of our products, which could undermine our business.</p> <p>Negative impact: The production of our products requires the use of non-renewable natural resources, whose stocks are limited, contributing to pressure on these resources.</p>	<p>Sustainable innovation</p> <p>Waste recovery</p>
		Waste	R	○	●	●	<p>Risk: Risk of environmental and operational impacts associated with the generation and treatment of waste.</p>	
	Inputs related to products and services	IN & O	○	○	●	<p>Negative impact: The plastic packaging used to market our products can cause soil and ocean pollution, thereby contributing to environmental degradation.</p> <p>Opportunity: The development and marketing of eco-designed products enable us to meet the market's growing expectations regarding sustainability and reparability. This helps to boost sales and enhances the company's image.</p>		

Our main CSR risks

"Social" category

For each sub-theme, it is specified whether it is a positive impact (PI), a negative impact (NI), a risk (R) or an opportunity (O), as well as its location in the value chain: (Upstream, Own operations, Downstream)

Topic	Sub-topic	Type of IRO	Value chain location			Type of IRO and Description	Measures taken by Delta Dore to mitigate risk, as detailed in the following sections:	
			Upstream	Own	Downstream			
SOCIAL	S1 Company workforce	Health and safety	IN & R	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Negative impact: The absence of appropriate health and safety regulations may expose employees to hazardous working conditions, increasing the risk of harm to their health and safety.</p> <p>Risk: A lack of regulations or poor implementation of health and safety measures can lead to an increase in workplace accidents and associated absences, with significant operational consequences for the company.</p>	<p>Career support</p> <p>Digital transformation</p>
	S2 Workers in the value chain	Working conditions	O & R	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<p>Opportunity: Implementing robust health and safety policies throughout the value chain strengthens the company's reputation and demonstrates its commitment to responsible practices</p> <p>Risk: The absence of policies or poor enforcement of health and safety rules within the value chain can lead to accidents, including serious ones, and severely damage the company's reputation.</p> <p>Risk: The lack of health and safety policies, or failure to comply with them, can lead to workplace accidents within the value chain, exposing the company to legal risks, particularly with regard to the duty of care.</p>	<p>Talent acquisition</p> <p>Social life and engagement</p> <p>Health & Safety</p> <p>Diversity & anti-discrimination</p>
	S4 Consumers and end users	Personal safety of consumers and/or end users	IN	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<p>Negative impact: A product or service failure may cause a material or physical incident, endangering the health and safety of the end user.</p>	<p>Dialogue with internal stakeholders</p>

Our main CSR risks

"Governance" category

For each sub-theme, it is specified whether it represents a positive impact (PI), a negative impact (NI), a risk (R) or an opportunity (O), as well as its location in the value chain: (Upstream, Core business, Downstream)

Topic	Sub-topic	Type of IRO	Value chain location			Type of IRO and Description	Measures taken by Delta Dore to mitigate risk, as detailed in the following sections:	
			Upstream	Own	Downstream			
GOVERNANCE	G1 Business Conduct	Management of supplier relationships, including payment practices	Ln	●	●	○	<p>Negative impact: Inadequate or non-existent management of supplier relationships can hinder the creation of sustainable and trusting partnerships, undermining the quality and continuity of collaborations.</p> <p>Positive impact: Incorporating social and environmental criteria into supplier selection favours the most responsible partners and has a positive impact on their CSR performance</p>	
	G1 Business Conduct	Corporate culture	O, R & IN	○	●	○	<p>Opportunity: Strengthening a coherent corporate culture can build a strong employer brand, significantly improving the organisation's ability to attract and retain talent in a highly competitive technology sector.</p> <p>Risk: A disconnect between stated values and managerial practices, exacerbated by poorly managed growth, can lead to profound disengagement, a deteriorating working environment and internal tensions that disrupt work organisation.</p> <p>Negative impact: A misaligned corporate culture can damage the working environment, lead to the loss of key skills, reduce the organisation's appeal to talent, and cause lasting damage to its reputation and the trust of clients and partners.</p>	<p>Responsible procurement</p> <p>Business ethics and compliance</p>
	G1 Conduct of business	Whistleblower protection	R&D	○	●	○	<p>Risk: Inadequate communication, insufficient security of reporting channels and a lack of training for managers can prevent the detection of risky behaviour and expose the company to sensitive data leaks, management errors and indirect reprisals.</p> <p>Negative impact: Protection perceived as inadequate may deter employees from reporting serious incidents, delaying the detection of critical situations and exacerbating events with significant operational, legal or human consequences.</p>	<p>Industrial partnerships</p> <p>Customer satisfaction and relations</p>
	G1 Business conduct	Corruption and bribery	O, R & IN	○	●	●	<p>Opportunity: The implementation of a robust ethical framework, structured around a code of conduct and an anti-corruption policy, can strengthen the company's credibility and secure access to demanding markets.</p> <p>Risk: Inappropriate business practices, unethical supplier choices, misconduct by subcontractors and internal fraud can compromise the integrity of business relationships, weaken the supply chain and undermine the reliability of processes.</p> <p>Negative impact: A case of corruption can lead to criminal penalties, the immediate loss of strategic markets and lasting damage to reputation, undermining customer trust and business continuity.</p>	

Our strategic plan, Smart ignition

Our strategic plan is structured around four key pillars designed to achieve our development ambitions and contribute to the energy transition. They also help to facilitate the sharing of our corporate strategy internally and enable us to focus our attention on the main risks that could hinder the company's development.



Innovation

Innovating for positive energy efficiency.

Every day, we strengthen our expertise in energy management to optimise energy use whilst maintaining comfort in homes.

We are working to make smart homes accessible to all through brand interoperability and openness to standard protocols.

Our innovation is designed with people in mind, offering increasingly seamless user experiences. Finally, we are continuing our eco-design efforts by miniaturising our products and adopting materials and technologies with a lower carbon footprint.



Market expansion

Becoming a key player in residential energy management in Europe

To expand our reach, we are accelerating our growth in Europe, particularly in France, Germany, Spain and Italy. We are expanding our presence in the fast-growing e-commerce sector.

Finally, we are committed to strengthening our customer relationships by expanding our sales teams and rolling out new dedicated digital tools. At the same time, we are stepping up our compliance efforts.



Talent

Empowering our employees to meet every challenge.

We value our talent by sharing our strategy and our CSR commitments, and by fostering individual autonomy to make everyone a key player at Smart Ignition.

We support professional development through training, career mobility and initiatives to promote well-being at work. To attract new talent, we highlight our corporate culture and collaborate with leading business schools and universities.



Performance

Striving for excellence to boost investment and reduce our impact.

Staying competitive requires an efficient organisation and an agile mindset, encouraging the adoption of new methods. This dynamic supports digital transformation and improves customer satisfaction.

Our performance also depends on our environmental impact. Committed to the ACT initiative, we are developing a low-carbon strategy and implementing several measures: energy efficiency, waste recovery, eco-design, responsible procurement and the targeted reduction of our emissions across the entire value chain.

A well-established trajectory

In 2018, Delta Dore launched its Smart Ignition project based on a detailed roadmap including the implementation of cross-functional projects that will enable the gradual achievement of the objectives of each of its strategic priorities, as well as the decarbonisation of our operations.



Innovation

- Smart multi-energy management
- Integration of renewable energy & electric vehicles
- Strengthening our interoperability via Matter and Zigbee
- Systematisation of eco-design



Expansion

- Growth in Europe
- Expansion in the B2C market
- Gaining market share in multi-occupancy and social housing
- Excellence in customer support



Talent

- Employer appeal
- Employee fulfilment
- Employee engagement in environmental responsibility
- Uniqueness of our corporate culture



Performance

- Industrial excellence in France and Germany
- Alignment of our financial and environmental performance

Structured according to frameworks, ESG-validated

External guidelines

The Global Compact and the UN SDGs

Signatories to the Global Compact commit to upholding ten principles relating to human rights, labour, the environment and anti-corruption.

By joining the Global Compact in 2022, we are committed to upholding its ten principles and report annually on our progress via our Communication on Progress (CoP). Our latest CoP is available on the Global Compact website.

The Global Reporting Initiative (GRI)

We have prepared this report in accordance with the GRI Standards for the period from 1^{er} January to 31 December 2025. The CSR Report, covering the period from 1^{er} January to 31 December 2025, has been prepared in accordance with the GRI Standards 2021.

The information presented covers the Universal Standards as well as the material Topic Standards identified through the materiality process. The index on page 54 constitutes the report's official GRI Index.

The Science-Based Targets Initiative (SBTi)

The SBTi is an international organisation that helps companies set greenhouse gas reduction targets aligned with climate science, i.e. compatible with the Paris Agreement and the goal of limiting global warming to 1.5°C.

We are one of 10,388 companies worldwide that have made science-based commitments to reduce GHG

emissions. The Group's GHG footprint is calculated in accordance with the requirements of the GHG Protocol (see page 52).

The Group's "short-term target" commitment of CO₂s was validated in 2025 by SBTi. Delta Dore is therefore committed to reducing its Scope 1 and 2 greenhouse gas emissions by 46.2% by 2031, compared to the 2022 baseline year. Delta Dore is also committed to reducing its Scope 3 greenhouse gas emissions by 54.99% per euro of added value over the same period.

International Labour Organisation (ILO)

The ILO, a specialised agency of the UN, develops and oversees international labour standards and promotes decent work for all.

Delta Dore adheres to the principles of the ILO Declaration on Fundamental Principles and Rights at Work. This commitment is reflected in particular through the Group's Code of Ethics and Responsible Business Conduct, which is based on these standards and incorporates several of the norms promoted by the ILO.

International Organisation for Standardisation (ISO)

We apply the principles of ISO 26000 (social responsibility) in our dealings with suppliers and also implement other ISO standards, including ISO 14001 (environment), 9001 (quality) and 20400 (responsible procurement).

ESG ratings

Carbon Disclosure Project Climate (CDP Climate)

An international organisation that assesses companies' transparency and performance in managing carbon and climate risks, using an internationally recognised score.

CDP Supplier Engagement Assessments (SEA)

Assesses companies' ability to integrate their suppliers into their climate strategy. It measures the quality of governance, targets and actions undertaken to reduce emissions across the entire value chain.

Carbon Disclosure Project Water (CDP Water)

Assesses companies' transparency and performance in water management, including water risks, consumption, reduction targets and associated governance

EcoVadis

A platform for assessing companies' CSR performance across four areas (environment, social & human rights, ethics and responsible procurement), enabling the measurement of maturity, the identification of areas for improvement and the promotion of commitments to partners.

Delta Dore's non-financial ratings

	2016	2022	2024	2025	Sector average
CDP Climate	-	D	B	B	C <i>(in 2023 for the electrical and electronic equipment sector)</i>
CDP Supplier Engagement Assessments (SEA)	-	-	A-	A-	
CDP Water	-	-	C	C	C <i>(in 2024)</i>
EcoVadis	$\frac{56}{100}$	$\frac{74}{100}$	$\frac{78}{100}$	$\frac{81}{100}$	$\frac{56}{100}$ <i>(in 2025)</i>

Aligned with the Sustainable Development Goals

The 17 SDGs and their 169 targets form a global roadmap for tackling the challenges of sustainable development, with the aim of creating a fairer, more inclusive and environmentally friendly world by 2030. Through its CSR strategy, Delta Dore is committed to contributing to these goals for all stakeholders across its value chain. Since 2022, the company has been an active member of the United Nations Global Compact and publishes an annual Communication on Progress. Delta Dore's contributions to the SDGs have been mapped using the SDG Action Manager tool.



Innovation

Innovating for positive sustainability.

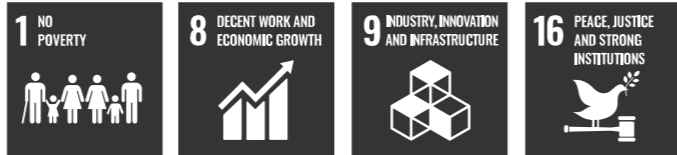


By driving sustainable innovation, expanding eco-design and accelerating our contribution to the energy transition.



Vision

To become a major player in Europe in the field of energy management in the home



By accelerating our international expansion in Europe, ensuring ethical, sustainable growth throughout our value chain that respects our stakeholders.



Talent

Empowering our employees to meet every challenge.



By developing skills and commitment, improving dialogue, quality of life and workplace safety, and promoting diversity whilst preventing psychosocial risks.



Performance

Striving for excellence to boost investment and reduce our impact.



By reducing social and environmental risks through responsible procurement and improved traceability, by integrating digital tools to strengthen collaboration and skills, and by limiting our environmental impact through optimised resource and waste management.



**Our commitments
to sustainability**



Innovation pillar

How does our approach to innovation help us manage our environmental impact?

Delta Dore is pursuing an ambitious innovation plan, focused on digital technology and the optimisation of user journeys, to advance the conception and design of its products, applications and services. This will result in a distinctive offering in terms of energy efficiency, innovative services and comprehensive, integrated and carbon-neutral solutions.

KEY INDICATORS

Eco-design

KPI - France

88% of turnover covered by a Product Environmental Profile (PEP)

Energy transition

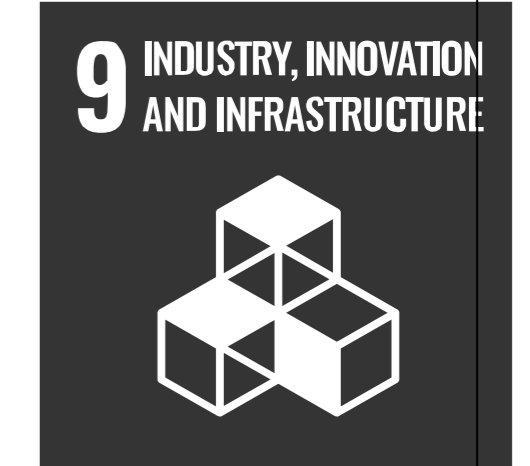
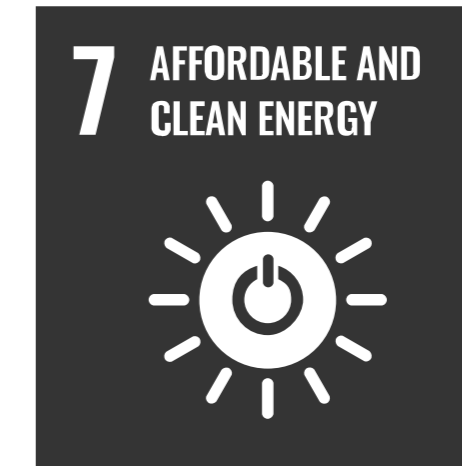
KPI - France / Germany / Spain

79% of our product turnover contributes to energy management

Innovation

KPIs – France / Germany

113 families of active patents published



SDG CONTRIBUTION

Fostering sustainable innovation



The challenge

To design the iconic solutions of tomorrow, aimed at reducing energy consumption, enhancing everyone's comfort and catering to future needs. To this end, the interoperability of our offering with that of other market players is essential to ensure the sustainable growth of smart homes.



Our commitment

Putting the customer experience at the heart of our thinking. Delta Dore is committed to ensuring that the technologies we deploy remain well-suited to the needs of increasingly demanding users.



We are fully aware of the environmental impact of generative AI. That is why we are developing AI solutions that are as energy-efficient as possible. The carbon footprint will be quantified at the end of the project to balance the energy performance of our solutions with the impact of their design.



Benoist Thirouard,
Head of Strategy and Technology



What we have achieved this year:

- We have continued our strategy of responsible innovation to support the energy transition and the sustainable improvement of the home. Our work has resulted in the filing of **14** patents relating to technologies essential for controlling energy consumption and optimising building performance.
- We have developed new technical concepts for a thermostatic valve designed for hot water heating, as well as algorithms for the smart control of hot water tanks based on tariff signals. These advances contribute to improved energy efficiency and a more sensible use of electrical resources. They are in line with national and European objectives regarding energy efficiency and emissions reduction.
- We have also focused our work on solutions to improve the comfort and sustainability of installations. Automated control of windows and doors facilitates better management of natural ventilation, whilst the design of a new home automation box, developed with eco-design principles in mind, enhances the robustness and integration of our equipment within a constantly evolving domestic environment.
- We have developed multi-protocol radio communication systems compatible with international standards, notably Zigbee and Matter, to promote open and sustainable technologies. This approach is a key driver for enhancing interoperability and ensuring service continuity for users. Our intellectual property supports these objectives and ensures the value of our innovation efforts, which are fully aligned with our CSR ambitions.



Why aim for energy-efficient AI?

Deep learning (ChatGPT) is highly effective, but extremely resource-intensive, as it requires large volumes of data to produce relevant responses. This approach does not always take into account the specific nature of the problems to be solved.

However, every product — a thermostat, a smart home hub — can already provide targeted, high-quality data, enabling the use of simpler and more efficient models.

How do you choose the right technology?

In any data-driven initiative, we evaluate several technologies. The final choice always depends on the specific problem at hand. We therefore collaborate with IRISA (Institute for Research in Computer Science and Random Systems) to develop resource-efficient AI solutions.

In practical terms, this means working on language and machine learning models scaled solely to the user's actual needs. We seek the most minimalist model possible, one that consumes few resources whilst delivering the expected benefits.



Benoit Leduc
Head of the HEM-IA-Data Projects Division



Expanding eco-design



The challenge

To incorporate criteria into the design phase of a product that reduce its environmental impacts at every stage of its life cycle and promote sustainable development, from the extraction of raw materials to the end of its life.

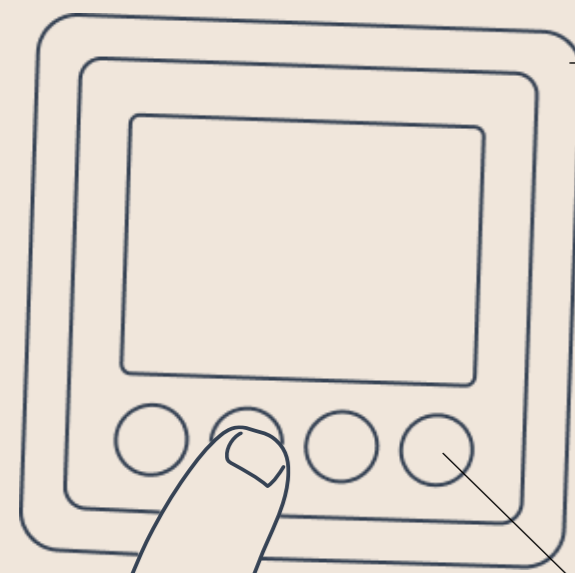


Our commitment

To increase the proportion of eco-designed products and services by taking action on several fronts: reducing the use of non-renewable materials, replacing them with more recycled materials, increasing the recyclability of products, extending product lifespans, and limiting the impacts of use.

Example of the Tybox Control

Environmental impact considered right from the design stage:



13%

of recycled plastic
across all plastic parts

36%

reduction in carbon footprint
per kilo of product compared
to its predecessor (Tybox
5101)

What we have achieved this year:

- We have initiated the General Eco-design Reference Framework for Digital Services (RGESN) analysis to optimise the use of IT and energy resources whilst limiting equipment obsolescence — whether for user terminals, network infrastructure or servers. This approach aims to improve the overall performance of our digital services whilst reducing their environmental impacts.
- Since 2023, we have been rolling out a five-year prevention and eco-design plan incorporating new strategic measures, such as the introduction of recycled plastic, the reduction in the use of non-renewable materials and the improvement of our products' recyclability. As part of this, we have prioritised two key areas: the integration of recycled plastics into our new thermostats and alarms, and the reduction of energy consumption in our products, whether they are mains-powered or battery-operated.



The eco-design team is involved from the earliest stages of new project development, incorporating commitment guidelines designed to steer technical, financial and functional choices towards more sustainable solutions.



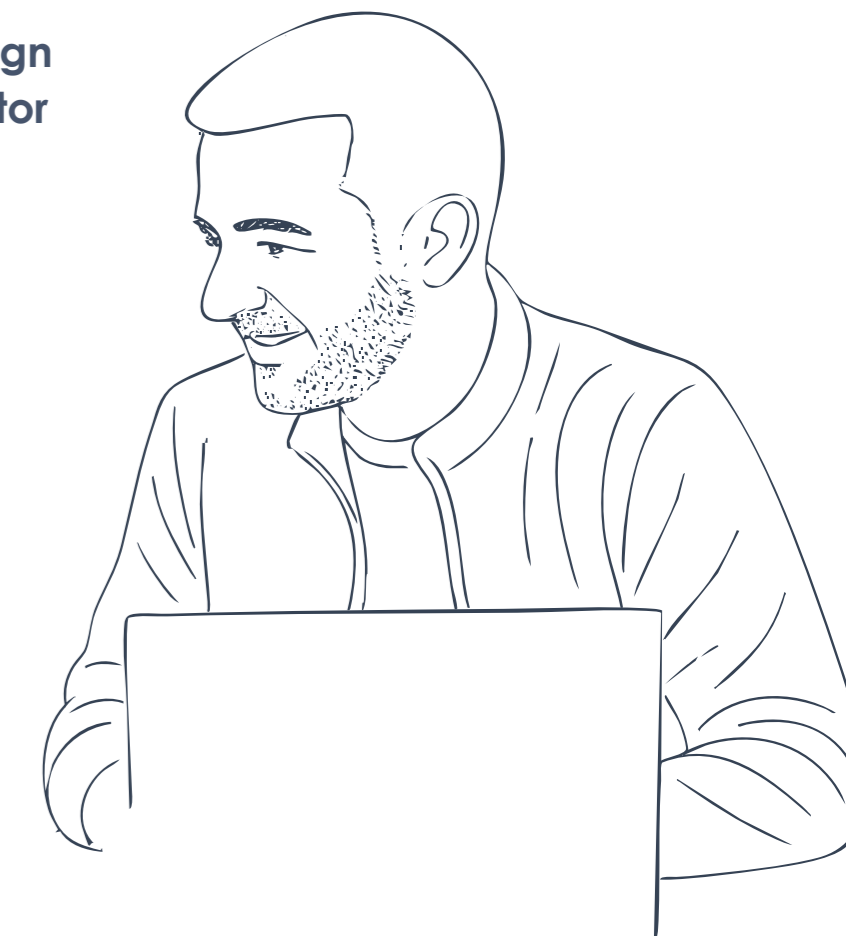
The launch of the Tybox Control thermostat marks a major step forward with the integration of recycled plastic into several of its components. This innovation is the result of cross-functional collaboration between the mechatronics, procurement and eco-design teams.

For each component, specific studies are carried out to determine the maximum proportion of recycled material compatible with regulatory, mechanical and economic constraints. The mechatronics team assesses technical feasibility, whilst the eco-design teams measure the associated environmental benefits. At the same time, the procurement team secures the supply of industrial-grade recycled materials.

This approach involves striking the right balance between carbon reduction targets and product robustness requirements. Some parts still require virgin materials to ensure durability and safety in use.



Pierre Le Minter
Engineer / Eco-design
Research Coordinator



Developing our contribution to the energy transition



The challenge

Climate change, resource depletion... controlling energy consumption is at the heart of the challenges facing the 21st century.

The energy transition refers to all the changes needed to adopt a more environmentally friendly model, whilst reducing our energy consumption. This involves moving from a consumption model based primarily on the use of fossil fuels (oil, natural gas, coal, etc.) to one where renewable energies (solar, wind, biomass, etc.) play a dominant role in the energy mix. The impacts of the energy transition are numerous:

- Economic: reducing energy dependence, creating jobs and boosting competitiveness
- Social: controlling energy prices to combat energy poverty
- Environmental: reducing greenhouse gas emissions and minimising overall environmental and health impacts.

What we have achieved this year:

- We have introduced a collective profit-sharing scheme aimed at involving employees more closely in the Group's environmental performance. Payment is conditional on financial profitability, as well as on reducing our carbon footprint.
- We have once again been awarded a **B rating** by the CDP Climate (Carbon Disclosure Project), which demonstrates our commitment to actively reducing greenhouse gas emissions, in line with our sustainability plan, with the aim of promoting an energy transition that is positive, sustainable and measurable.
- We have assessed our biodiversity footprint across our entire value chain.



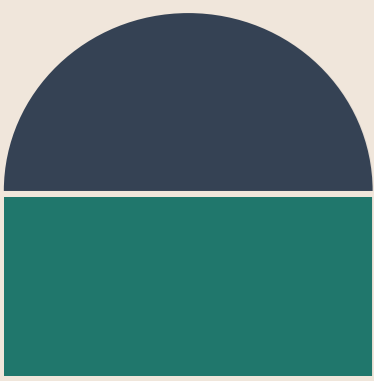
Our commitment

Beyond our major commitment to reducing energy consumption in homes, Delta Dore is committed more broadly to contributing to the energy transition. Since 2018, the energy transition has been integrated into the Group's vision and ambition, and a strategic 'Smart Ignition' project has been specifically launched.



At Delta Dore, we are now well-versed in carbon-related issues. This year, we have taken a step further in understanding our impact on the value chain by calculating our biodiversity footprint. In this way, we continue to make progress towards more virtuous and environmentally friendly practices.

Marie Armange
CSR Officer



Growth pillar

What growth strategy should be prioritised for a responsible approach?

Delta Dore is focusing its development on sustainably strengthening its presence in Europe. This involves strategic partnerships with manufacturers in the heating, cooling and roller shutter sectors, as well as the expansion of a local network of tradespeople to ensure local presence, quality and skills development. This approach is accompanied by responsible innovations, such as the Home Energy Manager and the integration of the Matter protocol, to promote more efficient energy use and the interoperability of equipment.

KEY INDICATORS

Service quality satisfaction

France

85% Smart home Consumer

74% Smart home Business

Germany

77% Smart home Consumer & Business



SDG CONTRIBUTION

Strengthening business ethics and compliance



The challenge

To conduct our business whilst ensuring respect for fundamental rights and applicable regulations in all the countries where we operate, in an ethical and responsible manner. It is also our duty to guarantee our customers and users that their digital data is respected and protected.



Our commitment

We are committed to implementing the necessary measures to meet our legal and regulatory obligations and to prevent risks arising from any failure on our part or on the part of any of our stakeholders. Our regulatory monitoring is carried out by a dedicated committee, specialised tools and external resources. The protection of personal data is a sensitive issue to which we are fully committed, in particular to ensure its security. To this end, amongst other measures, we take care to prevent malicious acts such as cyberattacks by maintaining a high level of cybersecurity.

What we have achieved this year:

- We integrate dedicated security measures into our solutions from the design stage: identification, authentication, authorisation and encryption of data exchanges.
- We regulate the management and sharing, where applicable, of personal data through standard clauses, particularly regarding data processing, with our partners.
- We have drafted and made available to all Group employees a privacy policy setting out the procedures relating to access to and sharing of their personal data by Group employees.
- We achieve **100% compliance** in responding to requests from users of our solutions to exercise their rights, thanks to well-managed processes and the commitment of our teams.
- We are raising staff awareness to ensure greater vigilance regarding personal data.

Forging industrial partnerships



The challenge

Focusing our efforts and resources on making solutions that are currently incompatible with Delta Dore's offering compatible, thereby promoting the development of the smart home by increasing exchanges and partnerships with all players in the sector.



Our commitment

To increase business volume with partners developing solutions compatible with our own.

What we have achieved this year:

- We are continuing our awareness-raising efforts among stakeholders in our sectors regarding the contribution of our solutions to the energy transition, whilst highlighting our expertise in eco-design as well as our production capabilities in France and Germany.

Developing and customer satisfaction



The challenge

A strategic imperative, customer relations and satisfaction are one of the cornerstones of our value creation and growth strategy. Listening to our customers and fostering dialogue with them is fundamental to offering them solutions tailored to their expectations and ensuring their complete satisfaction.



Our commitment

To meet this imperative, we deploy the necessary human and technical resources to gather the wishes, feedback and expectations of our customers and users. These systems enable us to collect and utilise this feedback to improve our products and solutions for the benefit of our customers and users.

What we have achieved this year:

- We have carried out a comprehensive analysis of the Salesforce FAQ to prepare for the development of a chatbot capable of providing instant answers, available 24 hours a day



Our teams monitor all incoming messages twice daily and guarantee a response time of less than 24 hours, thereby helping to improve customer satisfaction.



Noëlle Vigot,
Head of Customer Service

Talent pillar

How can we support our talented staff and foster their social wellbeing?

Delta Dore is committed to meeting the aspirations of its employees, who are its greatest asset. We are implementing a management initiative designed to engage and sustainably mobilise them around our shared vision of transformation and value creation, underpinned by a unique and unifying corporate culture that balances performance with well-being at work. Delta Dore is proud to feature, for the 7^{ème} th consecutive year, in the list of the 500 best employers in France for 2025, published by Capital.

KEY INDICATORS

Attracting talent

KPI – France / Germany / Spain

3.5% turnover due to resignations

Training

KPIs – France / Germany / Spain

78% of employees have undertaken training

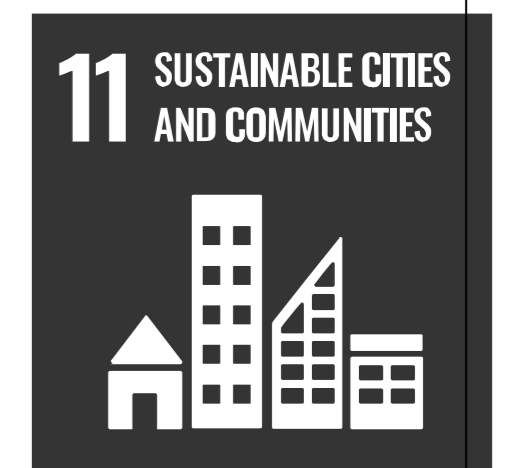
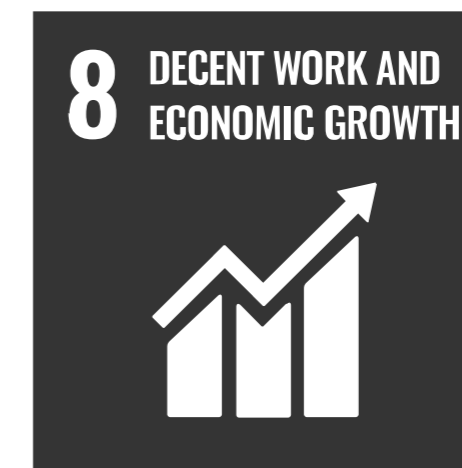
Health and safety

KPI - France / Germany / Spain

0.05 severity rate

3.35 frequency rate

- Percentage of employees who have been promoted or changed roles: **5%**
- Percentage of positions filled internally: **33%**
- Overall employee satisfaction rate: **86%**
- Internal communication satisfaction rate: **90%**
- Absenteeism rate: **5%**
- Gender equality index: **86/100**



SDG CONTRIBUTION

Supporting careers



The challenge

To help our employees maintain and develop their skills so that they can progress in their careers and move within the Group through vertical or horizontal mobility. To ensure professional fulfilment, talent development and strengthen commitment.



Our commitment

To support our employees' professional development by building their skills through internal and external training programmes and by facilitating their applications for job vacancies within the Group.

What we have achieved this year:

- **41** employees received an internal promotion, whether through taking on a managerial role, a cross-functional move or a recognised advancement in expertise.
- To support our teams in building a shared knowledge base on our thermal activities, we continued to strengthen our HVAC expertise: **100** employees were trained this year. Furthermore, to share our technological advancements, webinars are regularly organised and brought together nearly **100** European employees this year.
- To breathe new life into Lean Management and create a fresh dynamic within the teams, **173** employees took part in the "Lean Game" training. The aim: to understand the principles of Lean and how to use them to optimise production and propose continuous improvements.
- For several years now, we have been training our employees in the DISC method through role-specific training. In 2025, **52** employees discovered their DISC communication profile and are using it in their work. The aim: to give them the tools to better understand behaviours and improve collaboration and communication.
- Continuous learning is at the heart of our commitment. To meet training needs, **40** employees were given access to Udemy, a digital platform offering over 27,000 courses to develop their skills.
- To better understand one another and thus collaborate more effectively, **over 70** European employees have taken French, English or German language courses.
- An introductory session on generative AI was held, bringing together **266** French employees. We encourage the use of Copilot Chat in our day-to-day activities and are rolling out business-specific AI tools to boost performance.

Attracting talent



The challenge

We want to be able to rely on the best talent to meet our growth challenges and ensure Delta Dore's long-term success.



Our commitment

To promote our professions, develop our image and appeal to schools and potential candidates, in order to attract the best candidates.

What we have achieved this year:

- To highlight our professions and inspire future careers, we run initiatives every year (school talks, factory tours, work placements) in collaboration with Delta Dore's partner schools (ENSIBS, Centrale SUPELEC, ESIR, ECAM, INSA, etc.). We also participate in the ESOS project to promote sustainable, open and sovereign electronics.
- At the start of the academic year, we were delighted to welcome a cohort of **20** work-study students into our teams, who are helping to bring numerous company projects to fruition. **17** interns also worked alongside the teams for periods ranging from a few weeks to several months.
- Our talented staff are our best ambassadors! **80** of them shared their stories across our communication channels throughout the year. On LinkedIn, around 40 posts highlighted the diversity of our roles, our links with educational institutions and our partnerships.



Engaging with internal stakeholders



The challenge

To maintain a constructive dialogue with internal stakeholders, based on mutual respect and listening, in order to better address their expectations and defuse conflicts. As the driving force behind Delta Dore, internal stakeholders play a direct role in the Group's momentum and performance. This dialogue may cover any topic of mutual interest relating to the company's economic and social policy.



Our commitment

To ensure the quality of the dialogue established with employees and their representatives, through regular updates on Group news, meetings with employee representative bodies, and annual one-to-one reviews between employees and managers. Delta Dore involves employees in the organisation of work and the design of their workstations, particularly with regard to ergonomics.

What we have achieved this year:

- Every quarter, Delta Dore invites its employees to an employee briefing to share our key progress. Available in French, English and German, the event gives everyone the opportunity to ask questions directly to the various members of the Executive Committee. To strengthen cross-departmental communication, a drinks reception was organised after each employee briefing.
- At the end of the year, **80** European employees took part in the strategic seminar.
- An inaugural internal Job Forum was organised to present the roles and challenges faced by members of the Design team.
- The internal newsletter has gone digital, enabling more regular communications to be sent to staff via email.
- To strengthen our customer relationships, **10** articles dedicated to our partnerships or sales initiatives in the field were published. Furthermore, our monthly internal newsletter now includes a new dedicated section.
- 2025 also marks a strengthening of internal communication initiatives towards our German staff, notably through the publication of dedicated articles, the personalisation of the monthly newsletter, and interviews with staff in the field.

Developing social life and engagement



The challenge

To foster the fulfilment and engagement of our employees by developing motivating incentive schemes, in terms of profit-sharing, remuneration, employee benefits, managerial culture, etc. Quality of life at work and the pursuit of a better work-life balance are fundamental to retaining our talent.



Our commitment

To foster employee engagement by leveraging various initiatives. In particular, we are committed to regularly reviewing the alignment of our remuneration packages with market practices. We also aim to improve work-life balance, notably by encouraging remote working.

What we have achieved this year:

- To improve access to work and encourage sustainable transport, a new free transport service linking Combourg station and the Bonnemain site has been introduced.
- To mark the 90th birthday of Joël Renault, the company's founder, **200** current and retired employees gathered at our staff canteen. It was a festive celebration featuring numerous surprises organised by the staff.
- The researchers who filed the highest number of patents received an innovation award at a Franco-German ceremony.
- During the 'Quality of Life at Work' weeks, **200** employees from all countries took part in the seventh edition of our annual challenge. In total, over **17,000 km** were covered, either individually or in teams, with the aim of supporting the LPO biodiversity conservation charity.
- SIMPLE and OPEN, Delta Dore fosters the bond between management and employees. Several times a year, Pascal Portelli addresses staff via video and on the factory walkway to share the company's strategy and key news with all employees.
- Delta Dore funded the participation of **18** employees in three local sporting events. New this year: taking part in a local awareness walk for Pink October.



Safeguarding health and safety



The challenge

To improve our performance in Occupational Health and Safety by combining prevention policies, human resources and financial resources as part of a continuous improvement process, enabling our employees to work safely and reliably.



Our commitment

To foster and develop a safety culture to reduce the occupational risks inherent in our business (electrical, road traffic, chemical or fire-related), by involving and raising awareness among our teams regarding prevention and well-being at work. We are committed to continuing to improve working conditions and workplace ergonomics.

What we have achieved this year:

- Looking after one's health helps prevent musculoskeletal disorders. **60** production and logistics staff received training comprising active prevention advice on stretching, relaxation, posture and diet. During Quality of Life at Work Month, we raised awareness among all staff of the risks of a sedentary lifestyle and the benefits of physical activity.
- To help prevent high-risk situations and provide effective first aid in the event of a workplace accident or medical emergency, **66** employees trained as workplace first aiders have had their skills refreshed. As a result, at our sites in France, employees with first aid training now account for **21%** of the workforce.
- As part of our obligation to raise awareness of life-saving techniques and the management of cardiac arrest, our soon-to-be retirees have received dedicated training to enable them to respond more effectively in an emergency.
- To ensure the health and safety of our staff, at our Bonnemain production site we have implemented a safety inspection programme led by our HSE officer. Every month, **two internal audits** are carried out, each focusing on various topics such as safety, evacuation or compliance with protocols. These initiatives strengthen our HSE culture and contribute to the well-being of our staff.



Our code of ethics commits everyone to adopting professional conduct that is both ethical and exemplary, in line with our values and the principles that underpin the trust of our stakeholders.

Members of the CSR & Compliance Committee



Promoting diversity and combating discrimination



The challenge

As an international Group, our diversity is our greatest asset. We firmly believe that it is a strength, both for the company's challenges and for the fulfilment of our employees. Just as with physical health, we consider mental and social well-being to be paramount and believe it is important to protect it by preventing all forms of discrimination or harassment.



Our commitment

We uphold a policy of equality and respect, where no distinction based on various grounds such as age, gender, religion, ethnic or social origin, sexual orientation, disability, etc. is tolerated. We expect all our employees, managers and partners to apply these principles, thereby promoting mutual respect and fairness. We prohibit discriminatory remarks and the dissemination of inappropriate content within our Group.

We place great importance on the application of these principles and ensure that everyone demonstrates transparency, objectivity and respect at every stage of recruitment, onboarding, task allocation and conflict management.

We will always apply a **ZERO-TOLERANCE policy** towards discrimination and inappropriate behaviour. We expect all our employees and partners to adhere to these fundamental principles.

What we have achieved this year:

- We are strengthening our commitment to professional equality, diversity and quality of life at work through a new three-year agreement:
 - It supports parents through information for employees, continued pay, adjustments during pregnancy and a paid day off if a child is hospitalised.
 - Regarding pay equality, salary increases are guaranteed as part of annual pay rises, including after parental leave.
 - For disability and inclusion, two days of paid leave are provided for RQTH (Recognition of Disabled Worker Status) procedures, supplemented by enhanced health cover and awareness-raising initiatives.
 - Harassment prevention is supported by three points of contact and training for managers.

Performance pillar

How can we improve performance by making better use of our resources?

Delta Dore aims to sustainably increase its performance and investment capacity. The pursuit of performance is not limited to production processes. It is above all a question of mindset across the Group, accompanied by the implementation of new methods that enable us to optimise resources whilst adopting a responsible approach. These methods also facilitate the identification of the most promising projects and create both economic and societal value.

KEY INDICATORS

Responsible procurement

KPIs – France / Germany

81% supplier performance on sustainability

Waste recovery

KPIs – France / Germany

77% material recovery rate for waste

- Percentage of suppliers who have signed the responsible procurement code of conduct: **84%**



SDG CONTRIBUTION

Taking action for responsible procurement



The challenge

To reduce risks associated with poor working conditions and environmental impact through a sustainable procurement policy, favouring exemplary suppliers who share our CSR values (respect for rights, management of environmental impacts, business ethics).

Ensuring control over sourcing and traceability to reduce environmental risks and human rights violations associated with the extraction and refining of raw materials required for the manufacture of our electrical and electronic equipment (minerals, precious metals and rare earths).



Our commitment

We encourage our suppliers to incorporate eco-design into their solutions to minimise their environmental impacts throughout the value chain, including among their own suppliers. This involves optimising transport, encouraging waste reduction and recycling, promoting resource efficiency, and committing to sustainable production practices in line with the Paris Climate Agreement.

We require all our suppliers to respect human and labour rights, protect the environment and ensure ethical business practices. We invite them to adhere to our Code of Conduct for Responsible Procurement, drawn up in accordance with the Universal Declaration of Human Rights, the ten principles of the UN Global Compact and the fundamental conventions of the International Labour Organisation.

We require all relevant suppliers to be able to meet their obligations regarding the disclosure and traceability of regulated substances (ROHS exemptions, SCIP identifiers, sourcing of tantalum, tungsten, tin and gold) in accordance with the 2017 European Union regulation on 'conflict minerals'.

We prohibit the use of minerals sourced from areas of armed conflict or high-risk areas.

What we have achieved this year:

- Integration of a carbon target into proactive supplier management, as well as into the selection of components and raw materials, including from already qualified suppliers. This approach not only allows us to prioritise low-carbon partners, but also to raise their awareness on a daily basis of our requirements and our approach to reducing our environmental impact.
- Once again, we achieved an **A-** rating in the Supplier Engagement Assessment (SEA). This assessment measures companies' performance in terms of governance, target setting, Scope 3 emissions and value chain engagement as part of the CDP Climate questionnaire.
- To improve the transparency and performance of our supply chain, we have strengthened the CMRT (Conflict Minerals Reporting Template) assessment and implemented a structured CSR feedback process with our suppliers

Everyone has a role to play in more responsible procurement

Delta Dore organised an internal "Responsible Procurement Forum" bringing together buyers and procurement requesters.

The aim? To strengthen our shared culture, share best practices and put our CSR commitments into practice in relation to the procurement process and supplier relations.

This initiative forms part of the RFAR (Responsible Supplier Relations and Procurement) certification process and the ISO 20400 (Responsible Procurement) standard, which we obtained in 2024. This recognition highlights organisations that integrate responsible practices into their supplier relations and procurement.



The procurement function is evolving: it now goes beyond negotiation to fully integrate environmental, social, ethical and regulatory considerations. This forum has enabled all stakeholders to be brought on board with this essential initiative.



Vincent Battaglia
Group Procurement Director



Supporting the digital transformation



The challenge

Embracing new digital practices and integrating digital technologies to break down barriers in communication between our departments and with our partners, foster a collaborative approach, increase agility and improve our competitiveness. To succeed, our priority is to support the upskilling of our staff to ensure their employability.



Our commitment

Ensuring the highest level of customer satisfaction, developing collaborative working and supporting users in adopting new tools, to improve the efficiency of all our processes.

What we have achieved this year:

- Digital security has been strengthened through the integration of a secure cryptographic component into connected products, the achievement of RED certification for the TYCAM camera, and the conduct of a cyber crisis management exercise involving decision-making and operational teams.
- As part of our drive to digitise our processes, we have rolled out a new PLM (Product Lifecycle Management) tool to optimise the entire product lifecycle within the R&D, Production and Products teams.
- We have implemented a solution for the digitisation of supplier invoices in France, enabling the full digitisation of the invoicing process.
- In Germany, a new expense management application (N2F) has been introduced to simplify procedures for employees.
- The Code of Practice for the Use of Artificial Intelligence Solutions is now appended to the internal regulations, thereby strengthening our framework for responsible digital governance.



The aim of this charter is to help our employees understand the key principles of AI, its uses, and the best practices to adopt in their professional environment.

Nicolas Magnin
Information Systems Security Manager



Improving waste recovery



The challenge

Combating the risk of natural resource depletion, preventing climate change and reducing our environmental impact. To achieve this, we must reduce and manage the waste generated by our business lines in a comprehensive and sustainable manner, from collection through to recovery via recycling, composting and energy conversion, whilst also contributing to the eco-contribution for our packaging, printed materials and Electrical and Electronic Equipment (EEE) under the Extended Producer Responsibility (EPR) scheme.



Our commitment

Improving the effectiveness of our waste reduction, sorting and recovery initiatives. Delta Dore works closely with its suppliers to avoid any unnecessary packaging that leads to the creation of unnecessary waste. We pay particular attention to the optimal recovery of all our waste, with the implementation of appropriate disposal channels. We ensure we select service providers with recognised expertise who comply with applicable regulations, and we rely on the commitment of our employees and their adherence to our sustainable waste management rules.

What we have achieved this year:

- As part of Extended Producer Responsibility (EPR), we have strengthened our commitment by joining specific eco-organisations for the end-of-life recovery of lamps. This membership complements our existing memberships (WEEE, printed materials, packaging, batteries).
- We have improved our sorting criteria to enable waste not processed by 'material recovery' channels to be diverted to 'Recovered Solid Fuels' (CSR).
- We offer our professional networks the opportunity to resell reconditioned Delta Dore products, in order to meet the demands of certain customers and avoid destroying products that are still functional.

Conclusions and outlook



This CSR report, published as part of a voluntary initiative, reaffirms Delta Dore's commitment to providing transparent and structured reporting to all its stakeholders. The double materiality analysis conducted this year represents a key milestone in enhancing the clarity of our challenges and providing a robust framework for our strategic priorities.

The results presented demonstrate the Group's continued progress. The validation of our carbon trajectory by the SBTi confirms the robustness of our climate approach and the ambition of our targets. Furthermore, the assessment of our biodiversity footprint across the value chain paves the way for a broader integration of this issue into our future environmental strategies.

Our responsibility policy also extends to digital issues, with the implementation of our charter on the use of artificial intelligence solutions, ensuring an ethical framework for the development and use of these technologies.

In 2026, Delta Dore will continue to improve and structure its reporting, with the voluntary publication of an initial report inspired by the CSRD framework. This initiative reflects our commitment to anticipating regulatory changes and maintaining high standards of transparency in our practices.

The Group remains fully committed to strengthening its non-financial performance, continuing to fulfil its commitments and making a lasting contribution to the environmental and societal transition.

We would like to thank all those who have contributed to these results and who place their trust in us to continue creating sustainable value in everything we do.

We extend our warmest thanks to all stakeholders, both internal and external, for their active contribution. Without their involvement, the actions we have put in place would not have the impact we seek to achieve. We would also like to thank the process leads for the extensive implementation work they carry out within their respective areas of responsibility. Finally, we would like to thank, more generally, everyone who has contributed to the production of the indicators and content of this report.

Limited assurance report by a Statutory Auditor on voluntarily prepared ESG information

Financial year ended 31 December 2025

To the Chairman of the Management Board of DELTA DORE S.A.,

In our capacity as Statutory Auditors, we have carried out work to provide a limited assurance conclusion on the ESG information voluntarily prepared by DELTA DORE S.A. (hereinafter "the Entity"), in accordance with the ad hoc framework defined by the Entity (hereinafter the "Framework"), for the financial year ended 31 December 2025 (hereinafter the "Information"), presented in the document attached to this report (hereinafter the "Statement") and prepared as part of the Entity's annual non-financial reporting.

Our engagement does not cover information relating to prior periods or any information presented in the Statement other than that which is the subject of our report.

Limited assurance conclusion

Based on the work we have carried out, as described in the section "Nature and scope of the work", and the evidence we have gathered, we have not identified any material misstatements that would call into question the fact that the Information has been prepared, in all material respects, in accordance with the Framework.

Comment

Without qualifying the opinion expressed above, we draw your attention to the paragraph "Ad hoc framework" in the Statement, which states that the Information has been prepared voluntarily in accordance with ad hoc criteria defined by the Entity. As such, it does not constitute information prepared in accordance with a recognised framework.

Preparation of the Information

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of the Information allows for the use of different, but acceptable, measurement techniques, which may affect comparability with those of other entities and over time.

Consequently, the Information must be read and understood with reference to the available Framework, the significant elements of which are presented in the Statement.

Limitations inherent in the preparation of the Information

As mentioned in the "Ad hoc Framework" section of the Statement of Financial Position, the Information may be subject to uncertainty inherent in the state of scientific knowledge and the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation.

Responsibility of the Entity

The Information has been prepared under the responsibility of the Management, and it is incumbent upon the Management to:

- Select or establish appropriate criteria for the preparation of the Information (i.e. the Framework),
- Prepare the Information by applying the Framework, and
- Design, implement and maintain internal controls that it deems necessary for the preparation of the Information, free from material misstatements, whether arising from fraud or error.

Responsibility of the Statutory Auditor

It is our responsibility to:

- Plan and perform the engagement to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatement, whether due to fraud or error,
- Formulate an independent conclusion based on the work we have carried out and the evidence we have gathered,
- Communicate our conclusion to the Entity's Management.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we cannot be involved in the preparation of such Information, as this could compromise our independence.

It is not our responsibility:

- Express an opinion on the forward-looking data presented or on the Entity's ability to achieve its objectives. We remind you that, as forecasts are by nature uncertain, actual results may sometimes differ significantly from the forecasts presented and that, consequently, we do not express any conclusion as to the likelihood of these forecasts being realised.

Limited assurance report by a Statutory Auditor on voluntarily prepared ESG information (continued)

Professional standards applied

The work described below was carried out in accordance with the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this engagement.

It does not constitute an audit or a limited review within the meaning of the Professional Practice Standards (NEP) applicable in France, nor does it constitute a certification in accordance with the guidelines of the Haute Autorité de l'Audit (H2A).

Independence and quality control

Our independence is defined by the provisions of Article L. 821-28 of the French Commercial Code and by the Code of Ethics for the profession of Statutory Auditor. This is based on compliance with the fundamental principles of integrity, objectivity, professional competence and diligence, respect for confidentiality and professional conduct.

Furthermore, we have implemented a quality control system comprising documented policies and procedures designed to ensure compliance with ethical rules, professional standards and applicable laws and regulations, as well as the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes relating to this engagement.

Nature and scope of the work

We planned and performed our work, described below, taking into account the risk of material misstatement in the Information. As part of our limited assurance engagement and based on our professional judgement, we have:

- Familiarised ourselves with the Entity's activities,
- Assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, impartiality and comprehensibility, taking into account, where applicable, industry best practice,
- Reviewed the internal control and risk management procedures implemented by the Entity to ensure the Information complies with the Framework, it being noted that we have not evaluated the design or implementation of the controls, nor have we tested their operational effectiveness,

Assessed whether the methods used by the Entity to prepare the Information are appropriate in light of the Framework and, where applicable, assessed the relevance of changes to methods and assumptions,

- Verified that the Information has been prepared within the scope specified in the Framework,
- Assessed the process of collecting and compiling the Information in order to evaluate the completeness and accuracy of the Information collected, and carried out procedures to verify the correct consolidation of this data,
- Selected, based on our professional judgement, the Information we considered most significant, for which we have:
 - Performed analytical procedures to verify the consistency of changes in the data and, where necessary, sought explanations from management regarding any unusual items identified,
 - Performed detailed testing on a sample basis or using other selection methods to verify the correct application of the calculation methods and assumptions described in the Framework and to reconcile the underlying data with the supporting documents,
 - For estimates, through discussions with management, reviewed the methodology used to calculate the estimated data. We assessed the correct and consistent application of this methodology and the appropriateness of the information sources used,
 - For qualitative information, we consulted documentary sources and conducted interviews to corroborate them,
- We assessed the overall consistency of the information in relation to our knowledge of the Entity.

We consider that the evidence we have gathered is sufficient and appropriate to form our conclusion.

The procedures carried out as part of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with the professional standards of the Compagnie Nationale des Commissaires aux Comptes; a higher level of assurance would have required more extensive verification work.

Restrictions on distribution and use

This report is prepared for your attention in the context specified in the first paragraph and must not be used, distributed or cited for any other purpose.

The procedures carried out in connection with this report are not intended to replace any investigations or procedures that third parties to whom this report has been disclosed might otherwise carry out, and we do not express an opinion as to whether such procedures are sufficient in relation to their own needs.

This report is governed by French law. The French courts have exclusive jurisdiction to hear any dispute, claim or disagreement that may arise from our engagement letter or this report, or from any matter relating thereto.

Done at ANGERS, on 29 April 2026

A Statutory Auditor
BECOUBE



S. GARNIER
Partner

Summary table of indicators

The Group's 2025 targets that have been met are highlighted in green.

Key issues	Pillar	Indicator	2023	2024	2025	2025 vs 2024	Target			Coverage		Comment(s)	Calculation method(s)		
							2025	2026	2027	Coverage ratio	Calculated on the basis of				
ENVIRONMENTAL	KPI	Total GHG emissions (in kTeq CO2)	148	89	95	+7%	211	204	193	100%	Consolidation of emissions under Scopes 1, 2 and 3 for the DELTA DORE Group's activities (operational scope)	2025 target achieved with a 56% reduction in our carbon footprint since 2022 (base year)	GHG Protocol methodology		
		Scope 1 (in kTeq CO2)	0.69	0.67	0.69								GHG Protocol Method		
		Scope 2 (in kTeq CO2)	0.18	0.15	0.15								GHG Protocol Method		
		Scope 3 (in kTeq CO2)	147	88	94								GHG Protocol Methodology: emissions based on our LCAs, extrapolated for products without LCAs. Reference lifetime: 10 years (15 years for engines). Adjustment of the energy mix according to the country of destination for the use phase.		
	Eco-design	I	Percentage of Delta Dore brand turnover covered by a PEP	70%	76%	88%	+15%	80%	85%	85%	100%	of Delta Dore brand turnover (France)	PEP coverage of Delta Dore turnover exceeds the 80% target. All major products have a PEP certificate, and certificates due to expire have been renewed.	Delta Dore-branded turnover covered by a valid PEP during the month of sale / Delta Dore-branded turnover	
	Responsible purchasing	P	Supplier performance on sustainable development (in %)	75%	80%	81%	+1%	> 80%	> 80%	>80%	70%	of total purchases (France and Germany)	2025 target exceeded by 1%	Measured as a percentage based on a questionnaire	
	Waste recovery	P	Material recovery rate for waste (in %)	75%	75%	77%	+3%	> 80%	> 80%	>80%	100%	All waste from industrial sites in France and Germany	The Group's recovery rate has increased by 3% compared with 2024. In 2025, it reached 80% in France and 66% in Germany. The 2023–2024 rates have been adjusted in line with the 2025 methodology, excluding energy recovery.	Tonnages recycled, reused, repurposed / Total tonnage	
BUSINESS		Customer satisfaction and relations	C	QS SH consumption (in %)	89%	88%	85%	-3%	> 85%	> 85%	> 85%	88%	Calls from France	2025 target achieved.	Number of calls handled / number of calls received over the year
		Customer satisfaction and relations	C	QS SH pro (in %)	82%	65%	74%	+14%	> 75%	> 75%	> 75%	65%	Calls from France	2025 targets revised downwards, with no impact on perceptions of brand quality or customer support.	Number of calls handled / number of calls received over the year
		Customer satisfaction and relationship	C	QS SH pro & consumers (in %)	69%	71%	75%	+6%	> 85%	> 85%	> 85%	72%	Calls in Germany	2025 target achieved.	Number of calls handled / number of calls received over the year
		Business ethics and compliance	C	Number of anti-corruption training courses delivered	48	149	211	+42%	100%	100%	100%	100%	People likely to be exposed to a situation of corruption	Training target achieved by 2025: all employees potentially exposed to a risk of corruption have been trained or retrained.	Number of people who have received anti-corruption training
		Business ethics and compliance	C	Response rate to requests to exercise users' rights (in %)	100%	96%	100%	+4%	100% within one month	100% within one month	100% within one month	100%	Of all requests submitted to the Delta Dore Group	The 2025 target has been met, with a 4% increase compared to 2024.	Number of responses to requests from users to exercise their rights within one month
	KPI	Sustainable innovation	I	Number of active patent families published	94	103	113	+10%	115	129	142	100%	Published active patent families (France-Germany)	133 active patents, some of which are pending publication	Number of active patent families in the INPI and DPMA databases. * Including 2 jointly owned patents
		Energy Transition	I	% of turnover from products contributing to energy management	75%	78%	79%	+1%	79%	80%	80%	100%	of Group turnover	Target achieved for 2025	Revenue from energy management products + HVAC (heating, ventilation and air conditioning) products + Smart Building revenue / Total revenue
	Responsible purchasing and procurement	P	% of suppliers who have signed the responsible procurement code of conduct	86%	85%	84%	-1%	> 90%	> 92.5%	>92.5%	84%	of suppliers surveyed (France)	This coverage rate has increased by 13% compared to 2024 (70%).	Number of signatory suppliers / Number of suppliers approached	

Summary table of indicators

The 2025 targets achieved by the Group are highlighted in green.

	Key issues	Pillar	Indicator	2023	2024	2025	2025 vs 2024	Target			Coverage		Comment(s)	Calculation method(s)
								2025	2026	2027	Coverage ratio	Calculated on the basis of		
SOCIAL	KPI Talent attraction	T	Resignation-related turnover (as a percentage)	4%	5%	3.5%	-25%	< 5%	< 5%	<5%	100%	Average headcount (France + Germany + Spain) / average Group headcount	2025 target achieved, with a 25% reduction compared to 2024.	Number of resignations / average Group workforce
	Diversity and discrimination		Gender equality index	91/100	91/100	86/100	-5 points	>	>	>	n.a	Employees of Delta Dore SA and Delta Dore FI.		The Index, out of 100 points, is calculated using 4 to 5 indicators depending on whether the company has fewer or more than 250 employees. (index calculation: https://egapro.travail.gouv.fr/index-egapro)
	Career support	P	% of employees from diverse backgrounds who have undertaken training	79%	67%	78%	+16%	> 75%	> 75%	>75%	n.a	Average headcount (France + Germany + Spain) / Group average headcount	2025 target achieved with a 16% increase compared to 2024.	Number of unique employees who received training / average Group workforce
	KPI Health and Safety	T	Incident rate	8.12	4.73	3.35	-29%	n.a	n.a	n.a	100%	Average headcount (France + Germany + Spain) / average Group headcount	11% decrease compared with 2024.	Number of accidents resulting in lost time / number of hours worked (in millions)
	Health and Safety	T	Seriousness rate of workplace accidents	0.50	0.25	0.05	-80%	n.a	n.a	n.a	100%	Average headcount (France + Germany + Spain) / average Group headcount	80% reduction compared to 2024.	Number of days lost due to temporary incapacity / number of hours worked (in thousands)
	Health and Safety	T	Absenteeism rate	4%	5%	5%	-100%	< 5%	< 5%	<5%	100%	Average headcount (France + Germany + Spain) / average Group headcount	2025 target achieved	Number of days absent / number of theoretical working days x 100
	Dialogue with internal stakeholders	T	% of employees satisfied with internal communication	93%	91%	90%	-1%	95%	95%	95%	100%	of Group employees surveyed	Rates remain stable compared to 2024 for France and subsidiaries outside Germany, with a 5-point increase in Germany.	Number of employees who answered 'very satisfied' or 'fairly well informed' / number of respondents
	Social life and engagement	T	% overall employee satisfaction at Delta Dore.	82%	82%	86%	+5%	> 80%	> 80%	>80%	100%	Average headcount (France + Germany + Spain) / Group average headcount	2025 target achieved	Number of questionnaire respondents / Average Group workforce
	Career development / Career support	T	% of employees who received a promotion out of the average annual workforce	4%	8%	5%	-32%	> 5%	> 5%	>5%	100%	Average headcount (France + Germany + Spain) / Group average headcount	2025 target achieved	Number of promotions and job changes / average Group workforce
	Professional development / Career support	T	% of positions filled internally	23%	39%	33%	-15%	> 5%	> 5%	>5%	100%	Average headcount (France + Germany + Spain) / Group average headcount	2025 target achieved	Number of positions filled internally / number of vacancies

Ad hoc framework

The purpose of this framework is to define the rules for the preparation, presentation and verification of ESG information published voluntarily by the Group. It provides the methodological framework ensuring the reliability, comparability and consistency of non-financial data disseminated both internally and externally.

Introduction

As our company is not subject to the CSRD, we have chosen to produce a voluntary CSR report, which will be subject to an independent audit. This report covers the **Group's** scope (France, Germany, Spain) for the period from **1 January 2025 to 31 December 2025**.

This reporting is based on a company-specific **ad hoc framework**, developed specifically to structure our approach and ensure the quality of the information published. The methodological note below sets out in detail the principles, definitions and methodology used.

This report **is not** a sustainability report within the meaning of the CSRD. Although certain terminology from the CSRD may be used to facilitate reading and ensure continuity with our compliance work, this document cannot under any circumstances be regarded as a report meeting regulatory obligations. It is **based on a voluntary approach** and **follows the general structure of our 2024 DPEF** to ensure continuity in our communications.

Finally, this report is subject to an **external audit** conducted on the basis of this ad hoc framework, with a limited level of assurance, in accordance with the standards typically applied to voluntary reporting initiatives.

Objective of the CSR reporting system

The CSR reporting system aims to formalise and steer the Group's sustainable performance, in line with:

- *our corporate strategy,*
- *the ESG risk analysis,*
- *the expectations expressed by our stakeholders,*
- *and emerging regulatory requirements.*

It is based on recognised frameworks (GRI, ISO 26000) and is gradually drawing on ESRS standards.

Scope of reporting

The scope of the reporting covers sites located:

- *in **France**,*
- *in **Germany**,*
- *and in **Spain**.*

Certain additional subsidiaries in Europe are not included at this stage, as they collectively account **for less than 2% of the Group's turnover**. Their inclusion may be reassessed in line with future CSRD requirements.

CSR Strategy Summary

CSR is fully integrated into the Group's overall strategy and contributes directly to the implementation of the **Smart Ignition** strategic plan. It is structured around two key objectives:

- **Contributing to the energy transition** by accelerating the roll-out of energy management and control solutions.
- Adopting a **"positive frugality"** approach, aiming for a more responsible and optimised use of resources.

Our strategy is based on four key pillars:

1. **Innovation**
2. **Growth**
3. **Talent**
4. **Performance**

These pillars form the framework for our CSR roadmap.

Preparation and identification of material issues

As part of the preparation of our non-financial reporting, and in order to prepare for the requirements of the CSRD and ESRS standards, we have carried out a **double materiality** analysis.

Ad hoc framework (continued)

This analysis has enabled us to identify, assess and prioritise the key ESG issues for the Group, focusing on:

- **our impacts** on society and the environment (impact materiality),
- and **the risks and opportunities** likely to influence our performance, our business model or our financial position (financial materiality).

Methodological approach

Our approach is based on:

- a **dedicated governance** structure involving senior management, business units and the CSR department,
- the insights gained from the **stakeholder consultation conducted in 2023**, which already incorporated a business analysis of the issues,
- **the alignment of the Group's historical issues** with:
 - the sub-themes of the **ESRS**,
 - **the FIEEC's** sector-specific double materiality analysis,
 - our internal frameworks (strategy, policies, risk mapping),
 - and international frameworks (ISO 26000, SDGs, GRI).

Assessment

Each issue has been assessed according to the criteria defined in the ESRS:

- *scale, scope, irreversibility and probability (impact materiality)*,
- **short-term (2030) and medium-term (2050) risk analysis (financial materiality)**.

Positive impacts and opportunities have been identified but have not been assessed. These positive impacts and opportunities are, however, taken into account in the strategy, policies and actions implemented.

Result

The consolidation of these assessments has enabled the Group to construct its **double materiality matrix**.

This matrix, shown opposite, identifies the priority material issues and now forms the basis of:

- *our CSR strategy,*
- *the prioritisation of our actions,*
- *and reporting aligned with the ESRS framework, though not audited under the CSRD at this stage.*

This analysis will be updated regularly to reflect changes in our business and stakeholder expectations.

Process for collecting, verifying and consolidating KPIs

Each CSR indicator is documented in an indicator sheet specifying:

- *its definition,*
- *its objective,*
- *the responsible contributors,*
- *any changes to the methodology,*
- *its scope,*
- *the calculation method,*
- *its coverage rate.*

This form enables consistent, reproducible and audited data collection.

Process

1. **Data is produced** by the business units in accordance with the defined methodology.
2. Annual **collection and consolidation** by the CSR department using a dedicated internal tool.
3. **Internal controls:**
 - *verification by CSR,*
 - *analysis of variations,*
 - *anomaly detection.*
 - *Correction*
4. **Proofreading**
 - **Cross-checking**
 - **Correction**
5. **External audits:**
 - *Annual audit by a statutory auditor.*

This system ensures the reliability, traceability and compliance of the published data.

Methodological approach

A summary of all CSR indicators is presented in the summary table (page 50). This table specifies, for each indicator, the calculation method used and the scope covered.

Correspondence table

GRI/CSR report/ESRS

GRI Standard	Disclosure	Description of the requirement	Reference in the 2025 CSR Report	Page(s)	ESRS (CSRD) topic	Comment
GRI 2	2-1	Organisational details	Chapter 2 – Business Model	15	ESRS 2 SBM-1	Structure, activities, European presence
GRI 2	2-2	Entities included in the reporting	Relevant standards	52	ESRS 1 §5	Scope: France, Germany, Spain
GRI 2	2-3	Reporting period	Ad hoc reporting framework	52	ESRS 1 §6	Financial year 2025
GRI 2	2-5	External assurance	Report of an Auditor	48	ESRS 2 GOV-5	Report of an Auditor
GRI 2	2-6	Activities, value chain and other business relationships	Chapter 2 – Business Model	15	ESRS 2 SBM-1	Structure, activities, European presence
GRI 2	2-7	Employees	Chapter 2 – Business model	15	ESRS 2 SBM-2	Structure, activities, European presence
GRI 2	2-9	Governance structure	Governance	19	ESRS 2 GOV-1	Board of Directors, Executive Board, Specialised Committees
GRI 2	2-12	Monitoring of impacts	CSR & Compliance Committee	20	ESRS 2 GOV-3	Integrated CSR management
GRI 2	2-13	Delegation of responsibility for managing impacts	Governance	19	ESRS 2 GOV-2	Board, Executive Board, Specialised Committees
GRI 2	2-14	Role of the highest governance body in sustainability reporting	Governance	20	ESRS 2 GOV-3	CSR management at Delta Dore
GRI 2	2-22	Statement from the CEO	A Message from the Chairman	4	ESRS 2 GOV-1	Strategic commitment to the energy transition
GRI 2	2-23	Policy Commitments	Aligned with the Sustainable Development Goals	31	ESRS 2 SBM-3	Commitment to the SDGs
GRI 2	2-24	Integration of policy commitments	Our strategic priorities and risks	23–25	ESRS 2 IRO-1	Our strategic priorities and risks Strengthening business ethics and compliance
GRI 2	2-25	Process for addressing negative impacts	Our strategic priorities and risks	23–25	ESRS 2 IRO-1	Our strategic priorities and risks
GRI 3	3-1	Materiality assessment process	Double Materiality Matrix	24	ESRS 2 IRO-1	Stakeholder consultation
GRI 3	3-2	List of material issues	Chapter Issues	29	ESRS 2 SBM-3	Innovation, climate, talent, responsible procurement
GRI 302	302-1	Energy consumption	Energy Efficiency Plan	36	ESRS E1-5	Heating/air conditioning guidelines
GRI 305	305-1/2/3	Scope 1, 2 and 3 GHG emissions	Carbon footprint	11	ESRS E1-6	Targets: -46% for Scopes 1 & 2, -55% for Scope 3 by 2031 / -90% by 2050
GRI 306	306-3	Waste generated	Waste recovery	45	ESRS E5-5	Industrial waste management plan
GRI 301	301-1	Materials used	Business model	16	ESRS E5-1	Electronic components, plastics
GRI 308	308-1	Supplier environmental assessment	Responsible procurement	44	ESRS G1-2	ISO 20400, RFAR
GRI 401	401-1	Recruitment and staff turnover	Talent Pillar	30–42	ESRS S1-6	Employer Attractiveness Policy
GRI 403	403-1	Occupational Health and Safety	Health & Safety	42	ESRS S1-14	Occupational risk prevention
GRI 404	404-1	Employee training	Career support	39–40	ESRS S1-13	Training policy
GRI 405	405-1	Diversity	Governance & HR	42	ESRS S1-9	Detailed gender breakdown
GRI 414	414-1	Supplier social assessment	Responsible procurement	44	ESRS S2-1	Responsible procurement programme
GRI 205	205-1	Corruption risks	Compliance	45	ESRS G1-3	Integrated ethics framework
GRI 206	206-1	Unfair competition	Compliance	45	ESRS G1-4	Active regulatory monitoring
GRI 418	418-1	Personal data protection	GDPR & Cyber Committee	20-38	ESRS S4-2	100% of requests processed on time

Correlation table with the 10 principles of the United Nations Global Compact

Human Rights

1. Promote and respect the protection of international human rights law
Business ethics and compliance, page 38
Health and safety, page 42
Responsible procurement, page 44
2. Ensure that we do not become complicit in human rights violations
Business ethics and compliance, page 38
Health and safety, page 42
Responsible procurement, page 44

International labour standards

3. Respect freedom of association and recognise the right to collective bargaining
Dialogue with internal stakeholders, page 41
4. Contribute to the elimination of all forms of forced or compulsory labour
Responsible procurement, page 44
5. Contribute to the effective abolition of child labour
Responsible procurement, page 44
6. Contribute to the elimination of all forms of discrimination in employment
Promoting diversity and combating discrimination, page 42

Environment

7. Apply the precautionary approach to environmental issues
Eco-design, page 35
Waste recovery, page 45
8. Take initiatives to promote greater environmental responsibility
Eco-design, page 35
Energy transition, page 36
9. Promote the development and dissemination of environmentally friendly technologies
Sustainable innovation, page 34
Eco-design, page 35

Fight against corruption

10. Taking action against corruption in all its forms, including extortion and bribery
Business ethics and compliance, page 38
Responsible procurement, page 44

Glossary

LCA – Life Cycle Assessment

A method for assessing the environmental impacts of a product or service throughout its entire life cycle, from the extraction of raw materials to the end of its life.

ACT – Accelerate Climate Transition

An international methodology for assessing and structuring a low-carbon transition strategy aligned with the objectives of the Paris Agreement.

CRM – Customer Relationship Management

A customer relationship management tool used to centralise, analyse and manage interactions with customers.

WEEE – Waste Electrical and Electronic Equipment

A category of waste arising from equipment that operates using electric currents or electromagnetic fields.

DPEF – Non-Financial Performance Statement

A regulatory framework for non-financial reporting applicable to companies until 2024 for the Group.

Renewable Energy

Energy sources that are naturally replenished at a rate that is rapid on a human timescale, such as solar, wind or biomass.

ESAT – Establishment and Service for Assistance through Work

A medical and social care facility enabling people with disabilities to engage in suitable employment.

EuP – Electricity consumption**GHG – Greenhouse gases**

Gases that contribute to climate change through their ability to trap heat in the atmosphere.

HVAC – Heating, Ventilation and Air Conditioning

Heating, ventilation and air-conditioning systems in buildings.

ICPE – Classified facilities for environmental protection

Industrial facilities subject to regulation due to their potential impacts or risks to the environment.

IoT – Internet of Things

A network of connected physical objects enabling the collection, exchange and use of data.

KPI – Key Performance Indicator

A quantitative indicator used to monitor performance and measure the achievement of strategic objectives.

CBAM – Carbon Border Adjustment Mechanism

A European mechanism designed to limit carbon leakage by applying a carbon price to certain imported products.

N.A. – Not applicable

A statement indicating that an indicator or piece of data does not apply to the scope or context being analysed.

SDGs – Sustainable Development Goals

The 17 goals defined by the United Nations to address social, environmental and economic challenges by 2030.

UN – United Nations

An international organisation working for peace, sustainable development and cooperation between states.

ITB – Independent Third-Party Body

An external body responsible for verifying, auditing or certifying certain information or systems.

EPP – Environmental Product Profile

A standardised environmental declaration describing a product's environmental impacts throughout its entire life cycle.

QS – Quality of Service

An indicator measuring the performance of the service provided and the level of customer satisfaction.

RFAR – Supplier Relations and Responsible Procurement

A label recognising companies committed to sustainable, balanced and responsible relationships with their suppliers.

GDPR – General Data Protection Regulation

European regulation governing the collection, processing and protection of personal data.

RoHS – Restriction of (the use of certain) Hazardous Substances: a

European directive aimed at restricting the use of ten hazardous substances in electrical and electronic equipment in order to reduce the impact on human health and the environment.

PSRs – Psychosocial risks

Risks to mental, physical and social health linked to work organisation and working conditions.

CSR – Corporate Social Responsibility

The voluntary integration of environmental, social and societal issues into a company's strategy and activities.

SCIP – Substances of Concern in Articles as such or in Complex Objects

European database on hazardous substances present in articles and complex objects.

S&OP – Sales and Operations Planning

A planning process aimed at aligning sales forecasts with operational capacity.

SIGN – Smart Ignition

The Delta Dore Group's strategic plan setting out its ambitions for development and the energy transition.

tCO₂e – Tonnes of carbon dioxide equivalent

A unit of measurement used to express the climate impact of various greenhouse gases in terms of CO₂ equivalents.

Eco-designed graphics

Why did we eco-design our CSR report?

We chose to **eco-design** our CSR report so that its form is consistent with the values it upholds. A report that discusses simplicity, responsibility and environmental impact must itself minimise its own footprint. Eco-design in graphic design allows us to reduce everything that is not strictly necessary to the message, in line with the 'just enough' principle advocated by ADEME.


The aim is twofold:


- to reduce the environmental impact of the medium,
- to ensure clear, accessible and effective readability.


What an eco-designed report means

- **Limit colours and effects:** a simplified style guide, without unnecessary embellishments.
- **Reduce file sizes:** SVG illustrations, lightweight formats, documents that are easier to view and less likely to be printed.
- **Improve readability:** clear hierarchy, design that aids understanding.
- **Ensuring accessibility:** sufficient contrast, legible typefaces, no visual clutter.

The benefits of an eco-designed report

 **Consistency** between the content (CSR) and the form (the medium).

 **A reduction** in the document's environmental impact.

 **Improved** readability and a smoother reading experience.

 Media that are **more durable** over time and **less prone** to graphic obsolescence.



This eco-design project pushed us to step outside our comfort zone and strike a balance between simplicity and brand identity. Although this approach may seem at odds with our usual practices, it allowed us to go further and take our thinking to its logical conclusion.

The exercise would probably not have taken place without this report, but it now paves the way for new practices. We will be able to apply these principles to other media and incorporate greater simplicity and eco-design into our future projects.

Thomas Bidot
Studio Manager
Brand Identity & Art Direction



Key figures	2024	2025	Growth
Number of pages	66	57	- 14%
PDF file size (GB)	0.004	0.002	- 52
CO emissions ₂ e per download (g.CO ₂ e)*	0.04	0.02	- 52%

*We have used the emission factor from the ADEME Footprint Database. Data transfer (download) = 9.5 g CO₂, broken down as follows: 98% for transmission, 1% for the construction of data centres and, finally, 1% for the use of data centres.

