

A photograph of a modern industrial building with dark vertical wood cladding and a large glass window. The word 'Lhyfe' is written in a white script font on the building's facade. In the background, several wind turbines are visible against a blue sky with white clouds. A dark blue diagonal graphic element covers the bottom right portion of the image.

Lhyfe

Lhyfe

PRODUCER AND SUPPLIER OF
GREEN & RENEWABLE HYDROGEN

FOR MOBILITY AND INDUSTRY

2025 ANNUAL FINANCIAL REPORT

2025

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This annual financial report has been prepared in accordance with the provisions of Articles L. 451-1-2 of the French Monetary and Financial Code and filed on 29 April 2026 with the *Autorité des marchés financiers* in accordance with the procedures set out in its General Regulations.

A glossary including financial and technical terms is available at the end of the document.

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A word from the Chairman and Chief Executive Officer



Matthieu Guesné

Founder & Chairman and
Chief Executive Officer
of Lhyfe

**“2025: A year marked by strong
commercial momentum and industrial
development”**

At a time when geopolitical tensions have starkly exposed Europe's structural dependence on fossil fuel imports and made energy sovereignty a defining industrial and political priority, in 2025 Lhyfe reached a new milestone in its development, with revenue doubling and activity accelerating strongly across Europe. Our growth confirms the relevance of our model: producing a locally sourced green hydrogen, RFNBO-certified and already available at industrial scale.

Our role as a developer creates essential value: we are able to identify, structure and deliver high-quality projects, orchestrate their financing, and support our partners through to commissioning and operations. This unique expertise positions us today as one of the leading green hydrogen developers in Europe, with a project portfolio aligned with real market needs.

In parallel, we are strengthening our organisation to improve efficiency, focus our efforts on the most mature projects and support the scale-up of the European market. As regulatory and industrial demand for green hydrogen intensifies, Lhyfe is positioning itself as a reference independent player, capable of durably supporting Europe's energy transition and industrial sovereignty.

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Management report

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1.1. Overview of the Group and its activities

1.1.1. General presentation of the Group

Lhyfe was born of a project initiated in 2017 by Matthieu Guesné, then Director of CEA Tech Pays de la Loire and Bretagne, resulting in the creation of the Company in April 2019. Lhyfe is a green hydrogen producer, the first player in the world to boast combined field experience of onshore and offshore green hydrogen production.

Lhyfe commissioned its first industrial site in Bouin (Vendée) in the second half year of 2021. Being directly connected to a wind farm, the site is the only one of its kind in the world. It was designed in under two years and currently offers a production capacity of up to 300 kg/day of green hydrogen, which could rise to one tonne/day depending on demand.

Green hydrogen, which is based on the electrolysis of water using electricity from a renewable energy source, is considered to be one of the pillars of the ecological transition, because its production process¹ does not generate greenhouse gas emissions, and it can replace fossil fuels as a means of decarbonising sectors such as heavy industry and transport.

1.1.1.1. Decarbonising the most polluting uses

Lhyfe intends to be a key player in a low-carbon future. The Group targets two priority markets that are among the biggest emitters of greenhouse gases: the heavy mobility sector (trucks, buses, trains and, in time, sea and air transport) and the industrial sector, where chemical production (ammonia, methanol, etc.) and refining operations are priority targets.

Lhyfe is currently deploying several 5 to 10 MW sites dedicated to the production of hydrogen delivered in bulk containers (bulk projects). The aim is to develop an expansive network, primarily in France and Germany, with decentralised production sites supplying catchment areas within a radius of around 200 km around each site. These sites serve industrial and mobility customers consuming quantities ranging from a few kilos to a tonne of green hydrogen a day.

In parallel, the Group is developing larger-scale production units with industrial customers directly on their sites (on-site

High-carbon hydrogen is produced from fossil fuels (mainly "grey" hydrogen) and widely used in industrial processes. It still accounts for 98% of the hydrogen consumed today.

The Group has already installed four production sites in France and Germany and several other sites are currently under construction or development in France and abroad.

From the outset, to enable mass production of green hydrogen at low cost, which is essential to meet significant current and future decarbonisation needs, Lhyfe opted for the mass offshore production of green hydrogen, as the load factor for offshore wind is particularly attractive. Lhyfe launched and successfully operated its first industrial offshore pilot, Sealhyfe (world's first offshore hydrogen production pilot platform), between September 2022 and November 2023, off the coast of Le Croisic in France. A multitude of lessons have been learnt and have already benefited Lhyfe's onshore and offshore projects.

projects). The industrial operator will be the site's main consumer but the Group could oversize the equipment so it will be able to supply local mobility uses.

Finally, the Group also plans to install certain units in locations chosen for their proximity to the future European hydrogen transmission network (backbone projects), enabling it to address the needs of a wide variety of customers who will be supplied via this infrastructure once deployed.

This deployment objective is based on the expertise acquired in the design and operation of onshore and offshore production sites as well as on a pipeline focused on the Group's most mature projects in Europe: heavy transport, industry in the United Kingdom and refineries in Europe (further details can be found in paragraph 1.1.7.3 of the Annual Financial Report).

1.1.1.2. A hybrid model, both integrated and investor-oriented

The Group is a key player in the green hydrogen value chain. As an independent producer of green hydrogen, it uses electrolysis technologies developed by equipment manufacturers to bring renewable energies closer to the uses that require decarbonisation in the mobility and industrial sectors.

Upstream of the value chain, the Group obtains its supplies from:

- renewable energy producers, mainly wind and solar power, for the electricity used to produce the Group's green hydrogen by water electrolysis; and
- manufacturers of electrolyzers, compressors or containers who benefit from the experience of the Group, as it is a pioneer in the production of green hydrogen in a rapidly developing technological sector.

For its existing bulk sites, the Group operates on an **integrated develop, build, own and operate model**. In this respect, it handles all stages of green hydrogen production in-house: obtaining permits and authorisations, engineering and design (front-end engineering and design or FEED), construction (engineering, procurement, and construction or EPC), financing, operation and sales and deliveries of green hydrogen.

In this way, the Group has complete control over each of these stages, from prospecting new customers to the distribution of green hydrogen to end customers. Depending on the project, the Group intends to hold a majority or minority stake in its production sites.

For its next industrial projects, the Group announced in December 2025 the outsourcing of EPC activities (engineering,

¹ A detailed description of the Group's expertise in the water electrolysis process can be found in Section 1.1.6 of the Annual Financial Report

procurement and construction) while maintaining the management of EPC, given the maturity now reached by industry suppliers and the project management experience acquired by Lhyfe, having already installed six, and soon to be eight, production sites. This move will enable Lhyfe to refocus its engineering on core expertise businesses while preserving its leading-edge expertise within the company.

The Group also intends to deploy a **co-development model** with partner investors, in which it will assume responsibility for all stages apart from financing, which is primarily carried out by the investors. The latter will compensate the Group for its services as project developer and manager of the site in which they will hold a majority stake.

This dual positioning should enable the Group to develop a resilient business model with high visibility, based on:

- the sale of green hydrogen through (i) a portfolio of diversified customers for each of the bulk green hydrogen

1.1.1.3. Booming demand for green hydrogen

With proven onshore know-how and a unique experience curve in offshore production, the Group is ideally positioned to make the most of booming demand for green hydrogen, which is expected to accelerate strongly over the coming decades. According to carbon neutrality scenarios for 2050, global demand for low-carbon and renewable hydrogen could reach approximately 430 million tonnes per year¹, a level nearly 4.5 times higher than total hydrogen demand observed in 2024. These growth expectations are supported by a number of converging factors:

- a target of producing 10 million tonnes of renewable hydrogen (RFNBO – renewable fuels of non biological origin) in Europe by 2030²;
- a complementary target of importing 10 million tonnes of renewable hydrogen (RFNBO) into Europe by 2030²;
- a target for the use of renewable hydrogen (RFNBO) equal to 42% of all hydrogen used in industry in 2030³;
- a target of 42.5% renewable energy in the European Union's energy mix by 2030, as set out in the revised Renewable Energy Directive (RED III)⁴;

1.1.1.4. A project pipeline focused on the most mature existing European markets

The Group's technical and commercial skills have enabled it to become a major player in the sector in just over five years of existence. Lhyfe continues to invest in projects where its industrial model and know-how generate the strongest impact for its customers and contribute to local energy sovereignty as well as to the decarbonisation of industrial and mobility uses.

Following the refocusing of its strategic priorities announced in December 2025, the Group prioritises, within its project portfolio, the most mature European projects that are best

production sites, for which contracts will be signed for periods varying from one to five years (as is already the case at its existing sites). These contracts are expected to be renewed in stages over time; (ii) a principal industrial customer for on-site projects, who will in principle commit to a 15-year contract; and (iii) for backbone projects, a large number of industrial customers who will be supplied by pipeline once the infrastructure has been deployed;

- revenue from co-development activities with investors, based notably on (i) development-related income recorded at the start of the projects concerned and (ii) revenue generated from services sold to the projects (of which EPC management, operation and maintenance, transport) and from the management of these assets.

- the deployment of mechanisms to subsidise and support investment and the production of green hydrogen, at both European and national levels;
- the strong expected growth in demand for non-fossil energies, reflected in increasingly ambitious decarbonisation plans among major industrial emitters and in heavy mobility;
- enhanced public support through numerous investment programmes in 'zero-carbon' projects and associated infrastructure (transport, storage);
- the growing willingness of territories to strengthen their energy autonomy and resilience against energy price shocks;
- the continued decline in the cost of renewable electricity and electrolyzers, driven by scale effects and technological progress;
- the multiplication of very large-scale projects in terms of electrolysis capacity; and
- more broadly, an increasingly marked interest from investors, industrialists and public authorities in projects with a positive environmental impact and contributing to climate objectives.

aligned with current market needs and regulation, namely: mobility, industry in the United Kingdom and refineries across Europe.

Furthermore, as part of an agile and dynamic management of its project portfolio, the Group ensures an optimal allocation of its resources, taking into account the progress and maturity of each project.

As a result, the Group's pipeline (detailed in paragraph 1.1.7.3 of the Annual Financial Report) represents a total installed production capacity of 1.4 GW as at 31 December 2025.

¹ Net Zero Roadmap – A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update – International Energy Agency

² Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, REPowerEU: Joint European Action for more affordable, secure and sustainable energy, 8 March 2022

³ EU rules for renewable hydrogen – Briefing: Towards climate neutrality – European Parliament – European Parliamentary Research Service – April 2023

⁴ Directive (EU) 2023/2413 of the European Parliament and of the Council of 18 October 2023 – Amendments to the Renewable Energy Directive (RED)

On the basis of this project pipeline, the Group aims to become a leader in the production of green hydrogen in Europe, through the swift deployment of green hydrogen production sites. Lhyfe aims to become a major player in

1.1.1.5. Differentiating factors and strengths

To achieve its objectives, since its creation the Group has invested in developing key assets to establish itself as a major player in the sector. It benefits from numerous strengths:

- a unique industrial track record in Europe in the development, construction and operation of multiple onshore and offshore green hydrogen production sites;
- the status of first and only RFNBO-certified producer in France, conferring a direct competitive advantage in the context of the entry into force of RED III obligations;
- recognised expertise in the integration and operation of multiple electrolysis technologies (PEM and alkaline), enabling technology selection tailored to each project;
- a modular and replicable approach to its production sites, allowing installed capacity to be adapted to local demand and construction and operating costs to be progressively reduced;

1.1.1.6. Objectives

In 2026, the Group will continue to implement its roadmap to consolidate its position as a green hydrogen producer, focusing its efforts and resources primarily on:

- the operational and commercial ramp-up of the newly installed sites in France and Germany;
- the continued construction and upcoming commissioning of the Croixrault (5 MW) and Le Cheylas (10 MW) sites;
- the preparation of upcoming Final Investment Decisions (including Green Horizon, expected early 2027).

1.1.2. Description of the green hydrogen market

1.1.2.1. Green hydrogen: a pillar of decarbonisation

Greenhouse gases are naturally occurring gases in the Earth's atmosphere that trap the sun's rays, stabilising the planet's surface temperature at a reasonable level. Since the 19th century, the concentration of greenhouse gases in the atmosphere has been rising steadily, largely due to emissions of carbon dioxide (CO₂) and methane.

The accumulation of greenhouse gases, most of which are the result of human activity, is leading to climate change, manifested in an intensification of extreme weather phenomena: severe droughts accompanied by fires, cyclones, rising sea levels, falling agricultural yields, extinction of species, and so on.

mobility in France and Germany, where national ambitions for the deployment of infrastructure and applications are becoming clearer and are speeding up.

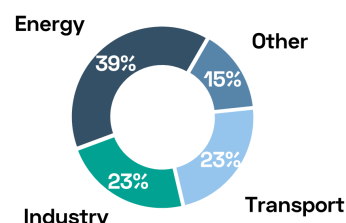
- a fully operational logistics infrastructure comprising more than 80 next-generation containers deployed across nine European countries, having enabled more than 850 deliveries in 2025 and representing a significant barrier to entry for new competitors;
- a validated project financing model, illustrated by the signing in 2025 of €53m in debt financing across a portfolio of four sites and the award of a €149m grant from the French State for the Green Horizon project, demonstrating the bankability of the Group's industrial model to institutional investors and public finance institutions;
- a proprietary software solution integrating data management and artificial intelligence, deployed in the supervision and optimisation of production sites.

For 2026, the Group anticipates a significant increase in RFNBO hydrogen sales revenue, expected at +50% relative to 2025, driven by strong growth in direct sales.

In 2026, the Group will continue to deliver development and engineering services for its project companies, under construction and development phase, as well as the operation and marketing of its operational sites.

i. The central role of hydrogen in the energy transition

For 2018, CO₂ emissions globally and by sector are broken down as follows:



Percentage of CO₂ emissions worldwide by sector in 2018¹

¹ International Energy Agency, *The role of CCUS in low-carbon power systems*, July 2020

Green hydrogen will play a central role in the energy transition through its use in two of the sectors with the highest CO₂ emissions after energy production itself: industry (23% of emissions) and transport (also 23% of emissions):

- in industry, hydrogen is used directly for its chemical properties in the production of hydrocarbons, ammonia, chemicals and methanol. It is also used as a fuel in the production of steel, glass and electronic components. The challenge here is to replace hydrogen produced using traditional methods, which emit high amounts of CO₂, with hydrogen produced from renewable resources – essentially electricity;
- in the transport sector, hydrogen is used directly in a fuel cell to power an electric motor on a lorry, train, ship, car, etc., replacing fossil-derived fuels (petrol, diesel, etc.).

ii. Properties of hydrogen

Hydrogen or dihydrogen (H₂) is an invisible, odourless gas. Of all the chemical elements, it is the lightest and most abundant in the universe. On Earth, hydrogen is rarely present in a pure state, but it is a component of water and hydrocarbons. Its use emits no CO₂ – just water and oxygen – so it has a zero carbon footprint.

Hydrogen has an energy density two to three times greater than oil. In other words, 1 kg of hydrogen contains as much energy as around 3 kg of oil. Hydrogen has a very low density at atmospheric pressure. Even when stored at a pressure of 350 bar, the hydrogen molecule remains in gaseous form, so it still takes up 13 times more space than petrol¹.

Once hydrogen has been produced, it therefore needs to be transformed so that it can be stored in a reasonable volume:

- either by compressing it to 700 bar: 7 litres of hydrogen can therefore contain as much energy as 1 litre of petrol;
- or by liquefying it at a temperature of -253°C to compress it further: 4 litres of liquid hydrogen are then equivalent to 1 litre of petrol²; this liquefaction process is more energy-intensive than compression, consuming between 8 and 12 kWh per kg of hydrogen.

iii. Hydrogen production

Hydrogen is produced in different ways, leading to different product names:

Type of hydrogen	Production method	Estimated ³ CO ₂ emissions for the production of 1 kg of hydrogen ⁴
"Grey" hydrogen	From fossil fuels, by steam reforming of natural gas, coal gasification or co-produced from hydrocarbons	9.2 to 11.1 kg
"Blue" hydrogen	From fossil fuels, by steam reforming of natural gas, but where the CO ₂ emitted during its production is captured, then reused or stored	1.2 to 3.9 kg
"Green" hydrogen produced from renewable energy sources	By water electrolysis ⁵	0.3 to 1.0 kg

"Green" hydrogen has the dual advantage of emitting a negligible amount of CO₂ when it is produced and when it is used, making it an essential component of decarbonisation policies. By 2050, green hydrogen could avoid 80 gigatonnes (Gt) of cumulative CO₂ emissions.

iv. International commitments to reduce greenhouse gas emissions

In the face of the effects of greenhouse gases on the climate, the reduction of greenhouse gas emissions has become an inescapable necessity.

COP21⁷, held in 2015, set the maximum global warming threshold at +2°C by 2100 relative to the pre-industrial era in order to limit climate change. This objective was reaffirmed at the most recent COP30⁸, ahead of which all countries were required to present new or updated climate plans showing how they would contribute to limiting global warming to well below

2°C by 2100 and to pursuing efforts to keep it at 1.5°C. To this end, the Intergovernmental Panel on Climate Change (IPCC) underlines the need to reduce global CO₂ emissions by 25% by 2030 and to reach net zero by 2070⁹. To date, the momentum towards climate neutrality continues to grow: 137 out of 198 countries now have a net-zero target at various stages of implementation (legislation, strategies, public commitments). In parallel, carbon pricing policies are strengthening: 38 emissions trading systems are currently operational worldwide, with 20 more under development or discussion, reflecting the growing adoption of these market instruments¹⁰.

At European Union level, member states adopted in 2023 and 2024 the Directives and Regulations of the climate package, with the objective of translating the ambition of carbon neutrality into concrete policy action and aiming to reduce EU CO₂ emissions by at least 55% by 2030 relative to 1990 levels. The measures adopted under this framework, and subsequently

1 Union Française de l'Electricité, La France à l'avant-poste de la lutte contre le réchauffement climatique grâce à son hydrogène décarboné (France in the vanguard of combating climate change with low-carbon hydrogen), November 2021

2 Union Française de l'Electricité, La France à l'avant-poste de la lutte contre le réchauffement climatique grâce à son hydrogène décarboné (France in the vanguard of combating climate change with low-carbon hydrogen), November 2021

3 Estimates for 2030. Note that CO₂ capture technologies for the production of "blue" hydrogen are still under development

4 Hydrogen Council, *Hydrogen decarbonization pathways – Potential supply scenarios*, January 2021

5 Electrochemical process that uses electricity to separate the hydrogen from the oxygen in the water molecule (H₂O)

6 Hydrogen Council, McKinsey Company, *Hydrogen for Net-Zero, A critical cost-competitive energy vector*, November 2021

7 The international climate conference held in Paris in 2015, bringing together the States that have committed to the United Nations Framework Convention on Climate Change (UNFCCC) since 1992

8 International climate conference held in Belém, Brazil in 2025

9 IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty, 2019

10 Net Zero Stocktake 2025, Net Zero Tracker, September 2025

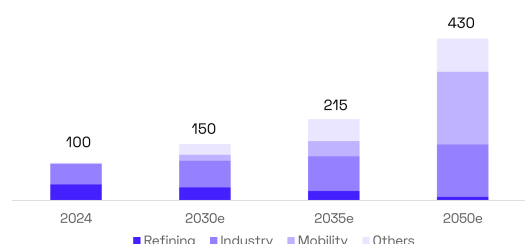
under the Hydrogen and Decarbonised Gas Directive in 2024, have a role to play in creating the market conditions conducive to the emergence of a clean hydrogen economy in Europe.

In France, the 2015 Energy Transition Act established the National Low-Carbon Strategy (SNBC) targeting carbon neutrality by 2050. The third SNBC (SNBC 3), published in February 2026, strengthens the target to -50% in gross emissions by 2030 and introduces ambitious sectoral carbon budgets, notably for industry, energy and construction. In parallel, the Multi-Annual Energy Plan (PPE 3), also published in February 2026, maps out the energy trajectory through to 2035: a major nuclear revival, increased electrification and a refocus on offshore renewables, with the objective of reducing the share of fossil fuels to 40% by 2030. These structural policy instruments complement France's ambition to cut industrial emissions by 55% by 2030, supported by France 2030 investments in the decarbonisation of key industrial sectors.

V. Demand and production of green hydrogen set to rise sharply

Global demand for hydrogen was 100 megatonnes (Mt) in 2024¹, representing growth of 50% since the start of the millennium. Almost all of this demand comes from refining and industrial uses² and has been almost entirely met by hydrogen derived from fossil fuels.

If we are to achieve our goal of zero emissions by 2050, the use of hydrogen will have to increase significantly in existing applications, as well as in new applications in heavy industry, heavy road transport, shipping and aviation. In a zero-emission scenario, demand for green hydrogen would increase by almost 4.5 times compared with 2024, reaching 430 Mt by 2050.



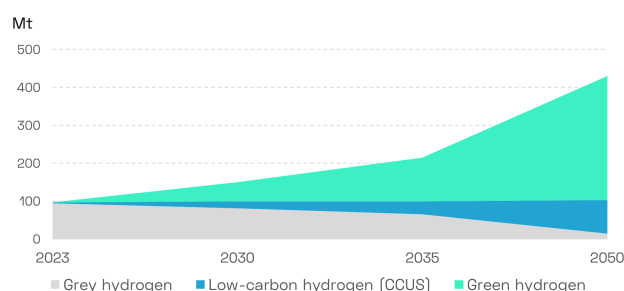
Expected growth in global hydrogen demand (in millions of tonnes, per year)³

This surge in the use of electrolysis is made possible in particular by technological developments as well as by regulatory obligations in certain countries.

The European RED III directive and the ReFuelEU Aviation and FuelEU Maritime regulations represent fundamental regulatory

levers for increasing demand for green hydrogen in Europe; as at end-March 2026, 8 out of 27 Member States had transposed it, fully or partially. With the finalisation of the transposition of these directives and the associated incentives and penalties, regulatory demand for RFNBO hydrogen in the European Union could reach 2.8 Mt by 2030⁴, which would require approximately 26 GW of electrolysis capacity, compared to only 0.6 GW currently installed, representing a 45-fold increase. Hydrogen demand is therefore expected to grow on a structural basis.

Technological options for producing low-carbon hydrogen currently account for only a very small proportion of global hydrogen production, with less than 1 Mt in 2022⁵ or 0.8% of the total. In 2025, water electrolysis accounted for less than 1% of the world's hydrogen production, with over 80% of production capacity located in China (largest share of electrolytic production), Europe and United States⁶. In Europe, water electrolysis represented between 0.5% and 1% of hydrogen production capacity in 2024⁷. In the zero-emission scenario, the hierarchy of technological options should be reversed: the bulk of low-carbon hydrogen production should be "green", i.e. derived from water electrolysis using renewable electricity, to represent 80% of total low-carbon hydrogen production (with 3,300 GW of installed capacity) compared with 20% for fossil fuels (with carbon capture) in 2050⁸.



Expected increase in global green hydrogen production (in millions of tonnes, per year)⁹

The main technologies used today are alkaline electrolysis, pressurised alkaline electrolysis, PEM electrolysis, for "proton exchange membrane", SOEC electrolysis for "solid oxide electrolysis cells" and AEM electrolysis for "anion exchange membranes". Alkaline electrolysis is the traditional and dominant technology with 60% of estimated capacity in 2025, followed by PEM electrolysis, representing around 20%¹⁰.

In terms of electrolyser technologies, Lhyfe is agnostic and uses the technology best suited to each project¹¹.

1 International Energy Agency, *Global Hydrogen Review 2025*

2 International Energy Agency, *Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update*

3 International Energy Agency, *Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update*

4 Source: Clean Hydrogen Monitor 2025, Hydrogen Europe

5 International Energy Agency, *Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update*

6 International Energy Agency, *Global Hydrogen Review 2025*

7 Clean Hydrogen Monitor 2025

8 International Energy Agency, *Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update*

9 International Energy Agency, *Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach – 2023 Update*

10 International Energy Agency, *Global Hydrogen Review 2025*

11 See paragraph 1.1.6.2 of the Annual Financial Report

1.1.2.2. Green hydrogen at the heart of European and national decarbonisation strategies

A growing number of countries are developing plans to engage the decarbonisation potential of hydrogen. More than 60 countries around the world have adopted national strategies for the development of the clean hydrogen¹ economy and, since 2020, many of them have set up associated financial support programmes.

i. At European Union level

The European Union adopted a hydrogen strategy announced in July 2021², aimed at realising the potential of hydrogen through investment, regulation, market creation, and research and innovation. The EU's priority is to develop renewable hydrogen produced primarily from wind and solar energy, as well as its derivatives (ammonia, methanol, e-SAF), defined as RFNBO (Renewable Fuels of Non-Biological Origin), while also supporting the development of low-carbon hydrogen and its derivatives defined as LCF — Low Carbon Fuels. It sets various targets, including achieving by 2030 a capacity of at least 40 GW of electrolyzers for renewable hydrogen production.

In the context of increasingly frequent energy crises amid an unstable geopolitical environment, the European Union regularly reaffirms its commitment to reducing dependence on imported fossil fuels (Green Deal, REPowerEU, Net Zero Industrial Act, Clean Industrial Deal, Industrial Accelerator Act) through energy savings, diversification of supply sources, support for European industries, and acceleration of the transition to clean energy, including through the reaffirmation of its initiatives to develop a new clean hydrogen market and dedicated infrastructure³.

The implementation of this strategy resulted in 2023 and 2024 in:

- the adoption and entry into force of the final versions of all regulations contained in the European Green Deal, a number of which positively impact the development of the renewable and low-carbon hydrogen sector in Europe (RED III, ReFuelEU, FuelEU, ETS2, CBAM, ETD, AFIR), including the establishment of ambitious targets for the development of renewable energies, the reduction of greenhouse gas emissions, and the deployment of a hydrogen distribution infrastructure for mobility (AFIR, the regulation on the deployment of alternative fuels infrastructure, requires for example the installation of hydrogen stations with a distribution capacity of 1 tonne per day every 200 km on major road corridors (TEN-T network) and in each major urban node).
- The "Hydrogen and Decarbonised Gas" package was also adopted, along with a revision of the European energy infrastructure regulation ("TEN-E regulation")⁴. A new operator dedicated to hydrogen infrastructure in Europe (ENNOH — European Network of Network Operators for Hydrogen⁵) has been established, a pilot to support hydrogen market development has been launched⁶, and the

first lists of priority hydrogen infrastructure (Projects of Common Interest and Projects of Mutual Interest) have been published and supported through the CEF-Energy programme (Connecting European Facilities)⁷.

- Four "Important Projects of Common European Interest" (IPCEI) on hydrogen have been launched.
- The Clean Hydrogen Partnership has supported the development of 22 Hydrogen Valleys across 20 countries.
- Finally, grant budgets dedicated to hydrogen under the Innovation Fund or national programmes have enabled the first contractualisation of revenue support mechanisms over periods of 10 to 15 years.

A large portion of this support is funded by a share of EU ETS revenues estimated at between €240 and €300 billion by 2030, based on current carbon price levels and projected auction volumes⁸.

ii. At the level of European Union Member States and other countries where Lhyfe is developing projects

All the European countries announced national hydrogen strategies in the early 2020s, most of them combined with public investment plans worth several billion euros by 2030, to support the launch of a new industrial sector and a new market for renewable, low-carbon hydrogen. The adoption of the Hydrogen and Decarbonised Gas Market package, the creation of the new European network of hydrogen network operators and the launch of the IPCEI Hydrogen wave dedicated to hydrogen infrastructure (Hy2Infra) in 2024 have enabled initial investment decisions to be taken, with the support of governments.

Within the EU member states, national plans have been revised or are in the process of being revised, in light of the regulatory provisions adopted at European level in 2023 and 2024 under the Green Deal and those announced under the Clean Industrial Deal presented by the European Commission on 26 February 2025 and the Industrial Accelerator Act presented in March 2026. Electrolyser capacity deployment ambitions have been revised downwards and several national support mechanisms for renewable and low-carbon hydrogen production have been launched⁹.

In France, in September 2020, the government presented a national strategy for the development of low-carbon hydrogen, representing a real change of scale in public support for green hydrogen. A revised national strategy has been presented in April 2025. Public support of €9 billion planned up to 2030 was confirmed. It aims to support the achievement of a target of 4.5 GW of installed electrolysis capacity¹⁰, through (i) the funding of ADEME calls for projects, (ii) the funding of projects under the Important Project of Common European Interest (IPCEI) Hydrogen mechanism, aimed at supporting R&D and the industrialisation of electrolyzers to produce low-carbon

1 National Hydrogen Strategies and Roadmap Tracker database of the Center on Global Energy Policy at Columbia University.

2 Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, *A hydrogen strategy for a climate-neutral Europe*, 8 July 2021

3 Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, *REPowerEU: Joint European action for more affordable, secure and sustainable energy*, 8 March 2022

4 Regulation (EU) 2022/869 of the European Parliament and of the Council of 30 May 2022 on guidelines for trans-European energy infrastructure, amending Regulations (EC) No. 715/2009, (EU) 2019/942 and (EU) 2019/943 and Directives 2009/73/EC and (EU) 2019/944, and repealing Regulation (EU) No. 347/2013

5 <https://ennoh.eu/>

6 https://energy.ec.europa.eu/topics/eus-energy-system/hydrogen/european-hydrogen-bank/pilot-mechanism-support-market-development-hydrogen_en

7 https://ec.europa.eu/commission/presscorner/detail/fr/ip_25_377

8 EU ETS II Pricing Scenarios, BloombergNEF, September 2025

9 See paragraph 1.1.2.5 on support schemes for renewable and low-carbon hydrogen

10 National strategy for the development of low-carbon hydrogen in France, Press kit, 15 April 2025.

hydrogen and deploy these solutions in industry, and (iii) a new support mechanism for the production of low-carbon hydrogen with a dedicated budget of €4 billion, for which a first call for candidates was launched at the end of 2024. Certain measures transposing European rules to support the development of the renewable and low-carbon hydrogen market and its derivatives have also begun to be implemented. The TIRUERT¹ now considers renewable and low-carbon hydrogen as eligible. To encourage the direct use of renewable and low-carbon hydrogen in transport and to replace grey hydrogen in refining, the IRICC² is expected from 2027 to impose on fossil fuel distributors a binding target of 1.5% renewable and low-carbon hydrogen in transport fuels by 2030, with an estimated certificate value of between €5 and €10/kg. This mechanism enables renewable hydrogen producers to benefit from an additional lever monetising the sustainability credentials of their production in the form of certificates. The effective value of these certificates will depend on annual integration targets, available volumes and the penalty levels applied.

In Germany, the target of 5 GW installed by 2030 has been doubled to 10 GW, and new support mechanisms to encourage the deployment of hydrogen for energy uses linked to industry and infrastructure have also been launched to (i) implement the AFIR regulation with support for the deployment of hydrogen distribution stations and the purchase of hydrogen-powered heavy-duty vehicles, (ii) plan and start deploying the national hydrogen transport network by 2032 (9,700 kilometres for transporting hydrogen across Germany and to neighbouring countries), and (iii) support large-scale decarbonisation projects through the use of clean hydrogen in industry, particularly in the steel sector. The German THG³ quotas operate on a similar principle to the TIRUERT and IRICC in France, accelerating the deployment of green hydrogen for direct use in transport and to replace grey hydrogen in refining. The value of these certificates is estimated at between €8 and €9/kg in the coming years. Here too, the

effective value of these certificates will depend on annual integration targets, available volumes and the penalty levels applied.

Similarly, **in the Netherlands**, the national installed capacity target of 4 GW by 2030 has been doubled to 8 GW by 2032. The development of the clean hydrogen market and infrastructure is seen here as one of the key elements in the energy transition and in achieving the targets of reducing CO₂ emissions, with attention being paid to the entire value chain and its integration into the energy system. The national deployment plan for the national hydrogen transport and storage network, an integral part of the national strategy, was updated at the end of 2024⁴. The support mechanism for renewable hydrogen production (OWE), which is linked to the strategy for developing renewable electricity production capacity, particularly offshore, was allocated a budget of €800 million for its first edition and almost €1 billion for its second edition in 2024.

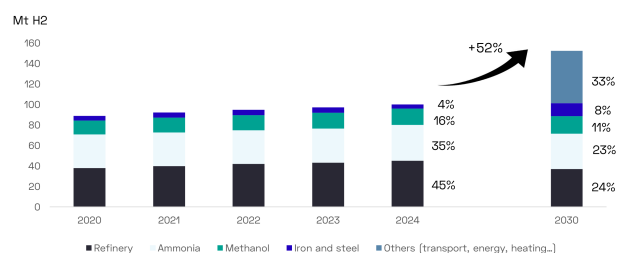
In the United Kingdom, the initial target of 5 GW of installed capacity has also been doubled to 10 GW, with the introduction of a highly favourable Contracts for Difference (CfD)-type production support mechanism (Hydrogen Allocation Rounds). This government scheme awards successful applicants 15-year contracts for difference against the natural gas price, guaranteeing a fixed price for hydrogen produced regardless of market fluctuations, thereby providing industrial and economic viability for producers and their customers. This mechanism was the subject of a first round in 2023 and a second round in 2024.

In Sweden, the national hydrogen strategy has not yet been officially adopted, but the electricity mix is very low-carbon. The low cost of electricity and the programmes put in place to reduce greenhouse gas emissions and combat climate change at national level (*Klimatklivet* and *Industriklivet*) have led to the launch of many projects in the sector.

1.1.2.3. Decarbonising industry

The chemical industry has been using hydrogen for a long time, in particular for the production of ammonia and methanol. It is also an essential component in the oil refining process, particularly for fuel desulphurisation. More recently, green hydrogen represents one of the best solutions for replacing fossil fuels in order to decarbonise certain sectors of heavy industry where direct electrification is not possible or not sufficient (steel, cement and glass production). Green hydrogen is also an energy carrier.

In 2024, global hydrogen consumption in industry amounted to 100 Mt, an increase of more than 2% on 2023⁵. China — the largest consumer, accounting for more than a quarter of total demand (over 29 Mt) — experienced modest growth (2%), North America very marginal growth (0.5%), while European demand remained virtually unchanged compared to 2023. The Middle East and India recorded more marked increases, of nearly 6% and over 4% respectively. 98% of this hydrogen is grey. Of the remaining 2%, 1.7% is blue hydrogen and 0.3% is green hydrogen.



Distribution and development of hydrogen uses worldwide (IEA)

In 2027, according to the IEA, 96% of hydrogen uses will be split between:

- oil refining (45%), where hydrogen is mainly used in fuel desulphurisation;
- the production of ammonia (NH₃) and its derivatives (35%), mainly used as fertilisers but also as additives for the operation of particle filters in diesel vehicles equipped with a nitrogen oxide (NO_x) treatment system;
- the production of methanol and other chemicals (16%) where the synthesis process requires the hydrogen

¹ Taxe incitative relative à l'utilisation de l'énergie renouvelable dans les transports

² Incitation à la Réduction de l'Intensité Carbone des Carburants

³ Treibhausgasminderungsquote

⁴ <https://www.gasunie.nl/en/news/national-hydrogen-network-roll-out-plan-updated>

⁵ International Energy Agency, *Global Hydrogen Review 2025*

molecule as an input. Methanol is widely used in the chemical industry as a raw material for the synthesis of other products, notably formaldehyde (used in the manufacture of paints and explosives, but also for many resins, some of which are used in the manufacture of plywood).

Although the RED III Directive was adopted by the European Union in 2023, requiring Member States to achieve an RFNBO utilisation rate of 42% of all hydrogen used in industry by 2030, and 60% by 2035, only a limited number of countries (the Nordic countries, the Netherlands, Spain) have applied it strictly to date.

Following the redefinition of strategic priorities as announced in late 2025, the Group's main targets in industrial hydrogen applications are: refining across Europe and industrial needs in the United Kingdom, where the Hydrogen Allocation Round programme aims to support the replacement of natural gas with RFNBO hydrogen for heating and combustion needs in industry at large. With the exception of synthetic fuels for aviation and maritime, the chemical industry is not subject to sufficiently binding regulations to incentivise industrial players to convert, and is therefore no longer a priority for Lhyfe. The same applies to primary steelmaking.

i. Refining

In 2024, the use of hydrogen in oil refineries accounted for 45% of hydrogen consumption in industry.

Hydrotreating consists primarily in removing sulphur (S) from refined petroleum products through a catalytic chemical process (CoMo) that consumes hydrogen. This is known as hydrodesulphurisation, commonly referred to as 'HDS'. Refineries typically operate numerous hydrotreating units.

The other process consuming large volumes of hydrogen in refineries is hydrocracking, which upgrades heavy residual oils from the vacuum distillation unit by thermally cracking them into lighter, higher-value, lower-viscosity products intended for the production of gasoline and diesel. Currently, only one third of refineries worldwide are equipped with a hydrocracker.

Within the EU, the transposition of RED III as applied to the refining sector is carried out on a country-by-country basis. With respect to hydrogen, it consists in imposing a blending percentage of RFNBO hydrogen into the fuel mix (a percentage that increases over the years), with a penalty payable by refiners who fail to meet this quota. This is the approach taken by the IRICC mechanism in France and the THG-Quote in Germany.

ii. Heating and combustion requirements in industry

Only the United Kingdom has launched a national subsidy programme called the Hydrogen Allocation Round (HAR), a public financial support mechanism of the Contract for Difference (CfD) type, designed to bridge the full cost gap between RFNBO hydrogen and fossil alternatives (natural gas, coal, etc.).

Large industrial natural gas consumers can therefore, by applying to this programme alongside producers such as Lhyfe, target the decarbonisation of their production sites. Lhyfe is currently awaiting its final qualification for the HAR2 wave of this programme in respect of its two project sites in England.

The programme targets heating and combustion needs across industry at large, and more particularly in industrial sectors where green hydrogen will naturally find a significant role — where direct electrification will not be feasible and where

biogas will not be available (or will be available in insufficient quantities) — most notably in high-temperature combustion applications. In this context, the glass and metallurgy sectors represent a very significant potential market for green hydrogen, far more so than, for example, heating applications such as industrial boilers, where direct electrification or biogas when accessible are less costly, simpler and more effective solutions.

In continental Europe, these sectors are not currently making commitments on RFNBO hydrogen volumes, as the regulatory constraints (primarily under the ETS framework) and existing incentives are insufficient to convince industrial players to transition to green hydrogen.

iii. Chemical industry and synthetic fuels

Grey hydrogen is already well established in the chemical industry, accounting for 51% of its use in industry in 2024.

Beyond the replacement of grey hydrogen consumption in existing chemical applications (ammonia for nitrogen fertilisers, methanol as an intermediate product in the chemical industry, the nylon industry, hydrogen peroxide, various hydrogenation applications, etc.) — for which current regulatory constraints and incentives are not yet sufficient to convince industrial players to make the transition — new uses are emerging, as clean ammonia, clean methanol and more broadly clean synthetic fuels are expected to be used at scale in:

a) Synthetic sustainable aviation fuels ('e-SAF')

In October 2023, the European Union introduced the ReFuelEU Aviation regulation as a key component of its Fit for 55 package of measures designed to make the European Green Deal a reality. Unlike RED III, this regulation does not require transposition into national legislation.

In this regard, aviation fuel suppliers must ensure that the aviation fuel blends made available to aircraft operators at EU airports contain a minimum share of SAF (sustainable aviation fuels) from 2025 onwards, and a minimum share of e-SAF from 2030 onwards. Both shares will increase progressively through to 2050. The minimum SAF share in 2025 will be 2%, rising to 70% by 2050. The minimum e-SAF share, which also contributes to meeting the minimum SAF share, starts at 0.7% in 2030, rising to 35% by 2050.

b) Clean fuels for maritime transport

The FuelEU Maritime regulation entered into force on 1 January 2025. It provides for a gradual reduction in the carbon intensity of marine fuels (vessels > 5,000 t): -2% in 2025, -14.5% in 2035, -80% in 2050 (compared to 2020 levels).

Although clean ammonia and e-methanol are both considered promising solutions for decarbonising maritime freight (which accounts for 3% of global CO₂ emissions), their emergence within this framework has yet to materialise. Indeed, the decarbonisation of maritime transport is currently being driven far more by LNG (liquefied natural gas) and liquefied biogas (bio-LNG). This is due in particular to the fact that these solutions are today easier to implement and less costly, and also to the fact that, unlike synthetic aviation fuels (e-SAF), the European Union and other major countries have not yet introduced regulations imposing minimum blending percentages of e-methanol or clean ammonia into fuels for maritime transport. Nevertheless, synthetic fuels have a decarbonisation potential that current solutions cannot achieve, and will therefore represent a solution for maritime transport in the medium to long term (2040–2050).

c) Long-distance hydrogen transport vectors

Several Northern European countries that do not have sufficient decarbonised hydrogen production capacity are expected to import it from non-European countries or from Southern Europe. E-methanol and clean ammonia (produced in particular from green hydrogen) will be preferred over liquid hydrogen, as they are less complex to store on large vessels.

iv. Steel sector

The primary steel sector, where manufacturers operate integrated steelworks incorporating blast furnaces, which are particularly high emitters of CO₂, is responsible for around 8% of CO₂ emissions worldwide.

These players should replace blast furnaces and basic oxygen converters with direct iron ore reduction units and electric arc furnaces. Direct reduction units are supplied with raw material in the form of pellets, which are produced in plants that prepare iron ore by mixing it with lime and binding agents. Hydrogen is starting to be used to replace coal (coke) in ore reduction, but only to a limited extent at present, because natural gas is also a significant reducing agent and represents a less expensive alternative for steel manufacturers, which also makes it possible to achieve a significant level of decarbonisation.

1.1.2.4. Decarbonising mobility

Hydrogen is also a promising solution for the transition to zero-emission mobility, contributing to the decarbonisation of the transport sector and running alongside battery-powered electric vehicles. With indirect electrification technology that eliminates the limits on range and recharging time imposed by battery-powered vehicles, hydrogen addresses the uses that are most difficult to decarbonise and will contribute significantly to meeting the following needs:

- high vehicle availability;
- need for fast refuelling;
- need for long range;
- transportation of heavy loads;
- need for additional power for specific equipment (crane, tipper, refrigeration unit, etc.);
- exposure to very cold temperatures;
- grid constraints resulting in a lack of high-capacity electric charging infrastructure.

There are many applications, including road transport (lorries, coaches, buses, commercial vehicles, cars, etc.), rail (trains where direct track electrification is not possible), maritime and river (light craft, ferries, CTV – *Crew Transfer Vessel*), air (aircraft) or even off-road mobility (construction machinery, handling equipment in the logistics sector, in ports or airport hubs, race vehicles, etc.).

i. Obligations to decarbonise mobility

The development of hydrogen mobility markets reflects major European directives implicating governments, vehicle manufacturers and distribution networks, as well as national public policies. These policies were initially designed for road mobility, but specific applications are also supported depending on the country (trains, boats, port areas, etc.).

In Europe, the most advanced countries have historically been France, Germany and the Netherlands, with most Member States and the UK now also having their own national strategies.

In addition to the only greenfield project for a new hydrogen-powered steel plant to have reached FID (Stegra in Sweden), the number of examples of existing primary steel plants that have embarked on hydrogen-based production remains limited: Saarlouis (6,000 t/year of H₂ under contract since 2025), and Salzgitter, whose FID has been pushed back to 2028–2029.

v. Other uses

Other uses have emerged in recent years, such as hydrogen consumption for test benches in fuel cell plants, although the volumes are still modest. Nevertheless, these uses will be a significant outlet for green hydrogen in the future, as will hydrogen ICE engine test benches.

Finally, many existing or new uses of hydrogen in industry will not generally be priorities for Lhyfe, although they may become so in exceptional cases, such as methanation (synthesis of methane from green hydrogen and bio-origin CO₂), injection of hydrogen into the natural gas network, electricity generation (for example, by injecting hydrogen into gas turbines), or the cement industry.

Alongside the "Fit for 55" package, a number of factors make hydrogen an obvious solution for certain mobility applications:

- The European Union has set major targets for Member States, including in RED III a target of 5.5% for the use of alternative fuels by 2030, which includes 1% for RFNBO. The achievement of these objectives should be enabled by the transposition of these obligations into the laws of the member states, as well as incentive measures making it possible to reach these objectives, as is for example the case in Germany with the THG quota scheme or in France with the TIRUERT, which will be replaced in 2027 by the IRICC;
- Vehicle manufacturers (original equipment manufacturers or OEMs) have binding CO₂ emission reduction targets that are leading them to introduce and sell zero-emission vehicles such as battery-operated electric or hydrogen vehicles. These targets are currently the following: OEMs will be required to achieve reductions in CO₂ emissions of 55% for passenger cars, 50% for light commercial vehicles and 45% for heavy-duty vehicles by 2030 compared to 2021, based on the tailpipe emissions of newly registered vehicles. For the 2025 to 2027 period, OEMs will be required to comply with an average reduction of 15% (smoothed over three years).

ii. Heavy mobility: towards significant use of green hydrogen

As far as mobility is concerned, the potential should lie first and foremost in heavy and intensive road mobility, which will play a key role in Europe. However, other applications are expected to emerge rapidly in the maritime, river and air sectors, which will need to be addressed on a case-by-case basis.

Based on the size of the fleets in circulation and the different uses to which they are put, the majority of hydrogen should eventually be consumed by heavy goods vehicles, as the use of hydrogen is more obvious on long-distance journeys that are the most difficult to decarbonise, all the more so in countries most constrained by the expansion of their electricity grid. This is a particularly large market, with around 6.5 million medium and

heavy-duty trucks on the road in Europe and which cover more distance on average than other vehicles.

The light commercial vehicle market also represents a major opportunity, with more than 30 million vehicles on the road in Europe and intensive uses that are particularly well-suited to hydrogen.

At present, the mobility market mainly comprises captive fleets, generally in the passenger transport sector (bus, taxi) or waste management (refuse collection), which operate around the first hydrogen ecosystems.

In the coming years, in line with the development of the vehicle supply by manufacturers, the acceleration in demand will be driven by the expansion of urban bus fleets and the initial deployments of heavy trucks and coaches running on hydrogen across Europe. The first interoperability solutions will be rolled out, enabling heavy hydrogen vehicles to undertake the long-distance journeys and extended missions for which they are designed. In this regard, it is worth noting the creation of the H2IA (Hydrogen Infrastructure Alliance), which brings together the hydrogen refuelling offering of six of the largest European players (Hydri, TEAL Mobility, Fountain Fuel, H2 MOBILITY, Virya Energy, and HYmpulsion), providing transport operators with a robust and interconnected network.

In this context, Lhyfe notes that the distribution networks' strategies are moving very clearly towards solutions for heavy goods vehicles. For example, TEAL is announcing a network of 100 stations for heavy goods vehicles by 2034, particularly in France, Benelux and Germany, and H2 Mobility, the leading network of hydrogen stations in Germany, is currently recalibrating its activity towards heavy goods vehicles by adapting the capacity and the number of its stations.

Finally, following the launch of the first pioneer fleets featuring Hyundai or Hyliko vehicles, a number of major manufacturers have confirmed that they are incorporating hydrogen into their decarbonisation strategies for their ranges of heavy goods vehicles. Volvo Group and Daimler Trucks have notably established a joint venture dedicated to the manufacture of fuel cells, with pilot production having commenced in 2024 in Esslingen (Germany), with a view to large-scale industrialisation by the end of the decade. Daimler Trucks recently reiterated that achieving its decarbonisation targets will depend initially on battery-powered vehicles, but also on hydrogen-powered vehicles, which are the only way it can offer solutions for customers carrying out the most intensive missions. Meanwhile, Man Trucks announced the European launch of a pilot fleet of 200 vehicles powered by hydrogen internal combustion engines just as Scania with a pilot fleet launched in 2025.

To achieve the target of a 45% reduction in CO₂ emissions by 2030 as adopted by the European Commission, ACEA

(*European Automobile Manufacturers' Association*) estimates that the introduction of 70,000 to 85,000 hydrogen-powered trucks on the road by 2030 would be necessary, provided that the appropriate infrastructures (charging points, service stations offering hydrogen) are installed¹.

These figures illustrate the potential for hydrogen use in heavy transport. However, it should be noted that the slowdowns in subsidy programmes observed during 2024 and 2025 have caused a 'stop-and-go' effect that has not been without impact on the expected pace of deployment. Nevertheless, demand growth will remain exponential through to 2050, and the recent German support plans (€220 million for 400 heavy-duty trucks and 40 hydrogen distribution stations) and Dutch support plans (€45 million for hydrogen heavy-duty trucks and a station rollout) are restoring confidence in the sector and inspiring other European countries to adopt similar programmes.

In terms of the passenger car market, while the rapid deployment of battery-powered electric cars can be observed due to an infrastructure and manufacturer offers already existing on the market, it remains difficult to predict the penetration rate for hydrogen cars, even if the technology is ready and makes sense in certain cases (long-distance journeys, lack of electrical infrastructure depending on location).

iii. Significant deployment of distribution stations expected in Europe

As a producer and supplier of green and renewable hydrogen, Lhyfe's offer is aimed at fuel distributors, for publicly accessible refuelling stations and stations dedicated to captive vehicle fleets.

The network of hydrogen fuelling stations is being developed around the needs of heavy-duty mobility, as this is the most important market in terms of the capacity required and the level of availability expected. It will enable us to move towards technical and industrial standards that will reduce costs for the entire sector. Once this network is in place, we will be able to address other uses. AFIR requires that stations have a dispensing capacity of at least 1 t/day, as well as a 'dual-pressure' offering with hydrogen at both 350 bar and 700 bar to accommodate all types of hydrogen vehicles in circulation.

At end of 2024 there were almost 290 hydrogen stations in Europe², of varying sizes and capacities. Most of them are still fuelled by grey hydrogen, but their conversion to green hydrogen sources is now under way.

Application of the European AFIR regulation could lead to the deployment of several hundred additional stations in Europe. For its part, ACEA considers that a network of at least 700 (truck-compatible) stations will be needed by 2030 to meet the expectations of heavy-duty vehicle operators.³

1.1.2.5. Support schemes for green hydrogen

The emergence of the green hydrogen sector is receiving massive support to offset the extra production costs compared with grey hydrogen, with various support mechanisms based around subsidy programmes, notably through the Important Project of Common European Interest (IPCEI) dedicated to hydrogen and the Innovation Fund, carbon

taxation systems set up as part of the European Union Emissions Trading System (EU ETS), new measures adopted as part of the Green Deal (such as CBAM, FuelEU Maritime and the ETD) and the obligation to incorporate renewables into certain sectors (RED III with general targets for industry and transport, ReFuelEU Aviation). Within the transposition of the

¹ ACEA, *Fact sheet: CO₂ standards for heavy-duty vehicles*, February 2023

² Source: H2Stations.org

³ ACEA, *Trucks and buses: EU agrees on most ambitious CO₂-reduction targets globally*, 18 January 2024

Green Deal and Clean Industrial Deal measures, other support mechanisms are also gradually being developed, including guarantees and mandatory quotas for specific market segments (targets for the use of green steel in the automotive industry, for example).

i. Subsidies and repayable advances

In France, ADEME finances renewable or low-carbon hydrogen projects through subsidies and repayable advances as part of calls for projects. As the operator of the France 2030 plan, ADEME is at the heart of the French support system for the hydrogen industry. ADEME managed two calls for tenders as part of the national strategy to accelerate the development of low-carbon hydrogen¹ up to 2024.

In Germany, a range of measures have been put in place to support the emergence of a large-scale hydrogen economy: (i) federal budget dedicated to the application of the AFIR regulation and regional subsidy programmes to develop the network of hydrogen distribution stations and the marketing of the first hydrogen-powered heavy commercial vehicles, (ii) contribution of around €4 billion to the estimated €20 billion investment plan for the hydrogen network between now and 2032 (9,700 kilometres) and (iii) support for projects to decarbonise industry, particularly through green hydrogen, with a budget of over €4 billion, and also through various instruments including a mechanism based on the principle of contracts for difference (*Klimaschutzverträge*).

Building on the framework of state aid regulations defined at European level, many European countries had launched massive support programmes by 2024 for the production of renewable hydrogen via CAPEX and/or OPEX subsidies over 10 or 15 years. These initiatives share the same spirit as the European Hydrogen Bank, but are not integrated into it, despite the Commission encouraging this, partly to retain greater control over the terms and conditions and the selection of projects. The programmes include: *PtX Auctions* in Denmark in 2022, *OWE* in the Netherlands, with a budget of €800 million for its first edition in 2023 and almost €1 billion for its second edition in 2024, *Valles del Hidrogeno* in Spain in 2024, with a budget of more than €1.2 billion for this first edition, and Hydrogen Allocation Rounds in the United Kingdom, with two sessions already held in 2023–24.

At European level, various subsidy programmes have been set up to support the emergence of the first projects, paving the way for the creation of a new clean hydrogen economy, such as:

- the public-private Clean Hydrogen Partnership (CHP) which launches annual calls for projects to support research and innovation projects across the entire clean hydrogen value chain;
- the Innovation Fund (whose budget is based on revenues from the EU Emissions Trading System) which supports the emergence of new clean technologies to decarbonise the economy via annual competitive calls for projects. This programme supports innovative hydrogen projects through its usual calls for projects, but now has a budget of over €1 billion a year for the European Hydrogen Bank, dedicated

entirely to financing renewable hydrogen production projects (RFNBO) via OPEX support over a maximum of 10 years;

- the CEF-Transport-AFIF programme (Connecting Europe Facility – Alternative Fuels Infrastructure Facility) dedicated to the deployment of distribution infrastructure for alternative fuels, including hydrogen.

ii. Important Project of Common European Interest (IPCEI)

The European Commission has also encouraged Member States to undertake projects in the hydrogen sector that could qualify as an “important project of common European interest” (IPCEI), a European mechanism designed to promote innovation in strategic industrial fields of the future through transnational European projects². This mechanism authorises the public authorities of the Member States to finance initiatives beyond the limits usually set by European regulations on State aid.

iii. Carbon taxation mechanisms

Carbon markets, also known as emissions trading schemes (ETS), are regulatory tools designed to facilitate the achievement of all or some politically determined³ greenhouse gas emission reduction targets. In 2005, the European Union set up a carbon market: the European Union Emissions Trading Scheme (EU-ETS).

Each year, European member states determine the number of quotas to which the companies are entitled. Once the quotas have been allocated to the facilities, there are two possible scenarios:

- the company’s greenhouse gas emissions are lower than the allocated quota, so the company can sell its quotas on the carbon market or decide to keep them for later; or
- the company’s greenhouse gas emissions are higher than the allocated quota: if this is the case, the company buys additional quotas on the carbon market and can also borrow quotas.

Operators therefore have an interest in reducing the proportion of these emissions, as the cost of reducing them is lower than the market price of the quota. By reducing their emissions, operators can therefore sell their emissions quotas and benefit from the difference.

The reform of the European carbon market adopted in 2023 extended the current market (ETS 1) to the maritime sector and accelerated the reduction in free quotas (begun in 2013), with the aim of gradually phasing them out by 2034, in parallel with the introduction of a new Carbon Border Adjustment Mechanism (CBAM) aiming to prevent “carbon leakage” (relocation of industrial activities outside Europe to avoid stricter environmental rules). This reform also created a second market (ETS 2), which is currently being implemented for official launch in 2026 in the road transport, heating of buildings and other sectors⁴.

The price of a tonne of CO₂ on the European market rose sharply in 2021, peaking at €100 in February 2023 before falling to an average level of about €70 by early 2025⁵. Changes made to the European Union’s Emissions Trading System are likely to push the price of carbon above €100 per

1 French Government, National low-carbon strategy: launch of two calls for projects to build hydrogen ecosystems and develop technology building blocks and demonstrators for the production, transport and use of hydrogen, Press release No. 327 of 26 October 2020

2 European Commission, *State aid: Commission adopts revised State aid rules on Important Projects of Common European Interest*, press release of 25 November 2021

3 French Ministry for Ecological Transition (<https://www.ecologie.gouv.fr/marches-du-carbone>)

4 Directive (EU) 2023/959 of the European Parliament and of the Council of 10 May 2023 amending Directive 2003/87/EC establishing a system for greenhouse gas emission allowance trading within the Union and Decision (EU) 2015/1814 concerning the establishment and operation of a market stability reserve for the Union greenhouse gas emission trading system <https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=CELEX:32023L0959>

5 <https://sandbag.be/carbon-price-viewer/>

metric tonne of CO₂ by 2030 and up to €150 by 2050¹.

An upward trend in the price per tonne of CO₂ is essential to encourage countries to meet their net emission reduction targets, and to make alternative energy, including green

hydrogen, competitive with traditional fossil fuels in sectors that are difficult to decarbonise, as well as with grey hydrogen produced from these fossil fuels.

1.1.2.6. Competitive environment

The hydrogen market is undergoing a major transformation and is set to experience strong growth in the coming years. This will attract a wide variety of players, both large and small, already present on the grey or green hydrogen market (producers, equipment manufacturers, engineering companies, etc.) or new entrants (start-ups, *utilities* and renewable electricity producers). Like the market, the competitive landscape, and beyond that the entire ecosystem, is evolving and far from stable. The business models of these players are varied and they may operate in some or all of the Group's areas of activity. Depending on how the green hydrogen produced by the Group is used (industrial or mobility applications) and the geographical areas where the

Group is or will be present, its competitors are and will be different; they could also be suppliers, partners or customers.

Any type description of the Group's competitors is therefore at a given point in time, and will forcibly evolve. Taking a medium-term view (2026-2028), and on the basis of the activities and announced projects of the main players in Europe, the companies that the Group currently identifies as current or potential competitors are, as of the date of the Annual Financial Report, the following: Air Liquide, Engie, Everfuel, Hynamics (EDF), HY2GEN, H2V, Iberdrola, Linde, Orsted, Qair, Vattenfall, RWE.

1.1.3. Group strategy: rapid deployment of green hydrogen production sites

Lhyfe's *business model* is to be present throughout the project value chain – from identifying opportunities to operating production units and directly marketing the green hydrogen produced.

Lhyfe has developed unique expertise in project development as well as the construction and operation of production plants.

This vertical positioning gives the Group (i) extensive control over costs and process quality, (ii) control over rare skills and (iii) control over the key success factors at this stage in the development of the green hydrogen industry.

Lhyfe believes that this approach, which combines the activities of a developer and an independent producer of green hydrogen, gives it a unique ability to deploy projects that generate significant returns when they are completed. This involves managing risks, creating long-term relationships of trust with stakeholders, controlling project costs and optimising their financing terms.

Lhyfe owns all or a majority stake in the production sites it has developed and built, as well as those for which it is finalising the construction phase. It is also the sole operator of its production sites, enabling it to maintain a fully integrated presence across the value chain, from site development to the marketing and distribution of green hydrogen to its customers.

In terms of the deployment of its new production sites, Lhyfe holds a majority stake in the project companies, allowing it to bring in financial or industrial partners from the development phase onwards, whilst also enabling it to provide development, construction management, as well as operational and management services to the sites once they are in operation.

The Group believes that this hybrid model, which is both integrated and geared towards investor partners, enables it to

deploy high-quality assets that are sustainable and profitable over the long term. It will also enable it to benefit from:

- in the case of proprietary assets: recurring and resilient revenues over the long term, based on green hydrogen sales contracts;
- in the case of assets developed with investor partners and majority-owned by the latter: revenues received from the start of the project in respect of development costs, reflecting the expertise and unique know-how of Lhyfe's teams, and recurring long-term revenues in respect of site management by Lhyfe.

The different types of Group projects (bulk, on-site and backbone) may be driven by either branch of the business model, whatever their size.

As part of the co-development model, the Group announced the signature in January 2025 of a memorandum of understanding with Masdar, the leading clean energy company in the United Arab Emirates, to explore co-development opportunities in large-scale green hydrogen production projects in Europe.

This stronger model, focused on accelerating Group profitability, would enable Lhyfe to generate income over the long term and improve its return on equity.

To establish itself as a major player in the decarbonisation of the heavy-duty mobility and industrial sectors, and to become an independent European leader in the green hydrogen market, the Group has adopted a strategy based on two pillars to make the most of market opportunities by providing a response tailored to the expectations of its customers.

1.1.3.1. Deploy onshore green hydrogen production sites across Europe, with installed capacity set to grow

To achieve European leadership, we need to increase the capacity of our sites. To this end, the Group has embarked on a structured, step-by-step approach to developing units of

several hundred megawatts, whether alone or in co-development.

The degree of maturity of the industry and especially that of its equipment manufacturers (electrolyser and compressor

¹ <https://www.ecologie.gouv.fr/politiques-publiques/marches-du-carbone-seqe-ue>

manufacturers, etc.), means that such an approach is essential.

After facing several regulatory and technical challenges (software, sourcing and expert skills in equipment, connection to a renewable energy source and management of intermittence, seawater purification stage, etc.) to design the first unit with a capacity of 750 kW, then units with a 5 MW or 10 MW capacity, the Group considers that it is able to scale up its facilities. The Group is therefore planning its industrial strategy in three successive stages, based on replicating its first units on a larger scale (scalability), thereby meeting both the technical

challenges posed by increasing the size of units and the investment schedule of its future customers:

- 2022/2024: deployment of 5 to 10 MW sites featuring several electrolyzers;
- 2025/2026: deployment of 10 to 20 MW sites featuring several electrolyzers;
- beyond 2026: deployment of sites generating several tens or even hundreds of megawatts.

The Group is counting on the ongoing enhancement of its production software tool, populated with data from Group production sites, to continue optimising site yields.

1.1.3.2. Deploy offshore sites needed for mass production of green hydrogen

The mass production of green hydrogen requires volumes of renewable electricity that only offshore wind can provide at a global scale — the potential of the North Sea alone represents eleven times Europe's total electricity consumption. Beyond the energy resource itself, offshore green hydrogen production offers structural advantages: hydrogen pipeline transportation costs approximately three times lower than electrical grid connection, the valorisation of currently underutilised offshore areas, relief for saturated onshore grids, and the opportunity to repurpose end-of-life oil and gas platforms.

Lhyfe is one of the first players worldwide to have combined onshore and offshore operational experience, built up

incrementally: operation of the onshore Bouin site, followed by the successful design and operation of Sealhyfe, the world's first floating electrolyser, deployed at sea from May to November 2023. These achievements are embedded in the HOPE project (10 MW, up to 4 t/day), the next step towards the commercialisation of green hydrogen produced offshore and exported by pipeline.

This technological lead represents a direct competitive advantage for future offshore tender processes in France, Germany, Denmark and the Netherlands. The Group envisages an additional 3 GW of offshore installed capacity by 2030–2035.

1.1.4. Project development, construction and operation

The different stages in the life cycle of a project, from development to operation, are shown below. The duration of these stages may vary depending on the size and nature of each project.

1.1.4.1. Project development

i. Recognised expertise in project development

Against a backdrop of strong growth in the hydrogen market in general and in the European Union in particular, and a proliferation of projects, Lhyfe has developed a business development team dedicated to commercial development, site sourcing, grant securing and renewable electricity procurement.

Business development

The role of the business development team is to identify potential customers for the Group in all the countries where it operates, in both the mobility and industrial sectors:

- In the field of mobility, the sales team targets all mobility players, both public and private. These include local authorities wishing to develop hydrogen-powered mobility in their areas, hydrogen service station operators, carriers, logistics site managers, heavy vehicle fleet managers, and so on.
- In the industrial sector, the sales team can target manufacturers looking to replace grey hydrogen with green hydrogen, or to introduce hydrogen into their production process.

Site development

The development team is responsible for identifying sites capable of hosting the Group's production units, by ensuring land availability, securing the necessary authorisations for hydrogen production through water electrolysis, securing grid connections and access to water resources, taking into account geographical constraints and the proximity of infrastructure such as the future European hydrogen

transmission network (European Hydrogen Backbone), and in alignment with the needs of the commercial prospecting team.

Projects are subject to ongoing review, enabling their progress and viability to be assessed. In this context, the Group may be led to suspend, temporarily or otherwise, a project, in order to allocate its capital and resources to a more profitable project or one whose likelihood of completion has increased.

The team is also responsible for obtaining permits and authorisations, including procedures related to environmental regulations and 'Installations Classées pour la Protection de l'Environnement' (ICPE) (each EU member state has equivalent regulations). These regulations are detailed in paragraph 1.1.10.2 of the Annual Financial Report.

Significant projects requiring substantial works, or those with a pronounced aesthetic or architectural impact, may sometimes be subject to challenges raised by certain stakeholders through administrative appeals. In this regard, the Group adopts a proactive stance in order to address objections and work with local stakeholders from the outset of project development, thereby limiting the risk of legal challenge.

Search for subsidies

Part of the team is dedicated to finding and securing financial aid in the form of subsidies for all projects developed by Lhyfe.

Renewable electricity

Part of the team is dedicated to negotiating electricity purchase agreements. The strategy for sourcing electrical

energy and any complementary actions (such as load balancing or network services) designed to reduce the total cost per kWh is a key component of the Group's expertise in optimising the final cost of green hydrogen. It is based on three aspects:

- a supply of renewable electricity via agreements with producers and aggregators to guarantee the best renewable electricity offer at all times. The Group has chosen to work with a large number of suppliers;
- a strategy of providing complementary services. The sizing (generation capacity) and management strategy of the generation unit enables the Group to optimise the production load over relevant periods of the electricity market and to participate in network services such as system services; and
- an optimised production unit design, including the most efficient and reliable components) to guarantee the most reliable and controllable production possible.

The Group relies on *power purchase agreements* or PPAs with producers operating onshore and offshore wind, solar and hydro-electric assets to address the majority of estimated energy needs for hydrogen production sites. Energy management is done for the Group as a whole, rather than on a project-by-project basis. The Group collaborates with numerous producers and has signed several long-term PPAs in France and Germany.

ii. Strategic partnerships for project development

The Group has teamed up with a number of strategic partners to expand its project development opportunities.

Strategic alliance with Mitsui & Co, Ltd. ("Mitsui")

In March 2022, the Group and Mitsui entered into a strategic alliance accompanied by an investment of around €10 million by Mitsui. The alliance is designed to enable the Group to (i) study and promote business opportunities by identifying potential buyers of green hydrogen, (ii) strengthen the Group's competitiveness by creating priority access to leading services and equipment, (iii) accelerate the demand for green hydrogen by developing the Group's value chain, renewable energy, refuelling stations and automotive applications, (iv) support the Group in its international development in new strategic markets and (v) identify and promote opportunities for collaboration between the two entities to contribute to the Group's future growth.

Mitsui was also granted a non-voting seat on the Board of Directors (see paragraph 2.2 of the Annual Financial Report).

1.1.4.2. Construction of production assets

For its bulk sites already installed or under construction, the Group has relied on a dedicated team for the design and engineering, procurement and construction ("EPC") aspects of its production units.

The Group has itself carried out the technological design ("front end engineering design" or FEED) of its now-installed sites, including the selection of the electrolysis technology employed, the selection of equipment and service providers. It has acted as both project owner and general contractor. It has also coordinated the construction phase, including civil engineering, process design, piping, electrical works, automation, equipment procurement and installation.

Cooperation agreement with EDP Renewables Europe, S.L.U.

In May 2022, the Group signed a collaboration agreement with EDP Renováveis, S.A. through the wholly-owned subsidiary EDP Renewables Europe, S.L.U. ("EDPR"), which was accompanied by a €25 million investment from EDPR. EDPR is a Portuguese company specialising in renewable energies, 75% owned by EDP Group, historically Portugal's national electricity producer, transporter and distributor, now listed on Euronext Lisbon. In addition to being a leader in renewable energies, EDPR's ambition is to deploy 1.5 GW of green hydrogen production capacity by 2030.

This agreement lays the foundations for the two parties to work together to identify, develop, build, and manage green hydrogen production projects. Lhyfe will be able to offer EDPR the opportunity to co-invest in its green hydrogen production projects (when they are not 100% owned and on condition that the Group retains more than 50% of the capital and voting rights of the project company) and/or to supply the renewable electricity to power them. EDPR will also consider Lhyfe's participation in its own projects located in countries where the Group is currently present. The parties will also identify new projects in which they could invest together, as well as in research and development and the supply of equipment.

The agreement also stipulates that if EDPR were to eventually hold 20% or more of the Company's capital, shareholders would be asked to elect an EDPR representative to the Board of Directors, who would also be a member of the Audit Committee and the Appointments and Remuneration Committee. As of 31 December 2025, EDPR held 5.94% of the capital.

Co-development agreement with Masdar

In January 2025, the Group signed a memorandum of understanding with Abu Dhabi Future Energy Company PJSC – Masdar, the leading clean energy company in the United Arab Emirates, to explore co-development opportunities in large-scale green hydrogen production projects in Europe. The memorandum was signed during Abu Dhabi Sustainability Week 2025 and is part of Lhyfe's strategy, announced in 2024, of co-developing projects with financial or industrial investors and experienced partners wishing to invest in green hydrogen production projects. Lhyfe's experience as one of the largest developers and operators of commercially active green hydrogen projects in Europe was a key factor in Masdar's decision to sign this memorandum of understanding. Masdar intends to become a leading producer of green hydrogen by the end of the decade, with the aim of achieving annual production of one million tonnes of green hydrogen or its derivatives in the United Arab Emirates and worldwide within ten years.

These deployments have enabled the Group to develop unique knowledge and expertise in the water electrolysis industry, allowing it to benefit from a wealth of experience that can be fully incorporated into the development and design of its new projects.

Given the level of maturity now reached by suppliers in the sector and Lhyfe's project management experience — having already installed 6 production sites, and soon 8 — the Group decided in late 2025 to outsource EPC for its upcoming industrial projects, covering global construction packages (buildings, general installation and substation). This development enables Lhyfe to focus its efforts on its core industrial and commercial business, while preserving its in-house technical expertise.

Accordingly, the Group will continue to:

- supervise the appropriate implementation of the technical design it has developed and contractualised with the relevant service providers;
- liaise with local authorities and landowners;
- liaise with the electricity vendor on technical matters — including the establishment of any direct connection where applicable;

1.1.4.3. Operation of production assets

Once construction is complete, the team in charge of the *operation and maintenance* (O&M) aspects takes delivery of the production unit from the EPC team or the EPC contractor, which remains in support during the first year of operation.

Whether or not it has full control of the production unit throughout its lifetime, the Group is the operator and sets up a two-tier organisation to optimise management of the O&M aspects of its production units:

- at production sites, an O&M team is responsible for operating the production unit and for preventive and corrective maintenance of the installations (with the Group's local partners); and
- at Group level, the O&M teams work alongside the EPC team or the EPC contractor to define site maintenance and supervision requirements and to commission production units. The O&M teams also support the site teams in complex operations, analyses, synchronising schedules and managing the mobile maintenance team.

These services are provided by the Group to project companies under dedicated services agreements.

i. Maintenance

The Group implements the following maintenance strategy for its production units:

- a minimum one-year warranty and training for O&M teams is systematically included as part of the first purchase of major equipment in the construction stage. In the same way, the EPC team or the EPC contractor provides support to the O&M teams in the first year after commissioning, to ensure that the plant is running smoothly;
- once the equipment is handed over, the Group intends to integrate maintenance operations at its plants as far as possible. Nevertheless, a cost/risk study will be systematically carried out and the Group may subcontract certain operations to its local partners or suppliers.

This strategy may evolve as the Group develops its in-house skills, particularly in equipment maintenance, enabling it to limit its reliance on suppliers.

The Group also has a spare parts management policy that enables it to anticipate its needs and react quickly when necessary.

ii. Supervision of operations

Asset management and operations following project completion are ensured through continuous monitoring, supervision and analysis by on-site personnel as well as by a centralised Remote Operation Centre (ROC). In this capacity, ROC technicians rely on various tools including a sophisticated IT system (known as SCADA) enabling the remote management

- provides a link to the grid, particularly where renewable electricity is partially drawn from it;
- carry out ongoing risk management;
- manage quality control of works, assembly and installation, as well as the project commissioning phase and performance testing.

These various services will be provided by the Group to the project companies under an EPCM agreement.

of all of the Group's production assets. An on-call system ensures the safety of production units around the clock, 24 hours a day, 7 days a week.

By implementing an effective monitoring system, the Group intends to be able to detect anomalies and take action as quickly as possible whenever necessary. The Group has also introduced a central maintenance tool to optimise and manage maintenance interventions across the various pieces of equipment at all of its sites in Europe.

The Group has also developed an algorithmic system called "HMS" (*Hydrogen Management System*) that automatically optimises its production and delivery costs, in particular by minimising energy consumption. This algorithm is fully integrated into the software tools deployed elsewhere (SCADA, Harmony) to ensure global optimisation according to customer needs.

iii. Logistics

Group on-site production units will be connected to their industrial customers via a pipeline that will deliver the green hydrogen produced directly to the industrial site, while bulk hydrogen, intended for a variety of customers - e.g. mobility-related uses - is delivered in bulk to customers via a system of vehicle-borne containers. The Group thus owns and manages the containers, with a fleet of more than 80 type-4 hydrogen containers, one of the largest modern bulk hydrogen transport fleets in the European Union. The Group also relies on around fifteen storage sites across Europe and on partnerships with four leading transport companies to which it subcontracts container transport.

Logistics being a significant cost centre, notably due to the cost of containers and their transportation to customers, the Group has sought to optimise the management of the logistical aspects of its business to the greatest extent possible.

It has accordingly developed in-house the Harmony tool, enabling it to anticipate the green hydrogen consumption of its customers on the basis of their theoretical consumption adjusted for actual consumption, and thereby ensure real-time optimal management of green hydrogen production, container filling scheduling and transportation to customer sites.

Lhyfe also enhances the reliability of its logistics operations through partnerships with key carriers and framework agreements with its container suppliers.

Thanks to this in-house expertise and these internally developed tools, Lhyfe was able to complete more than 850 deliveries in 2025.

As the customer experience is essential, Lhyfe develops additional tools to provide a simple interface between customers and logistics.

iv. Safety and risk management

To ensure the safety of its facilities, employees and partners, the Group has implemented a global policy with a number of different layers:

	Group-wide HSE policy
At Group level	Technical safety standards for site design, applying to the whole Group
	Technical documentation and specific training for each functional team
At site level	Technical and operational procedures specific to each production site, incorporating local regulations and operating permit requirements

The Group has also put in place appropriate and effective procedures detailing (i) the safety rules relating to the Group's operations and activities, (ii) the compulsory safety trainings and authorisations and (iii) the individual and collective protective equipment to be used. Emergency management procedures are also in place.

1.1.4.4. Operational excellence and innovation within the Group

The Group has within its organisation employees working on the improvement of tools and technologies and on operational excellence, through the implementation of Lean Management standards. The aim is to support the Group's growth and the ramp-up of its production units by optimising processes, quality, organisation and technologies, and thereby reducing the cost of green hydrogen production.

The aim is twofold:

- to capitalise on the experience acquired since the Group was founded and on all the data collected from sites in

operation to improve and optimise operational activities, particularly in terms of project development, energy purchasing and the design and operation of hydrogen production and delivery sites; and

- to support the development of Lhyfe's strategic activities over the long term in order to significantly reduce hydrogen production costs and accelerate deployment, particularly in terms of the design of large hydrogen production sites, software and data management¹ tools, offshore² and ocean reoxygenation³.

1.1.5. Offshore green hydrogen production: a long-term strategic lever

To achieve its decarbonisation objective for heavy mobility and industry through large-scale green hydrogen production, Lhyfe complements its onshore expertise with offshore expertise, aiming to become a global pioneer and respond to dedicated tenders being launched worldwide. To this end, a dedicated R&D programme comprising several complementary stages has been underway since late 2019.

1.1.5.1. The need to deploy offshore production sites

The direct conversion of a portion of wind electricity into hydrogen at sea makes it possible, on the one hand, to smooth intermittency by storing energy in molecular form, and on the other, to limit the need for new electrical grid connections, as hydrogen pipeline transport can prove significantly less costly than electricity transport. Over the longer term, the repurposing of existing offshore infrastructure (oil and gas platforms and pipelines) could facilitate and accelerate the

deployment of offshore hydrogen capacity, in a context of gradual decline in hydrocarbon production in Europe.

In this context, several European states (notably Germany, the Netherlands and Denmark) and major offshore players (energy companies, infrastructure operators, equipment manufacturers) have already announced offshore hydrogen production projects or feasibility studies, confirming the emergence of a future industrial sector.

1.1.5.2. A pioneering experience in offshore hydrogen: the Sealhyfe project

To position itself at the forefront of this emerging sector, Lhyfe undertook an incremental R&D programme aimed at adapting and testing its industrial model in marine conditions. This programme draws notably on the experience gained at its Bouin site, directly connected to a renewable energy source, pumping and treating seawater to supply the electrolyser.

As part of this programme, the Group deployed Sealhyfe, presented as the world's first offshore green hydrogen production platform. Installed on a floating barge and connected to the SEM-REV offshore test site, it embarked a

1 MW electrolyser powered by a 2 MW floating wind turbine. After approximately 14 months of experimentation, Sealhyfe validated:

- the ability of the system to operate in a flexible and responsive manner, tracking the variability of the wind resource;
- the robustness of the equipment in a marine environment (platform movements, weather conditions and corrosion);
- the optimisation of multiple technological components (safety, electrical architecture, automation, fluid and

¹ See paragraph 1.1.6.4 of the Annual Financial Report

² See paragraph 1.1.5 of the Annual Financial Report

³ See paragraph 1.5.2.5 of the Annual Financial Report

inventory management, etc.) to the benefit of the Group's entire project portfolio;

- the feasibility of remote operation from Lhyfe's control centre, with a limited number of interventions at sea.

This first offshore operational reference gives Lhyfe a differentiating experience to respond to future tenders dedicated to offshore hydrogen, both in France and internationally, while remaining consistent with the strategic priority given to the ramp-up of its onshore sites.

1.1.5.3. HOPE, first offshore commercial site under development

The findings of this experimentation are already integrated into the HOPE project, which constitutes the second stage of Lhyfe's offshore ambitions. This project, developed with a consortium of 9 partners, is supported under the European "Clean Hydrogen Partnership".

With HOPE, Lhyfe and its partners are scaling up and targeting the commercialisation of green hydrogen produced at sea: this project of unprecedented scale (10 MW) aims to produce up to 4 tonnes per day of green hydrogen, to be exported onshore by pipeline, compressed and distributed to customers.

1.1.6. Lhyfe's strengths

In pursuit of its objectives, the Group has invested since its inception in the development of key assets to establish itself among the leading players in the sector and holds numerous strengths:

- a unique industrial track record in Europe in the development, construction and operation of multiple onshore and offshore green hydrogen production sites;
- the status of first and only RFNBO-certified producer in France, conferring a direct competitive advantage in the context of the entry into force of RED III obligations;
- recognised expertise in the integration and operation of multiple electrolysis technologies (PEM and alkaline), enabling technology selection tailored to each project;
- a modular and replicable approach to its production sites, allowing installed capacity to be adapted to local demand

and construction and operating costs to be progressively reduced;

- a fully operational logistics infrastructure comprising more than 80 next-generation containers deployed across nine European countries, having enabled more than 850 deliveries in 2025 and representing a significant barrier to entry for new competitors;
- a validated project financing model, illustrated by the signing in 2025 of €53m in debt financing across a portfolio of four sites and the award of a €149m grant from the French State for the Green Horizon project, demonstrating the bankability of the Group's industrial model to institutional investors and public finance institutions;
- a proprietary software solution integrating data management and artificial intelligence, deployed in the supervision and optimisation of production sites.

1.1.6.1. Proven industrial expertise in industrial onshore and offshore green hydrogen production

Building on the success of its first onshore production sites at Bouin (Vendée), Buléon (Morbihan) and Bessières (Occitanie) in France and at Schwäbisch Gmünd in Germany, and of the Sealhyfe offshore platform trial, the Group now has proven expertise in the production of green hydrogen on land and at sea, which is already working to benefit Lhyfe's onshore and offshore projects. It thereby operates the largest number of RFNBO hydrogen production sites in Europe.

The construction and subsequent operation of these units have enabled the Group to validate its approach and its technological

choices. The Group handles the entire development process for its projects: design, construction and operation.

The first site at Bouin has also enabled the Group to develop skills in all aspects of green hydrogen production: fluids, thermodynamics, compression, electrolysis technology, etc. Its operation has also enabled the Group to develop considerable expertise in the software control of its production tools, giving it the opportunity to optimise its production process by managing intermittency and increasing yields, for example.

1.1.6.2. An agnostic approach to green hydrogen production technologies

The Group is agnostic when it comes to electrolyser technologies: it masters the three major technologies on the market (alkaline electrolyzers, proton exchange membrane (PEM) electrolyzers and pressurised alkaline electrolyzers), which enables it to choose the most appropriate technology when designing a project.

It also generates a competitive advantage over competitors who focus on just one of the electrolyser technologies.

Finally, Group policy is to secure its supplies of key equipment.

1.1.6.3. A modular approach enabling initial projects to be scaled up

On the one hand, the Group develops sites with a modular structure that makes it easier to scale them up as demand increases. An initial level of capacity is installed, but the site can then host additional electrolyzers, helping to increase the power installed on the initial site and improve the profitability of the project.

Furthermore, the hydrogen production solution developed by the Group at its Buléon, Bessières and Schwäbisch Gmünd sites — the so-called 'containerised' approach — and implemented for the sites under construction at Le Cheylas and Croixrault, is replicable at a larger scale across its future production sites.

Thanks to this approach, the Group is already in a position to propose moving to mass production of 100% RFNBO hydrogen.

At Buléon, as at the Bessières and Schwäbisch Gmünd (Germany) sites, the production unit has adopted a new containerised format, which has the dual advantage of reducing the footprint of its sites and promoting their scalability, to support the development of hydrogen uses in the regions.

For example, on a site of around 6,800 m² the Buléon site consists of a series of containerised buildings for different functions (driver

reception, control room, electrical conversion, water electrolysis, compression, quality control, etc.), a traffic area for trucks and loading bays for trucks transporting the hydrogen to distribution points and customers.



Buléon site in Morbihan, France



Bessières site, Occitanie, France



Schwäbisch Gmünd site, Baden-Württemberg, Germany

1.1.6.4. Software tools and data management at the heart of the industrial process

Right from the design stage of its first project at the Bouin site, the Group chose to put software tools and data management at the heart of its industrial process. Convinced that software tools would be a key element in its development and in optimising its production of green hydrogen, the Group and its teams have developed a software suite covering all aspects of its integrated business model, from initial project development to hydrogen sales.

The Group has a team of experts in software, data analysis and development, who have worked on the deployment of the following software suites:

- **Harmony:** this software enables the scheduling of hydrogen production and management of hydrogen container deliveries to customers. The software was developed using the operational excellence acquired through operation of the first hydrogen production site in Bouin and learning from the data acquired. It also incorporates the latest algorithms developed by the team to optimise the cost of hydrogen production

based on delivery constraints and the availability and cost of renewable electricity.

- **Qualifhy:** qualification and dimensioning of hydrogen production sites according to the constraints inherent in the production site (availability of renewable energy, customer consumption profile, size of site, etc.).
- **SCADA software:** this software enables centralised supervision of all the hydrogen production sites deployed by the Group.
- **MonHytor:** this software monitors the various parameters of the production sites, from raw data to models for detecting anomalies and ageing, as well as macroscopic indicators of efficiency, load, availability, maintenance, etc.

Combined with these tools and other in-house software, a centralised data management platform is developed and maintained by this team of experts. This platform organises the storage of historical plant, transport and market data, and also handles all the data transformation processes needed to create the value associated with high-level indicators.

1.1.7. Operating assets and assets under construction

The Group distinguishes itself through its unique industrial expertise in the green hydrogen industry: it operates four green hydrogen production sites through water electrolysis in France and Germany, and has 2 projects under construction in France.

1.1.7.1. Sites in the Operations stage



Bouin
Vendée, France

0.75 MW
Bulk

On the Port-du-Bec site in Bouin in Vendée (France), just a few metres from the ocean, the Group inaugurated its first production site for mobility applications in September 2021. It produces industrial quantities of the world's first RFNBO hydrogen using an electrolyser powered directly by Vendée Energie turbines that are located nearby and directly connected to the plant.

Equipped with an electrolyser with a total capacity of 0.75 MW, this site produces up to 300 kg of green hydrogen per day. Electricity from the Bouin wind farm is purchased under a contract signed in December 2021 with Vendée Energie (shareholder in Vendée Hydrogène, itself a shareholder in the Company).

The water used for the electrolysis at this coastal site comes from underground salt water, thus preserving freshwater resources.

The construction of the Bouin site and its operation have enabled the Group to validate its technological choices, but also to accelerate the development of its software tools for collecting, inspecting, analysing and exploiting production data. The use of software tools in Group production processes is described in paragraph 1.1.6.4 above

The launch of operations at the Bouin site has validated the Group's commercial arguments and competitiveness. The RFNBO hydrogen produced at Bouin currently supplies, in particular, the fuelling stations of La Roche-sur-Yon, Sables d'Olonne and Saint Gilles Croix de Vie operated by the Syndicat départemental d'énergie et d'équipement de la Vendée (SYDEV, indirectly a shareholder in Vendée Hydrogène, itself a shareholder in the Company), enabling around fifty heavy-duty vehicles, buses and refuse collection vehicles to run on RFNBO hydrogen.



Bouin production site in Vendée (France)

A refuelling station at a Lidl 50,000 m² logistics hub in Carquefou is also supplied by RFNBO hydrogen, enabling the hundred or so handling vehicles used on the site to be refuelled in 2 to 3 minutes (compared with several hours to recharge the lead-acid battery used up to now). This means they are available 98% of the time (compared with 50% with lead-acid technology).

Following the expansion of its customer portfolio, this site is now operating at full capacity.

The production capacity of the Bouin site could be increased from 0.75 MW to 2.5 MW (equivalent to up to 1 tonne of green hydrogen produced per day), subject to demand. On-site storage capacity increased to 5 tonnes in 2024 (compared with 700 kg previously).



Buléon
Morbihan, France

5 MW
Bulk

This 5 MW unit is located in Buléon, in the Morbihan region of Brittany, has a production capacity of up to 2 tonnes of green hydrogen per day. It is the Group's second hydrogen production site, but the first in the new containerised format.

Installed and commissioned in December 2023, the unit made its first deliveries in the second half of 2024. Its commercial ramp-up began in 2025 and will continue into 2026.

The site supplies green hydrogen to two refuelling stations of the Lorient conurbation, for which the Group will supply the green hydrogen for a period of 10 years.



Lhyfe Buléon, Morbihan, France



Bessières
Haute-Garonne, France

5 MW
Bulk

The Group has installed a production unit capable of producing up to 2 tonnes of green hydrogen per day (i.e. an installed electrolysis capacity of 5 MW) at Bessières, in the Haute-Garonne region.

This site is built on the same design and architecture as the Morbihan site, to optimise investment and operating costs.

The commercial ramp-up began in 2025 and will continue into 2026.



Lhyfe Bessières, Occitanie, France



Schwäbisch Gmünd
Bade-Wurtemberg, Germany

10 MW
Bulk

In Schwäbisch Gmünd, Germany, the Group has installed a production site (delivering up to 4 tonnes of green hydrogen per day, representing an installed electrolysis capacity of 10 MW).

This site capitalises on the design of Lhyfe's sites in France, the commercial experience acquired and a customer base that has already been put together. Commercial ramp-up will begin in 2026.



Schwäbisch Gmünd, 10 MW bulk site, Baden-Württemberg, Germany

Partner sites

Lhyfe's logistics infrastructure already enables it to deliver to a large number of customers across Europe. Lhyfe also covers areas where it does not yet have local production capacity, by drawing on partnerships established with local hydrogen producers, and is thus able to deliver green hydrogen throughout Europe with optimised logistics.

1.1.7.2. Projects in the Construction stage



Le Cheylas
Isère, France

10 MW
Bulk

In Le Cheylas, between Grenoble and Chambéry, the vast majority of equipment is installed. Piping works and electrical works are completed, and the site is now energised. Next steps include the installation of remaining equipment, the first tests and the start-up of the hydrogen production unit. This 10 MW site (up to 4 tonnes/day) will supply Hymulsion's seven hydrogen stations in the Alps, as well as regional manufacturers transitioning from grey hydrogen or natural gas to green hydrogen.



10 MW site in Le Cheylas, Isère, France



Croixrault
Somme, France

5 MW
Bulk

At the Croixrault site (Hauts-de-France region), the vast majority of equipment is installed. Electrical connection, electrical switch-on and piping works have been completed. This 5 MW site (up to 2 tonnes/day) will supply mobility and industrial uses across the region. This production unit is the first in the Hauts-de-France region to make renewable hydrogen available to a wide market. It is located on the Mine d'Or industrial park, alongside the A29 motorway.

For this site, Lhyfe signed a grant agreement in May 2025 for €2.5 million with the Hauts-de-France Regional Council.



5 MW site at Croixrault, Hauts-de-France, France

1.1.7.3. Presentation of the pipeline

The Group has defined these different project stages and the milestones between them on the basis of a number of criteria, reflecting:

- customer tendering processes, particularly in industry;
- application processes to obtain subsidies, whether relating to a specific project or not;
- processes of securing funding from banks or private investors;
- the intrinsic stages in the development of a production unit, for industrial and mobility applications (notably, securing grid connections, securing permits and administrative authorisations, engineering studies, qualification and securing of technology providers, securing electricity and water supply sources, securing land-related agreements) ;
- the resources that the Group needs to commit in order to bring the project through each of these stages.

As part of an agile management approach to its project portfolio, the Group regularly assesses the risk/return profile

i. The following projects are among Lhyfe's priority projects:



Gonfreville-l'Orcher
Seine-Maritime, France

100 MW
On-site

The Green Horizon project entails the construction of a green hydrogen production plant with an installed electrolysis capacity of 100 MW in Normandy, capable of producing up to 34 tonnes of green hydrogen per day, near the Grand Canal du Havre, one of Europe's largest industrial port areas and the country's second largest chemical hub, with two refineries (Total and Exxon) and several major players: Yara, Chevron Oronite, Lubrizol, etc.

The production site would be located on a 2.8-hectare plot in Gonfreville-l'Orcher, near Yara's Le Havre plant, whose decarbonisation roadmap incorporates the use of green hydrogen.

This project has been validated by the European Commission under the third wave of the IPCEI on hydrogen.

On 16 April 2025, the French Prime Minister confirmed the award of the €149 million grant for Lhyfe's Green Horizon project, as part of the presentation of the National Hydrogen Strategy 2030. This confirmation formalises the commitment already made by the French State in March 2024.

The final investment decision is expected in 2027, with the production site scheduled to come on stream in 2030.

To date, Lhyfe has already completed the FEED (Front End Engineering Design) studies, obtained the building permit and submitted the environmental authorisation application. Grid connection and the securing of the required power supply have been confirmed. Lhyfe received a first advance payment of €18 million in June 2025. A second advance tranche will be released in accordance with the development schedule, with subsequent payments taking the form of reimbursements of expenditure incurred and duly evidenced through the successful completion of predefined annual milestones, over a period of 4 years.

of each of its development projects. It accordingly carries out a number of arbitrage decisions in order to optimally manage the allocation of its resources, taking into account the progress and maturity of projects.

In December 2025, in response to the certain but selective and slowing development of the green hydrogen market in Europe, the Group announced a prioritisation of its investments. In line with a highly selective approach to its projects, the Group will henceforth focus on its most mature European projects that are best aligned with current market needs and regulation. From its portfolio of 55 projects across Europe, Lhyfe has identified its priorities: mobility, industry in the United Kingdom, and refineries across Europe.

Furthermore, Lhyfe has decided to suspend or close down some of its projects, including the Brake and Duisburg projects in Germany, the Vallmoll project in Spain, the Sorigny and Fonderies du Poitou projects in France, and the Torpshammar project in Sweden.



Visual representation of the Green Horizon site in Gonfreville-l'Orcher



Wallsend
North Tyneside, United Kingdom

Up to 20 MW
On-site + Bulk

Lhyfe is developing its first production unit in the UK, located on the historic brownfield site of the Neptune Bank power station in Wallsend. It could produce up to 8 tonnes of green hydrogen per day (representing an installed electrolysis capacity of 20 MW). In April 2025, this project has been shortlisted under the UK Government's Hydrogen Allocation Round 2 (HAR2), a public auction system to support the production of low-carbon or renewable hydrogen. In the second half of 2025, this project obtained its building permit.



Kemsley
Kent, United Kingdom

Up to 80 MW
On-site

Lhyfe is developing a second site in the UK in Kent. This 80 MW onsite project is strategically positioned in the North of Kemsley and plans to produce up to 32 tonnes of green hydrogen per day, primarily for an industrial player in the region. In April 2025, this project has been shortlisted under the UK Government's Hydrogen Allocation Round 2 (HAR2), a public auction system to support the production of low-carbon or renewable hydrogen. The building permit application was submitted in the second half of 2025.



Jordberga
Sweden

10 MW
On-site

In Jordberga, in the municipality of Trelleborg, Sweden's southernmost town, Lhyfe has announced plans to build a hydrogen production plant with an installed electrolysis capacity of 10 MW (up to 4 tonnes of green hydrogen per day) to supply the region's transport and logistics companies. The Trelleborg region is a major transport hub, with Scandinavia's largest Ro-Ro port handling 10% of Sweden's exports and imports every year. Lhyfe obtained a subsidy of around €11 million from the Klimatklivet organisation for this project.



Vaggeryd
Sweden

10 MW
On-site

Lhyfe is planning to install a 10 MW hydrogen production unit (up to 4.4 tonnes of green hydrogen per day) in Vaggeryd, in the county of Jönköping in southern Sweden. The site is strategically located between Stockholm, Gothenburg and Malmö, close to major transport arteries such as the E4 motorway and national road 40 and to several logistics centres. It will supply players in the mobility and industry sectors. Lhyfe obtained a subsidy of around €11 million from the Klimatklivet organisation for this project. For this project, as well as for the other 10 MW Swedish project in Jordberga, Lhyfe is conducting the FEED phase (Front-End Engineering Design, the engineering phase preceding the final investment decision) in partnership with Euromekanik (hydrogen systems integration) and Hystar (PEM electrolyzers).



Delfzijl
Netherlands

120 MW
Backbone

In the Netherlands, the Group's ambition is to build a large-scale renewable green hydrogen production plant in the Delfzijl chemical cluster, located in the province of Groningen in the north

of the country. This plant could reach a production capacity of around 31 tonnes of green hydrogen per day (representing an installed electrolysis capacity of 120 MW).

Completion of the project is subject to obtaining the necessary operating licences and building permits, as well as a financial investment decision.



SouthH2Port
Storgrundet, Sweden

600 MW
Bulk

In 2022, the Company and Skyborn renewables, one of the world's largest developers of onshore and offshore wind energy, signed a memorandum of understanding for the SouthH2Port project, which aims to install and directly connect a green hydrogen production site to Storgrundet, Skyborn's planned offshore wind farm in Söderhamn, Sweden. The proposed site will be built in stages and is expected to be fully operational when the Storgrundet wind farm is commissioned.

The Company will design, build and operate the hydrogen production site in collaboration with Skyborn. The Storgrundet offshore wind farm has a planned installed capacity of 1 GW and a planned green hydrogen production capacity of 600 MW, producing up to 240 tonnes of hydrogen per day. In 2023, ABB joined Lhyfe and Skyborn to lead the large-scale integration of renewable hydrogen production from offshore wind power into the Power-to-X system of the SouthH2Port project.



Port de Saint-Nazaire
Loire-Atlantique, France

Up to 210 MW
On-site

Lhyfe has won the call for expressions of interest (AMI) launched at the end of 2022 by Nantes Saint-Nazaire Port to set up an industrial green hydrogen production and distribution unit on the Montoir-de-Bretagne site (Loire-Atlantique). This industrial unit will offer a production capacity of up to 85 tonnes per day (installed electrolysis capacity of up to 210 MW), and should be located to the north of the Multivrac terminal.



Lubmin
Mecklenburg-Poméranie-Occidentale, Germany

Up to 800 MW
Backbone

Lhyfe's ambition is to produce up to 330 tonnes of green hydrogen per day (representing an installed electrolysis capacity of up to 800 MW) at one of the largest production sites to be built in the Mecklenburg-Vorpommern region of Germany, with a planned commissioning date of 2030. As part of Lhyfe's backbone development strategy, this plant will supply Germany's central network of dedicated gas pipelines, for which the German government recently unveiled a €20 billion financing plan. Lhyfe holds a minority stake and is co-developing this project alongside KGAL and PtX.

ii. Portfolio

As at 31 December 2025, following the portfolio rationalisation and arbitrage process described above, the Group holds a pipeline of approximately fifteen projects spread across 7 countries, representing a total installed capacity of 1.4 GW (versus 9.1 GW as at 31 December 2024).

1.1.8. Objectives

The objectives and trends presented below do not constitute forward-looking data or estimates of the Group's profits, but are the result of its strategic orientations. They are based on data, assumptions and estimates considered to be reasonable by the Group at the date of the Annual Financial Report.

The figures, data, assumptions, estimates and targets presented below are liable to change or to be modified, depending among other things, on changes in the regulatory, economic, financial, competitive, legal, accounting and fiscal environment, or on other factors of which the Group was not aware at the date of the Annual Financial Report.

In addition, the materialisation of certain risks described in Section 1.3 of the Annual Financial Report could have a negative impact on the Group's activities, financial position, market situation, results or prospects and therefore call into question its ability to achieve the objectives presented in this paragraph. To achieve these objectives, the Group's strategy and its implementation must be successful.

The Group has decided in early 2024 to adapt its strategy to complement its historical business model of developing, building and operating its own projects with a model based on co-developing large-scale green hydrogen production units in collaboration with financial or industrial investors, thereby enabling it to hold a partial, majority or minority stake in the projects it develops.

This strategy is based on the Group's project development expertise, which has enabled it to become the leading developer of green hydrogen production sites in Europe in terms of the number of sites installed.

As a producer and distributor of renewable hydrogen, the Group has seen its revenue from hydrogen sales rise sharply, from €5.1m in 2024 to €9.8m in 2025 – a twofold increase.

In addition, since 2021, Lhyfe SA has recorded in its stand-alone accounts the revenues corresponding to the

services it provides to its majority-owned and controlled project companies. These services cover the full lifecycle of the sites: development, construction, and then operation and maintenance, logistics, and management once the sites are in operation. For the 4 sites refinanced in 2025 (Buléon, Schwäbisch Gmünd, Croixrault and Le Cheylas), Lhyfe SA recorded €38.3m and €31.6m in its stand-alone accounts for fiscal years 2024 and 2025 respectively.

These revenues, which are eliminated during the consolidation process as intragroup transactions, reflect the value created by its service activities. They will appear in the Group's consolidated financial statements once the Group becomes a minority shareholder in the project company – whether at the project stage (before or after the final investment decision, FID) or at the operational stage (after the production site has been commissioned).

2026 Outlook

In 2026, the Group will continue to implement its roadmap to consolidate its position as a green hydrogen producer, focusing its efforts and resources primarily on:

- the operational and commercial ramp-up of the newly installed sites in France and Germany;
- the continued construction and upcoming commissioning of the Croixrault (5 MW) and Le Cheylas (10 MW) sites;
- the preparation of upcoming Final Investment Decisions (including Green Horizon, expected early 2027).

For 2026, the Group anticipates a significant increase in RFNBO hydrogen sales revenue, expected at +50% relative to 2025, driven by strong growth in direct sales.

In 2026, the Group will continue to deliver development and engineering services for its project companies, under construction and development phase, as well as the operation and marketing of its operational sites.

1.1.9. Important events since the creation of the Company

The Group's history since its creation can be divided into four periods:

Creation	
2013	Matthieu Guesné joined the CEA (leading patent filer on hydrogen in France)
2017	Birth of the Lhyfe project
Development (2018-2019)	
2018	First site identified at Bouin (France)
2019	October: first funds raised 4 th quarter: start-up of several R&D projects, including one relating to the production of green hydrogen at sea
Industrialisation (2020-2021)	
2020	June: creation of the German subsidiary 2 nd half-year: first R&D collaboration agreements linked to the production of green hydrogen at sea 2 nd half-year: second financing round
2021	2 nd half-year: creation of subsidiaries in Denmark, the Netherlands and Sweden 2 nd half-year: first industrial production at the Bouin site
Expansion (2022-2025)	
2022	February: creation of the Spanish subsidiary March: Mitsui raises funds May: IPO on Euronext Paris September: creation of the UK subsidiary
2023	February: start of construction of the second production site in Buléon, Brittany March: launch of construction of the third production site in Bessières, Occitanie March: acquisition of a 49% stake in Finnish project developer Flexens September: start of construction of the Schwäbisch Gmünd and Brake production sites in Germany December: first syndicated loan and inauguration of the Buléon and Bessières production sites
2024	January: start of construction of the 5 MW production site at Croixrault in Hauts-de-France March: €149m subsidy from the French government for a 100 MW production plant near Le Havre in Normandy July: signing of a five-year green hydrogen supply contract with H2 Mobility Deutschland October: start of construction of the 10 MW production site at Le Cheylas in Isère
2025	January: signing of a memorandum of understanding with Masdar to co-develop large-scale green hydrogen production projects in Europe April: completion of the financing of a portfolio of green hydrogen production projects for €53m and pre-selection by the UK government of Lhyfe's two UK projects under the HAR2 support programme September: RFNBO — Renewable Fuel of Non-Biological Origin — certification of Lhyfe's first 4 installed sites (21 MW), making Lhyfe the first bulk RFNBO hydrogen producer in Europe through water electrolysis October: inauguration of the Schwäbisch Gmünd production site December: announcement of a refocusing of priorities on the production and sales on bulk sites, prioritised development in certain regions, and the concentration of engineering resources on cutting-edge industry expertise

1.1.10. Group regulatory environment

The Group's hydrogen production, transportation and marketing activities are subject to complex and evolving regulatory frameworks across all countries in which Lhyfe operates, covering in particular access to electricity, infrastructure, public support and offtake markets.

1.1.10.1. Challenges of the regulatory framework specific to the hydrogen market

A regulatory framework specific to renewable and low-carbon hydrogen is being consolidated in the most advanced jurisdictions (European Union, United Kingdom, North America)¹, with the aim of supporting the development of this sector within net-zero carbon trajectories. Although national approaches remain heterogeneous, convergence efforts have been underway since 2023, particularly on standards, calculation methodologies and certification schemes. The ISO 19870-1:2026 standard - Hydrogen technologies - Methodology for determining the greenhouse gas emissions associated with the hydrogen supply chain — was published in early 2026². It constitutes a useful global reference point for comparing and assessing the various national/regional/independent methodologies that are progressively being put in place.

i. Hydrogen market structuring

Hydrogen market regulation focuses primarily on:

- the classification of hydrogen according to carbon intensity, moving away from colour-based categories in favour of measurable and certifiable criteria (carbon intensity, renewable or non-renewable nature of inputs, etc.);
- certification schemes: notably RFNBO (Renewable Fuels of Non-Biological Origin) within the meaning of the delegated act to the RED III directive³ and LCF (Low Carbon Fuel) within the meaning of the Delegated Act to the Hydrogen and Decarbonised Gas Directive, enabling proof of the renewable or low-carbon nature of hydrogen;
- access to public support schemes (investment and operating aid, tax or tariff incentives) according to hydrogen category;
- access to renewable or low-carbon electricity and to transport and distribution infrastructure;
- market organisation rules (activity unbundling, tender processes, contractual conditions for end users).

ii. Definition and certification of hydrogen

The definition of hydrogen according to its production method and carbon intensity is structurally significant, as it conditions access to support schemes, infrastructure and markets.

a) In the European Union:

- sustainable hydrogen is defined by the green taxonomy (threshold $\leq 3 \text{ tCO}_2\text{e/tH}_2$)⁴;

- renewable hydrogen and its derivatives (RFNBO) were specified in February 2023 via the delegated acts to the RED III directive (2023/1184⁵ and 2023/1185⁶);
- low-carbon hydrogen was legally defined by Directive (EU) 2024/1788 of the Gas Package⁷, with a delegated act adopted in 2025⁸.

Comparable standards exist in the United Kingdom⁹ and North America, and the ISO 19870-1:2026 standard now constitutes an international reference for the assessment of emissions associated with hydrogen. These frameworks support the emergence of international markets for sustainable hydrogen based on harmonised and transparent rules.

b) French framework

In France, Article L.811-1 of the Energy Code distinguishes between renewable hydrogen, low-carbon hydrogen and carbon-intensive hydrogen, on the basis of an emissions threshold of $3.38 \text{ kgCO}_2\text{e/kgH}_2$, set by ministerial order of 1 July 2024¹⁰, and an associated methodology.

As Lhyfe produces hydrogen through water electrolysis using renewable electricity, its activities fall within this definition. The carbon content nonetheless depends on the terms of electricity supply (direct connection or grid offtake), which justifies the growing importance of additionality requirements in European regulation.

c) Public support and traceability

The French ordinance of 17 February 2021 on hydrogen provides for traceability mechanisms (guarantees of origin and guarantees of traceability, which remain to be implemented in France) and established support for the production of renewable and low-carbon hydrogen through electrolysis, awarded through tender processes for periods of up to 10 years. The Decarbonised Hydrogen Production Support Mechanism (MSP) was thus the subject of a first tender in 2025 and is reserved for hydrogen production through water electrolysis using renewable or low-carbon electricity.

Similarly, support from the European Hydrogen Bank has been reserved for renewable hydrogen (RFNBO) for the first 2 auction rounds and has been open since 2026 to low-carbon electrolytic hydrogen (LCF). This is also the case for most support mechanisms put in place across Europe.

These schemes are part of the European Green Deal and Fit for 55 package policies, aimed at bridging the competitiveness gap between clean hydrogen and fossil alternatives, in a context of massive public support at international level.

1 <https://www.iphe.net/resources/certification-mechanisms-report-iphe>

2 <https://www.iso.org/fr/standard/19870-1>

3 https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=OJ:L_202302413

4 Regulation (EU) 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088

5 <https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=CELEX:32023R1184>

6 <https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=CELEX:32023R1185>

7 Directive establishing common rules for the internal markets for renewable gas, natural gas and hydrogen. See Article 2 — Definition §11. <https://eur-lex.europa.eu/legal-content/FR/TXT/HTML/?uri=CELEX:32024L1788>

8 https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ%3AL_202502359

9 <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000049870616>

10 <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000049870616>

1.1.10.2. Regulations relating to facilities operated by the Group

Like any other flammable gas or liquid, hydrogen presents risks due to its physical and chemical properties. Hydrogen can ignite or explode in the event of a leak.

All Lhyfe hydrogen electrolysis production facilities and means of transport include an electrolyser, a compression unit and containers for storing and transporting the hydrogen produced.

These facilities are covered by environmental regulations relating to facilities classified as environmentally-sensitive (ICPE) and Installations, Ouvrages, Travaux et Activités (IOTA), as well as by labour regulations relating to explosive atmospheres (ATEX). The first two regulations impose procedures prior to the construction and operation of facilities, followed by monitoring during their operation. The third concerns the measures to be implemented to prevent the formation of explosive atmospheres and to protect the employees concerned.

i. ICPE regulations

Any operation likely to create risks or cause pollution or nuisance, particularly for the health and safety of local residents, is potentially an ICPE under Articles L.511-1 et seq. of the French Environment Code.

The activities and types of facilities covered by the legislation on classified facilities are subject to a legal regime of authorisation, registration, and declaration with periodic control, or just a declaration depending on the severity of the risks and negative aspects generated for health and the environment.

As of the date of the Annual Financial Report, the Bouin plant is subject to the ICPE authorisation regime, while the Bessières and Buléon plants are subject to the declaration regime (and will soon be subject to the authorisation regime as well).

Depending on the production and storage capacities of the facilities, Lhyfe production units could be subject to a declaration, registration or authorisation regime on a case-by-case basis, and may even be subject to the regulatory requirements of the European SEVESO directive category above certain capacity levels.

The production of hydrogen in "industrial quantities" is subject to environmental authorisation under heading 3420-a of the ICPE-classified facility regulations, pursuant to the European directive on industrial emissions (also known as the "IED" directive).

Storage is also governed by the ICPE nomenclature – the Group's installations are subject to either declaration or environmental authorisation depending on the quantity liable to be present in the installation: if this quantity is greater than or equal to 1 tonne, the installation requires environmental authorisation; if it is greater than or equal to 100 kg but less than 1 tonne, the installation falls under the declaration regime. Regulatory developments are currently underway. It is expected that the thresholds and statuses for section 4715 will change. Below 1 tonne of hydrogen storage capacity, a site would be subject to declaration, between 1 tonne and less than 5 tonnes of storage capacity, a site would be subject to registration, and above 5 tonnes, a site would be subject to authorisation.

The storage activity will be subject to the "Seveso" high threshold regime if the quantity exceeds 50 tonnes, and to the "Seveso" low threshold regime if the quantity is less than 5 tonnes.

As a result, a facility that exceeds or falls below certain thresholds will not be subject to the same regulatory mechanism and will have to take all the necessary steps to meet the conditions of the new regime. These regulatory and procedural formalities can be more or less restrictive, costly and time-consuming depending on the level of classification: application for authorisation with impact study, public enquiry, hazard assessment, financial guarantees, etc. An operating order is then issued by the prefecture of the relevant territorial department.

ii. IOTA regulations

With regard to the regulations on IOTA, the facilities and works concerned are those "carried out for non-domestic purposes by any natural or legal person, public or private, and resulting in withdrawals from surface or groundwater". IOTA regulations therefore apply to projects requiring water to be taken from or discharged into the aquatic environment, whether a river, groundwater, sea or ocean. IOTA regulations also depend on the quantity of water used. Group production units may be subject to this regulation depending on the water withdrawal method and the wastewater release process implemented for each site.

iii. ATEX regulations

The ATEX regulations contain provisions on explosion protection designed to prevent the risk of explosive atmospheres forming or, failing that, to limit the risk and protect workers.

An explosive atmosphere is defined as a mixture of air and flammable substances in the form of gas, vapour, mist or dust, in which, after ignition, combustion spreads to the entire unburned mixture. Such a situation could arise in the event of a leak or other malfunction at Group facilities (or those of its customers). To prevent explosions, the employer shall take appropriate technical and organisational measures in the following order of priority:

- prevent the formation of explosive atmospheres; and
- if the nature of the activity makes it impossible to prevent the formation of explosive atmospheres, prevent their ignition and mitigate the harmful effects of an explosion on the health and safety of workers.

These measures may be supplemented by measures to prevent the propagation of explosions and are reviewed periodically and whenever there is a significant change in work conditions. These measures are defined on the basis of a mandatory assessment of the risks created or likely to be created by explosive atmospheres. This assessment must be carried out in accordance with precise criteria defined by the French Labour Code.

Where explosive atmospheres may form and present a risk to the health and safety of workers, the employer shall take the necessary measures to ensure that:

- the working environment is safe;
- adequate supervision is provided and appropriate technical resources are used;
- explosion protection training for workers is provided;
- insofar as necessary, workers are equipped with work clothing designed to protect against the risk of ignition.

The employer prepares and updates an explosion protection document, which forms part of the single risk assessment document. Updates are compulsory in the event of significant modifications, extensions or alterations to premises,

equipment or work organisation. This document also specifies the coordination measures when several companies are likely to be present in the same workplace.

1.1.10.3. Regulations governing Group electricity purchase contracts

Regulation (EU) No. 1227/2011 of the European Parliament and of the Council on the integrity and transparency of the wholesale energy market (REMIT) came into force in 2011 to support open and fair competition on Europe's wholesale energy markets. By prohibiting all transactions based on insider information and all market manipulation, REMIT lays the foundations for greater market transparency and integrity, and ultimately protects the interests of companies and consumers. REMIT also deters

market players from manipulating the market, while guaranteeing confidence in the operation of these markets and promoting their integration. In doing so, it also protects the interests of businesses and consumers.

REMIT reporting obligations apply to the Group insofar that it purchases significant volumes of electricity under power purchase agreements.

1.1.10.4. Regulations governing the transport of hazardous goods

Hydrogen is classified as a dangerous good and its transport by road is therefore subject to the Agreement concerning the International Carriage of Dangerous Goods by Road (ADR - United Nations treaty). The ADR is consolidated by the decree of 29 May 2009 (as amended) on the transport of hazardous materials by land, known as the "TMD decree", applicable to transport operations in France.

Each dangerous good, such as hydrogen, is coded with very precise characteristics (UN number, hazard class, classification code, packaging group, special provisions, tunnel restriction code).

Packaging approved to contain dangerous goods must be specifically marked to identify compliance with ADR requirements.

All dangerous goods must be packaged in appropriate, approved packaging. Depending on the classification of the goods (in particular the packaging group), different types of packaging are proposed in the "packaging instructions". These instructions must be followed when packaging goods for road transport.

Vehicles and transport equipment are subject to precise technical specifications. To ensure that these standards are properly applied, international agreements provide for approval procedures and technical inspections, which are then incorporated into national legislation.

All goods transported under the ADR must be accompanied by a transport document commonly known as a "Dangerous Goods Declaration". Compulsory details identify the load in terms of quality and quantity.

It is the responsibility of the person in charge of any establishment where loading or filling takes place to ensure that the provisions applicable to the transport of dangerous goods are observed. In particular, it must ensure that:

- the transport document and written safety instructions for the driver are included in the on-board documents;
- the driver holds a valid training certificate appropriate to the type of transport method;
- the transport unit has valid certificate(s) of approval suitable for the transport activity; and
- the transport unit is correctly signed and placarded on leaving the establishment.

For the transport of parcels, it must also ensure that:

- prohibitions on mixed loads are respected; and
- loaded packages are properly stowed and secured.

If this is not ensured, transport will not be authorised. Security, as it applies to the transport of dangerous goods, is defined as "all the measures to be taken to minimise the theft or improper use of dangerous goods that could endanger people, property or the environment".

As such, all transport of dangerous goods is subject to a number of obligations, including:

- goods are only handed over to duly identified carriers;
- each crew member must be in possession of an identification document;
- bearing their photograph;
- temporary accommodation areas (terminals, vehicle depots, etc.) are secure, well lit and not accessible to the public; and
- all participants in a transport operation must have received security training.

Furthermore, the participants in the chain must draw up a security plan for the transport of dangerous goods identified by the regulation as "high risk" (chapter 1.10 of the ADR). The safety plan makes it possible to minimise and control risks in particular:

- driver aggression;
- attempted theft of dangerous goods; and
- diversion of dangerous goods.

In addition to the checks that may be carried out by the applicable authorities, a "safety adviser" must be appointed in all companies whose business involves the transport of dangerous goods by road, or the packaging, loading, filling or unloading operations associated with such transport. The role of the safety advisor is to help prevent risks to people, property and the environment.

In particular, the advisor must check compliance with ADR rules and guide the company in operations relating to the transport of dangerous goods. They are also responsible for overseeing transport-related tasks and operations. Their tasks are as follows:

- ensure compliance with regulations on the transport of dangerous goods;
- advise the company on operations involving the transport of dangerous goods;
- produce an annual report for company management or, where appropriate, a local public authority, on the company's

activities relating to the transport of dangerous goods. This report must be kept for five years by the company and must be made available to any competent authority to establish infringements of legislation on the transport of dangerous goods; and

- ensure that an accident report is produced, analysing the causes of the accident, with written recommendations to prevent a recurrence. This report must be sent to the head of the company

no later than four months after the accident, and the company must keep it on file with the authorities for five years.

In terms of civil liability, the hazardous nature of the material transported does not change the legal regime governing liability under transport law. The regulations governing the transport of dangerous goods make it possible to identify the contractual commitments of the parties involved in the transport operation, and therefore to determine any essential breaches. Penalties are specified under the French Transport Code.

1.1.11. Industrial property

The Group's industrial property rights consist mainly of rights to distinctive signs such as trademarks and domain names. These property rights held by the Group are registered or in the process of being registered in the countries where the

Group operates, to ensure suitable protection. The Group has also put in place measures to protect the know-how it has developed.

1.1.11.1. Protecting know-how

The intellectual property protection strategy put in place aims to ensure:

- the secrecy of the company's inventions and know-how thanks to a strict confidentiality policy;
- the priority of inventions and know-how through the filing of Soleau envelopes and the filing of sealed documents under bailiff's affidavit;
- freedom to operate through active and targeted patent monitoring; and
- the identification of inventions and know-how so that the appropriate level of protection can be assessed.

Rather than filing patents, the Group protects mainly its know-how preventively and defensively.

Preventive measures currently being deployed or already deployed include an internal policy on trade secret and on secured storage of confidential information, the regular review

of what is confidential and what is not, and the inclusion of non-disclosure clauses in agreements signed by the Group where the exchange of confidential information is highly likely and/or necessary.

Defensive measures have been put in place through the filing of sealed deposits certified by a bailiff, which provides enforceable proof of prior art in France and internationally, enabling certain concepts to be dated and the Group's innovation priority to be established against competitors. Unlike patent filings, sealed deposits are not public and serve to date the origin of the creation.

All of Lhyfe's know-how and innovations are protected by these sealed deposits, securing for the Company proof of prior art and freedom to operate.

Furthermore, in 2026, Lhyfe filed its first patent with national scope in France.

1.1.11.2. Brands

The Company has registered the following trademarks:

Brand	Geographical area	Number	Date	Protected classes
Lhyfe	France	4377042	Filed on 18 July 2017 and registered on 24 November 2017 ¹	1; 4; 9; 11; 35; 37; 39; 40; 41; 42
	European Union	1539672	Registered on 23 March 2020	1; 9; 35; 37; 39; 40; 41; 42
Lhyfe Box	France	4732375	Filed on 12 February 2021 and registered on 18 June 2021	7; 9; 35; 40
	European Union	018531261	Filed on 18 August 2021 and registered on 03 January 2022	7; 9; 35; 40
Lhyfe Heroes	France	4907372	Filed on 21 October 2022 and registered on 24 March 2023	1; 4; 7; 9; 35; 36; 37; 38; 39; 40; 41; 42
	European Union	018779775	Filed on 21 October 2022 and registered on 11 May 2023	1; 4; 7; 9; 35; 36; 37; 38; 39; 40; 41; 42
Heroes of Lhyfe	France	4907940	Filed on 24 October 2022 and registered on 10 February 2023	1; 4; 7; 9; 35; 36; 37; 38; 39; 40; 41; 42

1.1.11.3. Domain names

The Company has registered several domain names, mainly around its "Lhyfe" name, including "lhyfe.com", which is used by the Group's website.

¹ Then transferred to the Company on 20 December 2019

1.2. Position of the Group during the last financial year

1.2.1. Highlights

During the financial year ended 31 December 2025, Lhyfe almost doubled its consolidated revenue, which reached €9.8m (compared with €5.1m for the 2024 financial year). This performance is primarily driven by growth in business volume, the expansion of the customer portfolio following the signing of new green hydrogen sales contracts, and the gradual contribution of production volumes from the Buléon (Brittany) and Bessières (Occitanie) sites.

During the financial year ended 31 December 2025, the Group continued to secure its cash position and the financing of its projects through various funding sources. The Group thus secured €53 million in financing for a portfolio of green hydrogen production plants, including two sites already built (Buléon in France and Schwäbisch Gmünd in Germany) and two sites under construction (Le Cheylas and Croixrault, in France). This transaction consists of a mix of bonds and unsubordinated senior loans maturing in 2034, supplemented by bridge financing (grants and VAT). As of the end of 2025, the amount of debt recognized in the consolidated financial statements in connection with this new financing amounted to €34m, including €26m related to the financing of investments in the sites and €7.5m linked to the bridge financing. During the first half of 2025, Lhyfe paved the way for citizen financing in the green hydrogen sector, raising a total amount of €2.5m in the form of bonds.

During the period, the Group received several significant grants, the largest of which relates to the Green Horizon project,

contracted for a total amount of €149m, of which €18.6m was collected in May 2025. The international subsidiaries also benefited from funding of €5.8m for Lhyfe Schwäbisch Gmünd in Germany, and €9m for Lhyfe Vaggeryd in Sweden.

As part of the decision taken at the end of 2025 to refocus its deployment priorities, the Group initiated a reorganisation of its activities and operational structure with a cost-reduction plan in line with an investment-prioritisation policy focused on the most mature European projects (mobility, industry in the United Kingdom, refineries in Europe). Accordingly, starting in 2026, the Group aims to reduce its costs by around 30% and has adopted a leaner project-development process. These measures are expected to help the Group accelerate the achievement of its targeted break-even point and overall profitability. The impacts of this decision were reflected in the Group's consolidated financial statements as early as 2025 in two respects. First, a provision was recognised for employee departure costs, amounting to €3.4m. Second, the Group assessed the consequences of the adapted development process and decided to discontinue certain projects, resulting in an impairment charge of €4.8m.

As part of the relocation of the Group's headquarters in the summer of 2025, a lease agreement was entered into for the new premises for a duration of nine years. This represents a right-of-use asset net of sublease receivable valued at €10.3m on the balance sheet.

1.2.2. Business analysis

Readers are asked to read the following information on the Group's financial position and results in conjunction with the whole of the Annual Financial Report and in particular the IFRS Financial Statements, as shown in Section 3.1 of the Annual Financial Report.

The IFRS Financial Statements were prepared in accordance with the *International Financial Reporting Standards* (IFRS), as adopted by the European Union on 31 December 2025. They were approved by the Company's Board of Directors on 29 April 2026 and an audit report on them by the statutory auditors is provided in Section 3.2 of the Annual Financial Report.

The following comments on the financial statements are based solely on the consolidated financial statements.

1.2.2.1. Financial condition

i. Segment reporting

In accordance with IFRS 8, the Group only identified a single operating segment for the sale of green hydrogen. In terms of geographic distribution, most of the Group's business was

carried out in France in the periods presented. In future, and according to its international growth strategy, the Group may present the geographic segmentation of its business.

ii. Main sources of income

The Group's main source of income is the sale of green hydrogen from its production sites to Business-to-Business (B-to-B) customers. These sales are recognised in turnover at the time of delivery.

At a more limited level, engineering services may also be provided and recognised in turnover when they are actually performed.

Exceptionally, and in a very limited number of specific cases, the Group is required to temporarily rent out mobile hydrogen production systems in order to meet the demand of certain customers who wish to check the relevance of green hydrogen in their production process.

iii. Performance indicators monitored by the management

The performance indicators monitored by the management are both financial and non-financial.

a) Financial performance indicators

In addition to turnover, the three financial performance indicators monitored by the management are:

- the adjusted EBITDA, which corresponds to the consolidated current operating result before depreciation, amortisation and provisions, charges linked to equity-based

compensation and fair value adjustments to derivative financial instruments;

- the adjusted EBITDA margin, which is defined as the ratio of adjusted EBITDA to turnover; and
- the net financial debt, which corresponds to the loans and borrowings less the amount of cash and cash equivalents.

The table below shows the changes in these indicators during financial year 2025:

<i>In thousands of euros</i>	Financial year 2025	Financial year 2024
Turnover	9,770	5,099
Adjusted EBITDA	-27,363	-25,666
Adjusted EBITDA margin	N/A ⁽¹⁾	N/A ⁽¹⁾
Net financial debt	46,260	8,050

⁽¹⁾ The N/A is justified by the fact that the adjusted EBITDA was negative for the relevant financial year.

b) Non-financial performance indicators

The pipeline is the non-financial performance indicator monitored by the Group to analyse and assess the

development of its activities and their trends, measure their performance and make strategic decisions.

iv. Research and development (R&D) linked to technologies and capitalised development costs

The accounting treatment of R&D expenses linked to technology is as follows:

- expenses incurred during the research stage are recognised as expenses;
- expenses incurred during the development stage are recognised as intangible assets when they meet all of the following criteria, in accordance with IAS 38:
 - the expenses can be reliably measured and the Company can demonstrate the technical and commercial feasibility of the product or process,
 - the existence of probable future economic benefits,
 - the intention and availability of sufficient resources to complete the development and use or sell the asset,
 - the ability to monitor the costs allocated to the project;
- otherwise, they are expensed as incurred.

Costs linked to the development of future onshore green hydrogen production sites are capitalised if all of the criteria

described above are met. The Group generally considers that these criteria are met when a project enters the Tender Ready stage in the project portfolio. These criteria differ depending on whether the project is linked to an industrial application (request by the potential customer to submit an "attractive" offer, or else submission of the offer is necessary for the process of obtaining subsidies) or a bulk application (strategic investment decision after analysis of the demand in a geographical area, the ability to meet the demand and the possible subsidies).

The development costs of future onshore hydrogen production sites mainly comprise internal costs (valued on the basis of the working time charged to the projects) and external costs (commitments made to suppliers or external service providers, etc.).

Amortisation of intangible assets is calculated to fully write off the cost of the intangible asset, after deducting its residual value, using the straight-line method over the estimated useful life, from the time the asset is usable.

v. Suppliers and service providers

To carry out its business, the Group uses various suppliers and service providers according to the level of progress of the production sites.

During the site construction stage, the main suppliers are the manufacturers of electrolyzers, compressors and hydrogen storage containers, as well as the service providers who build the buildings and install the equipment on the sites.

When the sites are operational, the main suppliers are:

- renewable energy producers from whom the Group obtains electricity. These are mainly players with their own wind farms

or photovoltaic panels. However, the Group may have to obtain supplies from the electricity transmission network (RTE in France) (supplemented by the purchase of guarantees of origin) if the renewable energy production, which is intermittent by nature, is insufficient, to avoid limiting the quantity of hydrogen produced;

- transporters who carry out deliveries to customer sites using storage containers belonging to the Group;
- insurance companies; and
- service providers who carry out some of the maintenance operations.

vi. Seasonal variations

The Group considers that it should not face structural seasonal variations.

vii. Main factors affecting the results

Certain key factors as well as certain past events and operations have had, and may continue to have, an impact on the activities and results of the Group that are presented in this Annual Financial Report. This Section should be read in conjunction with Section 1.3 of the Annual Financial Report, which describes the risk factors likely to have an impact on the Group's business and outlook.

The main factors affecting the Group's results include:

- the electricity procurement policy (purchase and hedging costs) and the cost of transporting the hydrogen produced to the delivery sites of customers in the bulk sector;
- the procurement lead time and the purchase cost of the electrolyzers, compressors and containers needed to produce and distribute green hydrogen for mobility-related uses, included in each hydrogen production site in a context of heavy demand, and the actual output of the electrolyzers;
- the Company's ability to carry out an employee recruitment plan within the required time limit and to retain key talent;
- the time required to negotiate, install and bring into operation new green hydrogen production sites;
- the production capacity of the sites installed and their output, particularly in the event of more or less prolonged interruptions;
- the ability to obtain the financing required to build new green hydrogen production sites and have energy production guarantees, as well as their conditions, in particular the financial conditions;
- the ability to manage the foreign exchange risk generated by the expected international development of the activities;
- any restrictive changes in the regulations applicable to the hydrogen production and transport business, which may entail additional operating costs; and
- the loss of certain favourable tax schemes such as the R&D tax credit (CIR).

1.2.2.2. Analysis of the business and consolidated results

<i>Profit and loss account (in thousands of euros)</i>	31/12/2025 (12 months)	31/12/2024 (12 months)
Turnover	9,770	5,099
Revenue	9,770	5,099
Purchases consumed	-2,222	-891
External expenses	-16,001	-12,482
Personnel expenses	-19,398	-16,944
Taxes, duties and similar payments	-433	-230
Other current operating income and expenses	-3,910	585
Depreciation and amortisation of fixed assets	-7,362	-3,533
Provisions for liabilities and expenses	158	-337
Current operating result	-39,397	-28,733
Other non-current operating income and expenses	-8,199	-271
Non-current operating income	-8,199	-271
Operating result	-47,596	-29,004
Cost of financial debt	-3,682	-1,411
Other financial income and expenses	980	2,619
Financial result	-2,703	1,208
Earnings before tax	-50,299	-27,796
Income taxes	0	0
Share of earnings of companies accounted for under the equity method	-659	-1,389
Consolidated net result	-50,957	-29,185
Minority interests	-88	-94
Net result (Group share)	-50,869	-29,091
Basic and diluted earnings per share (in euros)	-1.06	-0.61

i. Turnover

During the financial year to 31 December 2025, the Group's turnover almost doubled, increasing from €5,099k to €9,770k. This strong growth in business is the result of the broadening of the Group's customer portfolio in France thanks to the

commissioning of sites in 2024 and 2025 in Buléon and Bessières. The Group also increased its international sales in 2025, particularly in Germany and Sweden.

ii. Adjusted EBITDA

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Revenue	9,770	5,099
Purchases consumed	-2,222	-891
External expenses	-16,001	-12,482
Personnel expenses	-19,398	-16,944
Charges linked to equity-based compensation (elimination)	510	-1,373
Taxes, duties and similar payments	-433	-230
Other current operating income and expenses	-3,909	585
Change in fair value of derivative financial instruments (elimination)	4,321	571
Adjusted EBITDA	-27,363	-25,666

Adjusted EBITDA amounted to a loss of €27,363k for the financial year to 31 December 2025, compared with a loss of €25,666k for the financial year to 31 December 2024.

There was a substantial increase of €3.4m in the gross margin for the period, due to the increase in business and the sales generated in the period. However, this marked improvement was offset by the increase in external expenses, including the

cost of transporting hydrogen to customers (+€1.3m) and seconded staff (+€0.7m), linked to the increase in the Group's production capacities. EBITDA was also negatively impacted by commitments made previously by the Group to buy electricity.

The main expense items used to calculate adjusted EBITDA changed as follows:

a) Purchases consumed

Purchases consumed amounted to €2,222k for the financial year to 31 December 2025, compared with €891k for the financial year to 31 December 2024. Purchases consumed mainly comprised the cost of purchasing the electricity and

water needed to produce hydrogen, and the purchase of hydrogen from alternative sources. The increase in these items is linked to the growth in business during the year.

b) External expenses

External expenses increased by €3.5m to €16,001k for the financial year to 31 December 2025, compared with €12,482k for the financial year to 31 December 2024, mainly as a result of the

increase in business. At the same time, the Group continued its efforts to rationalise expenditure on fees and travel expenses.

External expenses had the following breakdown:

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Rent and rental charges	1,998	1,594
Maintenance and repairs	1,064	928
Insurance premiums	600	314
Other external services	490	256
Seconded staff	2,220	1,512
Fees	3,658	2,872
Advertising, publications, public relations	412	669
Transport	3,117	1,857
Travel and reception expenses	1,590	1,864
Postal and telecommunications costs	204	174
Bank fees	556	297
Other external expenses	92	145
External expenses	16,001	12,482

The changes in the main items were as follows:

Seconded staff: the Group employed more external staff in 2025 than in 2024 (+€0.7m) in connection with the commissioning of its production sites and services provided to customers to transport hydrogen.

Fees: the increase in this expense item (+€0.8m) is linked to the development of the Group's projects. During the financial year to 31 December 2025, the Group devoted significant external resources to certain projects, some of which were not completed. However, the studies conducted made it possible

to acquire essential knowledge and experience for developing future projects. In addition to the project development expenses, there were external expenses linked to the development of the business, and in particular electricity management. At the same time, the Group continued to rationalise its current external expenses.

Transport: there was a sharp rise in transport costs in 2025 (+€1.3m). This change is directly linked to the sales of hydrogen. The growth in the Group's business made it necessary to incur expenses for the delivery of hydrogen to customers.

c) Personnel expenses

As in previous years, this is the main expense item for the financial year to 31 December 2025. It includes salaries and social security charges, but does not take into account the payroll costs relating to the time spent by engineering teams on R&D projects and projects under development which were capitalised in the balance sheet, or the charges linked to

equity-based compensation, which are restated for the adjusted EBITDA. Capitalised payroll amounted to €3,557k for the financial year to 31 December 2025, compared with €4,574k for the financial year to 31 December 2024.

The payroll restated in this manner, before the impact of equity-based payments, breaks down as follows:

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Wages and salaries	13,595	13,204
Social security charges	5,293	5,113
Personnel expenses	18,888	18,317

Personnel expenses were stable from one period to the next. The Group's average workforce decreased slightly from 199 full-time employees in 2024 to 192 full-time employees in 2025.

This was offset by the decrease in the capitalised payroll, as the Group devoted more of its internal resources to projects in operation.

d) Taxes, duties and similar payments

The increase in taxes, duties and similar payments is due to threshold effects for payroll tax. This item was also increased by property taxes relating to the new registered office.

e) Other current operating income and expenses

Other current operating income and expenses amounted to - €3,909k for the financial year to 31 December 2025, compared with €585k for the financial year to 31 December 2024.

This item comprises income from subsidies intended to offset current expenses, which are mainly research expenses. Operating subsidies increased by €0.9m in the financial year to 31 December 2025, mainly in connection with the Hope project and the carbon offsetting subsidies the Group receives.

Other expenses mainly relate to the financial impact on the financial year to 31 December 2025 of prior commitments made by the Group for its electricity purchases.

This item also suffered the negative impact of changes in the fair value of derivative financial instruments during the period totalling €4,321k, following the recognition of derivative financial instruments as balance sheet assets and liabilities.

iii. Charges linked to equity-based compensation

This expense item represented income for the financial year to 31 December 2024 in connection with the reversal of expenses previously recognised. Following the change of strategy announced by the Group in March 2024 and the adjustment of

certain medium-term targets, certain performance conditions linked to one of these plans will no longer be met. In 2025, this item represents an expense in respect of plans still in progress.

iv. Depreciation of fixed assets and provisions for liabilities and charges

Depreciation of fixed assets amounted to €7,204k for the financial year to 31 December 2025, compared with €3,870k for the financial year to 31 December 2024. This change was due to:

- an increase of €1.4m in depreciation of property, plant and equipment, linked to the commissioning of the Bessières hydrogen production site in 2025 and the full-year impact of depreciation of the Buléon production assets, commissioned in 2024, and

- an increase of €2.4m in the amortisation of right-of-use assets, linked to the refinancing of hydrogen transport and storage assets in 2024 and 2025, and the lease taken out on the Group's new registered office in July 2025.

Provisions for liabilities and expenses include a reversal of €158k in 2025, compared with a charge of €337k in 2024, following a change in the method of recognising provisions for the periodic inspection of hydrogen storage assets.

v. Current operating result

As a result of the items described above, the current operating result amounted to -€39,397k for the financial year to 31 December 2025, compared with -€28,733k for the financial year to 31 December 2024, largely due to the increase in

depreciation, amortisation and provisions of €3.6m, the change in fair value of derivative instruments [-€3.8m] and the favourable non-recurring impact in 2024 of equity-based compensation [€2.3m].

vi. Operating result

The operating result amounted to a loss of €47,596k for the financial year to 31 December 2025 compared with a loss of €29,004k for the financial year to 31 December 2024. In addition to the factors described above, the operating result was affected by the restructuring decided on by the Group at the end of 2025. Other non-current operating income and expenses therefore amounted to €8.2m for the financial year to 31 December 2025. This expense comprises firstly a

provision recognised in respect of Group employee redundancy costs for a total of €3.4m, following the redundancy programme implemented by the Group in France, combined with job losses at its subsidiaries outside France. Secondly, the Group has drawn the conclusions from the adaptation of the development process, and decided to stop certain projects, leading to a write-down for impairment of €4.8m.

vii. Cost of financial debt

The cost of financial debt was -€3,682k for the financial year to 31 December 2025, compared with -€1,411k for the financial year to 31 December 2024. The increase therefore observed in financial expenses is linked to interest on lease liabilities, which

rose by €1.8m following the new leases signed during the period, including the lease for the new registered office, and to the full-year impact of the refinancing of hydrogen production assets concluded in 2024.

viii. Other financial income and expenses

Other financial income and expenses amounted to €980k for the financial year to 31 December 2025, compared with €2,619k for the previous financial year. This decrease is due to the

combined effect of the fall in rates of return on financial investments and a decrease in the average loans outstanding.

ix. Financial result

Mainly due to the decline in cash management investment income and the increase in interest on lease liabilities during the period, the financial result fell, amounting therefore to -

€2,703k for the financial year to 31 December 2025, compared with €1,208k for the financial year to 31 December 2024.

x. Earnings before tax

After taking into account the operating result and the financial result, the earnings before tax amounted to -€46,280k for the financial year to 31 December 2025. The

Group therefore has a tax loss carry-forward base totalling €139,146k broken down as follows:

xi. Income taxes

No deferred tax assets were recognised in excess of deferred tax liabilities in the Group's consolidated financial statements on 31 December 2025, as of 31 December 2024.

The loss for the financial year to 31 December 2025 resulted in an additional loss carry forward of €46,280k. The Group therefore has tax losses which can be carried forward indefinitely totalling €139,146k, broken down as follows:

<i>In thousands of euros</i>	2025 loss carry-forward	Previous loss carry-forwards	Accumulated loss carry-forwards
Capitalised tax losses (taxable base)	0	0	0
Non-capitalised tax deficit (taxable base)	46,280	93,136	139,416
Total tax losses	46,280	93,136	139,416

xii. Net result

The Group's consolidated net loss after taking into account the Group's share of profits of companies accounted for under the equity method, was €50,869k for the financial year

to 31 December 2025, compared with €29,091k for the financial year to 31 December 2024.

1.2.2.3. Cash, capital and financing

This Section presents information on the equity, liquidity and sources of financing of the Group.

The comments on the equity, liquidity, sources of financing and cash flows presented in this Section of the Annual Financial

Report are based on the Group's financial information and should be read in conjunction with the IFRS Financial Statements presented in Section 3.1 of the Annual Financial Report.

i. Information on the equity, liquidity and net financial debt

a) Information on the equity and liquidity

On 31 December 2025, the consolidated equity amounted to €21,467k compared with €71,675k on 31 December 2024. The change in equity during the period is mainly due to the loss of €50,869k recorded in the financial year to 31 December 2025.

On 31 December 2025, net available cash amounted to €74,698k compared with €72,124k on 31 December 2024.

On 31 December 2025, consolidated net financial debt amounted to €46,260k, compared with a total of €8,050k on 31 December

2024. It should be noted however, that a large proportion of the financial debt included in this aggregate has a long maturity, with the capital of the syndicated debt contracted (€25.3m at the end of December 2025) being repayable in full at the end of 2028. Moreover, the debts contracted in 2025 to finance the portfolio of green hydrogen production plants for a total of €26m are only repayable from June 2027.

This item breaks down as follows:

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Bank loans	45,049	33,042
Bond issues	25,989	8,251
Lease liabilities	37,917	27,633
Conditional advances	3,092	2,114
Non-current financial debt	112,047	71,040
Bank loans	987	3,245
Bond issues	2,085	1,664
Lease liabilities	4,590	2,905
Conditional advances	454	610
Interest accrued but not due	795	710
Current financial debt	8,911	9,134
Financial debt	120,958	80,174
Cash	74,698	72,124
Net financial debt	46,260	8,050

It should be noted that the debts contracted by the Group at the end of 2023 and supplemented by an additional drawdown of €3m in 2024 have a long maturity. The green syndicated loan of €25.2m will only be repaid by the end of 2028 without prior amortisation, and the Group still has a grace period of 2 years for repayment of the €5m New Industry Loan contracted with Bpifrance. Furthermore, the new debts contracted in 2025 to finance the green hydrogen production sites will only be repayable from June 2027. Consequently the net financial debt restated for non-current liabilities (i.e. amounts due in more than one year) amounted to (€65,787k).

b) Information on the Group's sources of financing

The Group is still in the deployment stage of its business and has never shown positive operating cash flows. Since its creation, the Group has met its needs through various sources of external financing, i.e.:

- share capital increases;
- convertible bond loans;

- bank loans;
- finance leases;
- public financing such as subsidies and conditional advances.

The changes in each of these sources of financing during the financial years presented are shown below.

Equity financing

The Company has carried out several share capital increases since its creation in April 2019 for total gross proceeds of €164,300k. Prior to the capital transactions carried out during

the financial year to 31 December 2022, the Company carried out two share capital increases in July and October 2019 for €750k and €3,250k respectively.

During the financial year to 31 December 2025, the Company's share capital was affected as follows:

	Number of shares	Nominal value (€)	In thousands of euros		
			Capital	Premiums	Total
On 31 December 2024	47,970,348	0.01	480	163,850	164,330
Share capital increase - 20 September 2025 *	112,248	0.01	1	34	35
Share capital increase - 2 December 2025 *	10,416	0.01	-	-	-
Share capital increase - 31 December 2025 *	20,832	0.01	-	-	-
On 31 December 2025	48,113,844	0.01	481	163,883	164,364
* Date of recognition of the capital increase.					

There were not many changes in the Company's share capital during the financial year to 31 December 2025, linked to the exercise of profit-sharing instruments by employees.

Financing by convertible bond loans (OCA)

In July 2021, the Group issued two bonds called OCA LB2, subscribed by the Banque des Territoires (Deposit and Consignment Office) and Swen Impact Fund for Transition, for

a total of €10,250k. Subsequently, in December 2021, the Group issued a new bond called OCA LB2 Bis for a total of €2,000k, subscribed by Les Saules.

A breakdown of the amount of the bonded debt convertible into shares on 31 December 2025 is shown below:

OCA name	Nominal amount issued (in thousands of euros)	Nominal amount subscribed on 31 December 2022 (in thousands of euros)	Balance to be repaid on 31 December 2025 (in thousands of euros)	Amount recognised on 31 December 2025 (in thousands of euros)	Interest rate	Method of redemption
OCA LB2	10,250	10,250	6,940	6,930	Between 8.8% and 9.2% ⁽¹⁾	78 monthly instalments after an 18-month grace period, i.e. since January 2023
OCA LB2 Bis	2,000	2,000	1,626	1,617	Between 8.8% and 9.2% ⁽¹⁾	78 monthly instalments after an 18-month grace period, i.e. since June 2023
Total	12,250	12,250	8,566	8,547		

⁽¹⁾ The OCA LB2 and OCA LB2 Bis bear interest at a variable rate of between 8.8% and 9.2% per annum, depending on whether or not the number of tonnes of CO₂ avoided in respect of the previous financial year is achieved.

In view of the IFRS restatements linked in particular to the conditions for conversion of OCAs, the bonded debt on 31 December 2025 amounted to €8,547k (net of issue costs), compared with a debt of €9,915k at the end of 2024, the decrease being due to repayments made during the period.

The convertible bond loans OCA LB2 and OCA LB2 Bis do not include any financial covenants but are subject to two other types of covenant described below:

○ customary covenants such as:

- maintain the business and the authorisations required for the business,
- ban on the sale of a substantial amount of the assets,
- disclosure requirement,
- no dividends paid,

- not to grant guarantees other than those required for the purposes of the SPVs;

- commitment to limit additional debt: consequently, on the date of the Annual Financial Report, and it being understood that the Company has obtained the necessary waivers from its lenders in order to take out the €25.2m syndicated green loan, this commitment complied with by the Company means that it cannot take out additional debts other than:

- senior debt (excluding subsidies, repayable advances, R&D loans, factoring, financing of the working capital requirement and leasing, which are authorised) up to a maximum of €5m,
- additional subordinated debts (in particular shareholder current account advances, issuance of debt instruments).

Financing by bank debt

On 31 December 2025, the Group had fourteen bank loans with outstanding capital of €69,106k, excluding issuance costs, broken down as follows:

<i>Loans in thousands of euros</i>	Nominal amount	APR	Date	Duration (and grace period)	Maturity date	Guarantees	Balance outstanding on 31/12/2025	Purpose
Pays de Loire Region loan	650	2.03%	August 2019	Repayable over 4 years after a 4-year grace period, i.e. from October 2023.	December 2026	None	162.5	Launch of the project
Crédit Agricole Vendée	1,000	2.90%	April 2021	Repayable in monthly instalments over 7 years after a 6-month grace period, i.e. from November 2021	April 2028	Pledge of business assets BPI guarantee granted to the lending institution for 50% of the loan	374	Financing of the working capital requirement
Banque Populaire Grand Ouest	600	1.43%	August 2021	Repayable in monthly instalments over 5 years after a 2-year grace period, i.e. from August 2023.	August 2028	Guarantee of €420k by the European Guarantee Fund for the lending institution	323	Contribution to the Sealhyfe 1 project
Crédit Mutuel Océan	1,000	1.94%	December 2021	Repayable in monthly instalments over 7 years	December 2028	Pledge of equipment (electrolyser and compressor) BPI guarantee granted to the lending institution for €500k	437	Financing of investments at the Bouin site
Pays de Loire Region loan	90	0.00%	August 2022	Repayable over 3 years after a 2-year grace period, i.e. from August 2025.	August 2027	None	60	Contribution to the Sealhyfe 1 project
Banque Populaire Grand Ouest	900	3.39%	December 2022	Repayable in monthly instalments over 5 years after a 2-year grace period, i.e. from January 2025	December 2029	Guarantee of €630k by the European Guarantee Fund for the lending institution	732	Contribution to the Sealhyfe 2 project
Bpifrance	800	8.35%	October 2023	Repayable in quarterly instalments over 6 years after a 32-month grace period, i.e. from June 2026	March 2031		800	
Bpifrance	5,000	4.61%	December 2023	Repayable in quarterly instalments over 12 years after a 3-year grace period, i.e. from March 2027	December 2038		5,000	
Syndicated loan	25,200	Euribor 6M + 3.75%	December 2023	Repayable at maturity	December 2028		25,200	
Financing of green hydrogen project portfolio	32,670	7.35%	April 2025	Repayable in half-yearly instalments over 7 years after a 3-year grace period, i.e. from June 2027	June 2034		19,949	
Financing of green hydrogen project portfolio	10,000	7.35%	April 2025	Repayable in half-yearly instalments over 7 years after a 3-year grace period, i.e. from June 2027	June 2034		6,106	
Bridging loan for green hydrogen project portfolio subsidies	8,042	Euribor 3M + 1.15%	April 2025	Repayable on receipt of funds by the financing organisations	December 2027		7,472	
VAT bridging loan for green hydrogen project portfolio	1,925	Euribor 3M + 1.15%	April 2025	Repayable on receipt of VAT refunds from the French State	June 2027		35	
Crowdfunding for green hydrogen project portfolio	2,455	8.50%	July 2025	Repayable at maturity in July 2030	July 2030		2,455	
Balance outstanding on 31/12/2025							69,106	

The loans outstanding on 31 December 2024 were repaid in accordance with the schedules.

During the financial year to 31 December 2025, the Group contracted debts to finance four of its green hydrogen production sites located in France and Germany. The sites include two that have already been built (Buléon in France and Schwäbisch Gmünd in Germany) and two under construction (Le Cheylas and Croixrault in France).

Firstly, the Group contracted a debt for a total of €53m, comprising a combination of bonds and unsubordinated senior loans maturing in 2034, subscribed by Edmond de Rothschild Asset Management, Banque Triodos and Sienna Investment Managers. This financing also includes bridge financing (subsidies and VAT) obtained from Groupe BPCE, through BPCE Energéco and one of its long-standing partners, BPGO. At the end of 2025, the amount of debt recognised (before issue costs) in the consolidated financial statements in respect of

Finance leases

In accordance with IFRS 16, the Company recognised rights of use with a corresponding financial liability (lease liabilities).

Lease liabilities amounted to €42,508k on 31 December 2025, compared with €30,537k on 31 December 2024. The new lease

Financing by subsidies and repayable advances

Since its creation, the Group has received several subsidies and repayable advances for certain research and development projects. This funding is detailed in the tables below, which

Breakdown of the subsidies obtained

Project	Amount granted (in €thousands)	Amounts already received			Amount still to be collected on 31 December 2025
		2025	2024	Prior to 2024	
Lorient - Buléon	3 067	569	1 138	613	747
Bessières	1 893		738	587	568
Sorigny - Ademe	1 561			0	1,561
Hope - European commission	9 820	743	417	3 437	5,222
TH2nicio - European commission	4 400	101	690	1 282	2,428
Advanced H2 Valley	1 628	32		1 302	294
ImagHyne	1 500		364	0	1,136
GreenH2forAll	2 139			0	2,139
Schwabisch Gmünd	6 477	5 829		0	648
FTJ Le Cheylas	5 505		1 101	0	4,404
FTJ 2 Le Cheylas	2 770				
Hy'Touraine - ERDF	2,000		600	0	1,400
Jordberga	10,961		5,480	0	5,480
Vallmoll	14,105			0	14,105
Green Horizon	149,142	18,643			
Croixrault	2,500				2,500
Vaggeryd	11,017	8,864			2,154
Others	793		115	92	586
TOTAL	231,276	34,648	10,675	7,314	45,371

this new financing was €34m, including €26m to finance investments for sites, and €7.5m linked to bridge financing.

Secondly, Lhyfe carried out crowdfunding open to the general public relating to the same scope. This fundraising campaign therefore made it possible to collect a total of €2.5m in the form of simple bonds.

The syndicated loan agreement signed at the end of 2024 includes covenants. The covenants concern tests on the level of past and future liquidity, the debt-to-equity ratio and the installed capacities in MW. The covenants were met on 31 December 2025.

The new financing for the portfolio of hydrogen production sites also includes covenants. The financial documentation therefore provides tests based on debt coverage ratios in order to check that the projects have a cash-generating capacity compatible with debt servicing.

liabilities recognised on 31 December 2025 mainly relate to the lease of the Group's new registered office for a period of 9 years, representing a liability of around €11m.

indicate the amounts obtained and those already received on 31 December 2025 and 31 December 2024.

For the record, on 31 December 2024 the main subsidies obtained and still in progress concerned the following projects:

- **Buléon:** this subsidy, granted by the ADEME in connection with the VHyGo 2 project, concerns the financing of hydrogen production equipment located in Buléon, Morbihan.
- **Bessières:** this subsidy granted by the Occitanie Region is intended to finance the construction of the hydrogen production site located in Bessières in Occitanie. This financing agreement also provides for support for this project through a repayable advance for a total of €4,103k (see below).
- **Clean Hydrogen Partnership agreement - Hope:** this subsidy, for a total of €9,820k was granted by the European Commission. It is intended to refinance the project to develop and build an offshore green hydrogen production site, with a capacity of 10 MW.
- **Schwäbisch Gmünd financing agreement:** in 2023 the Group obtained a subsidy of €6.5m. These funds are intended to finance the project of that name in Germany.
- **Fonds de Transition Juste - Le Cheylas financing agreement:** the Group had contracted an initial subsidy in 2024 for a total of €5.5m to finance the green hydrogen production site in Le Cheylas, in the Auvergne Rhône-Alpes region, with an installed capacity of 10 MW. During 2025, the Group signed a second agreement for a total of €2.8m with the same financing organisation, supplementing the financing previously agreed.
- **Clean Hydrogen Partnership - TH2nicio financing agreement:** this subsidy for a total of €4.4m was contracted with the European Commission. This aid is intended to finance the construction of an onshore hydrogen production site in Milan, Italy.
- **Klimatklivet - Jordberga financing agreement:** this first subsidy obtained by the Group in Sweden amounts to €11m. It concerns the financing of the Group's first green hydrogen production site in Sweden, with an installed capacity of 10 MW.
- **H2 Pioneros - Vallmoll financing agreement:** this subsidy for a total of €14m was contracted at the very beginning of 2024 and was intended to finance the construction of a hydrogen production site in Vallmoll, in the province of Tarragona, with an installed capacity of 15 MW. In connection with the restructuring decided by the Group at the end of 2025, the underlying project was abandoned at the very beginning of 2026. This decision has no impact on the amounts of subsidies recognised in the financial statements or on the Group's future cash position.

During the financial year to 31 December 2025, the Group was awarded further subsidies, of which the main ones are detailed below:

- **Green Horizon - financing agreement:** in April 2025, Lhyfe confirmed the award of a total subsidy of €149m for its Green Horizon project, which involves the construction of a green hydrogen production site near Le Havre with an installed electrolysis capacity of 100 MW. In May 2025, the Group received an initial advance of €18.6m to cover the investments incurred since 2022 and to continue to develop the project.
- **Klimatklivet - Vaggeryd agreement:** At the beginning of 2025, Lhyfe signed a second financing agreement in the form of a subsidy with the Swedish agency Klimatklivet for a total of about €11 million. This subsidy is intended to finance the construction of the Group's second green hydrogen production sites in Vaggeryd, in the south of Sweden. This Site will also have an installed electrolysis capacity of 10 MW.

At the end of 2021, the Group obtained a subsidy for a total of €11,852k granted by the European Commission in connection with the GreenHyScale project, run by a European consortium, GreenLab. At the beginning of 2025, the consortium instigated proceedings with the European Commission to terminate the subsidy contract. The advances received in respect of this project were therefore classified as current liabilities.

In 2025, the Belgian state terminated the financing agreement for the Hope project. The Group has repaid part of the amounts previously received, amounting to €422k.

Conditional advances

The Group has received four subsidies in the form of repayable advances, which are recognised under financial debt, taking into account the likelihood of repayment in view of the repayment conditions. They cover:

- **the Deep Tech project:** this conditional advance is part of the public financing obtained for the project detailed above. This aid is repaid in quarterly instalments over 4 years from the end of 2024.
- **International prospecting insurance - Germany and Canada:** the Company has obtained two advances granted by Bpifrance Assurance Export to guarantee the Group against the total or partial failure of its prospecting efforts in Germany and Canada. The advance relating to exploration in Germany will be repaid quarterly from 2025 onwards, whilst the advance relating to development in Canada will be repaid from 2028 onwards.
- **the Sealhyfe project:** together with the subsidy granted by ADEME for a total of €729k, the Group has also received a repayable advance for a total of €243k as part of the financing of the Sealhyfe project, a pilot site for offshore production of renewable hydrogen. This advance is to be repaid to ADEME in two annual instalments in 2025 and 2026.
- **Bessières:** under the financing agreement signed with the Occitanie Region, the Group received an advance to finance equipment for the hydrogen production site located in Bessières for a total of €4,103k. This advance will be repaid to the Occitanie Region in monthly payments over a period of 7 years, with a two-year grace period after completion of the operation.

Project	Amount granted (in €thousands)	Amounts already received			Amount still to be collected on 31 December 2025
		2025	2024	Prior to 2024	
Deep Tech	1,244		622	622	0
Bessières	4,103	1,599		1,273	1,231
Sealhyfe 2	243		73	170	0
International Prospecting Insurance - Canada	93	49		44	0
Total	5,683	1,648	695	2,109	1,231

The balance sheet liability amounted to €3,546k on 31 December 2025, compared with €2,724k on 31 December 2024. These amounts correspond to the advances received less the

IFRS restatement linked to the accretion expense on these interest-free debts.

ii. Cash flow

The Group's cash position improved by €2,574k for the financial year to 31 December 2025, whereas the variation for the financial year to 31 December 2024 amounted to -€42,128k.

The table below provides the breakdown of the various cash flows generated in the two financial years presented.

CASH FLOW STATEMENT

In thousands of euros

	2025	2024
Net cash flows from operating activities	-21 882	-26,971
Net cash flows from investment activities	-25 087	-34,626
Net cash flows from financing activities	49,080	19,478
Impact of changes in the foreign exchange rate	463	-9
Net change in cash and cash equivalents	2,574	-42,128

a) Cash flow from operating activities

As the Company was created in April 2019, operating activities result in net consumption of cash due to the development stage of the Group.

CASH FLOW STATEMENT

In thousands of euros

	2025	2024
Consolidated net result	-50,957	-29,185
Share of earnings of companies accounted for under the equity method	659	1,389
Adjustments for:	0	
○ Depreciation, amortisation and provisions	8,523	4,706
○ Net financial result	3,205	1,136
○ Expenses calculated related to share-based payments	510	-1,373
○ Change in fair value of financial instruments	4,798	846
○ Other changes	6,932	-566
Tax expense for the period	0	-
Impact of the change in WCR:	0	
○ Change in inventory	-3	-71
○ Change in trade receivables	-1,111	-1,444
○ Change in current non-trade receivables	5,489	-8,274
○ Change in trade payables	2 768	693
○ Change in other current liabilities	-2 694	5,172
Net cash flows from operating activities	-21 882	-26,971

During the financial year to 31 December 2025, the net cash flow from operating activities improved, amounting to -€21,882k on 31 December 2025 compared with cash consumption of -€26,971k in 2023. This change was mainly due to the impact of the working capital requirement. By the end of 2024, cash flow from operating activities had been significantly reduced by non-

recurring VAT receivables due at the end of 2025. Consequently, at the end of 2025, the Group's net cash position benefited from an improvement in working capital requirements of €4,449k, linked in particular to the recovery of VAT receivables over the period.

b) Cash flows from investment activities

CASH FLOW STATEMENT

In thousands of euros

	2025	2024
Purchase of intangible assets	-7,084	-7,991
Purchase of property, plant and equipment	-18 154	-27,081
Disposals of property, plant and equipment	8	5
Purchase of financial assets	143	441
Impact of changes in the scope of consolidation	-	-
Net cash flows from investment activities	-25 087	-34,626

The financial year to 31 December 2025 resulted in significant negative net cash flows from investment activities of -€25,087k, reflecting the continuation of investments by the Group in the deployment of its projects for hydrogen production sites and the continuation of its research and development activities.

As a result, the Group spent a total of €7,084k on both internal costs linked to engineering, and external costs incurred for

the studies required prior to the development of the sites and the continuation of its research and development activities, mainly the design of proprietary software tools.

The Group also invested very heavily in purchases of equipment for the hydrogen production sites under construction. The majority of these investments concerned the purchase of equipment both for the Schwäbisch Gmünd site and for the sites under construction in Le Cheylas and Croixrault.

c) Cash flows from financing activities

CASH FLOW STATEMENT

In thousands of euros

	2025	2024
Share capital increases, net of expenses	35	27
Issuance of new loans, net of expenses	32,234	15,736
Deposits linked to financing	-4,102	
Repayable advances received	1,599	695
Subsidies received	33,837	12,156
Loan and current account repayments	-4,696	-2,268
Repayment of repayable advances	-433	-78
Repayment of lease liabilities	-2,941	-2,019
Sales/(purchases) of treasury shares	246	-164
Interest paid	-6,699	-4,607
Net cash flows from financing activities	49,080	19,478

The financial year to 31 December 2025 resulted in considerable net cash flows from financing activities of €49,080k, resulting both from the issue of new loans totalling €32m and from the receipt of subsidies intended for the hydrogen production sites totalling €34m.

The new financing in the form of debts had the following breakdown:

- under the financing contract for green hydrogen production sites for a total of €53m signed in 2025, the Group made drawdowns on the loan totalling €33.5m (before loan issue costs), including €26m to finance the construction of the sites, and €7.5m in respect of bridge financing for VAT and subsidies;
- the crowdfunding campaign finalised in the summer of 2025 enabled the Group to raise a total of €2.5m.

In addition, the Group received significant subsidies totalling €33.8m, the most significant of which were:

- following the grant of a subsidy in April 2025 for the Green Horizon project, payment by Bpifrance of a total of €18.6m in May 2025, part of which is intended to finance expenses incurred since the launch of the project in 2022;
- receipt by the Group's German subsidiary, Lhyfe Schwäbisch Gmünd, of two milestone payments in connection with the subsidy to refinance its production equipment for a total of €5.8m;
- pre-financing paid by Klimatklivet, a Swedish financing organisation, to Lhyfe Vaggeryd, a subsidiary of the Group, amounting to €9m, following the grant of the subsidy intended to finance investments in this future production site.

At the same time, the Group repaid the loans it had previously taken out and paid the rents due in respect of its lease liabilities in accordance with the schedules. The increase in repayments of lease liabilities and financial interest between

2024 and 2025 is linked to the financing obtained in 2024, i.e. refinancing of part of the hydrogen storage and transport assets and the contracting of financing for the portfolio of hydrogen production sites.

iii. Financing requirements and financing structure

The Group's main financing requirements include:

- its operating working capital requirement;
- its policy of investing in the development of new green hydrogen production sites in France and abroad; and
- repayment of its bond and bank loans, lease liabilities (including interest payments) and conditional advances detailed in paragraph 1.2.2.3 of the Annual Financial Report.

iv. Restriction on the use of capital

The syndicated loan agreement signed at the end of 2023 and the financing for the portfolio of hydrogen production sites agreed in 2025 include covenants. For the first agreement, the covenants concern tests on the level of past and future liquidity, the level of debts compared to equity and the installed capacities in MW. The second agreement stipulates

In the future, the Group will also face new requirements linked to the need to provide sufficient financial guarantees for the energy purchasing commitments (electricity and where appropriate wind power).

tests based on debt coverage ratios, intended to ensure that the projects generate sufficient cash flow over the long term to meet their financial commitments. The covenants were met on 31 December 2025. Furthermore, there are other commitments attached to OCA LB2 and OCA LB2 Bis described in paragraph 1.2.2.3 of the Annual Financial Report.

v. Sources of financing needed in the future to meet the investment commitments made

Since its creation, the Group has financed its growth by increasing its own funds through successive share capital increases, financing certain investments by leasing, obtaining subsidies and public aid for innovation, and by using medium-term bank debt and issuing convertible bond loans.

On 31 December 2025, the Group's cash and cash equivalents amounted to €74,698k, and the external financing available to the Group is detailed in note 3.9 "Loans and borrowings" to the IFRS financial statements included in Section 3.1 of the Annual Financial Report.

The Group will continue to have substantial financing requirements for the development of its activities. Its ability to

generate cash flows equivalent to its needs in the future is uncertain (see the risk factor described in paragraph 1.3.1.5(i) of the Annual Financial Report, "Risk related to obtaining future financing").

The Group may not manage to raise additional capital when it is needed, or such capital may not be available under financial terms acceptable to the Group. If the necessary funds are not available, the Group may, in particular, have to slow down its development and commercial efforts (see the risk factor described in paragraph 1.3.1.5(vii) "Liquidity risk" of the Annual Financial Report).

vi. New financing obtained since the end of the financial year ended 31 December 2025

No new financing has been obtained at the level of the Company or the Group since the end of the financial year ended 31 December 2025.

1.2.2.4. Investments

i. Investments made during the financial year

During the financial year to 31 December 2025, the Group's investments were focused on the green hydrogen production sites under development. At the same time, the Group

continued its investments in its various research and development programmes.

The table below shows the investments made by the Group in the financial year to 31 December 2025.

In thousands of euros	Financial year 2025	Financial year 2024
Intangible investments	7,084	7,991
Tangible investments	22,384	32,249
Rights of use/leasing	15,074	24,538
Total	44,542	64,778

Intangible investments

During financial year 2025, the Group devoted a considerable proportion of its investments in intangible assets to the construction of its future hydrogen production sites. Excluding the capitalisation of borrowing costs, the Group therefore invested €7m of its internal resources, mainly broken down as follows:

- the Group devoted €4.1m of its internal resources to various projects in the construction stage;

Tangible investments

The Group invested significant amounts in industrial equipment in order to build its onshore hydrogen production sites during financial year 2025, for a total amount of €22.4m

Rights of use under lease contracts (IFRS 16)

The right-of-use assets capitalised in 2025 mainly relate to the Group's new registered office, for a total of €10.3m net of sublease receivable. In addition, the Group continued to invest in hydrogen transport and storage assets in the form of leasing

- in addition the Group devoted €2.7m to projects in the development stage (post Tender Ready stages);
- the remaining intangible investments concerned the development of internal software and the design of generic solutions for future larger hydrogen production sites.

(excluding capitalisation of loan costs), including €25.1m for projects in the construction stage. In addition, the Group made improvements to the new registered office.

agreements for a total of €3.2m. At the same time, the Group recognised right-of-use assets following the lease of the new registered office for a total of €11m.

ii. Current investments

At the end of December 2025, the Group's main investments in progress concern the renewable hydrogen production sites under development and construction, as well as the acquisition of containers for transporting hydrogen. The total amount of firm commitments made in this respect on 31 December 2025 was €84m, most of which have already been recognised under construction work in progress on 31 December 2025. These amounted to €58,580k on 31 December

2024, compared with €53,667k on 31 December 2024 (see Note 3.1.2 "Property, plant and equipment" of the notes to the IFRS Financial Statements presented in Section 3.1 of the Annual Financial Report).

The geographical distribution of these investments corresponds to the geographical distribution of the Group's most advanced projects, in particular in France and Germany. These investments are financed by the Group's cash.

iii. Future investments

The Group intends to continue its investments in connection with the deployment of numerous hydrogen production sites in France and in many European countries.

1.2.3. Post-balance sheet events

None.

1.2.4. Subsidiaries, holdings and branches

1.2.4.1. List of subsidiaries and holdings

The Company's subsidiaries are listed in note 8 "List of subsidiaries and holdings" to the Annual Financial Statements included in Section 3.3 of the Annual Financial Report.

1.2.4.2. Significant equity investments

No significant equity investments were made during the financial year to 31 December 2025.

1.2.4.3. Disposal of reciprocal shareholdings

There are no reciprocal shareholdings within the Group.

1.2.4.4. List of existing branches

The Company has a branch (secondary establishment) located at 2 Port du Bec, 85230 Bouin, France.

1.3. Risks and uncertainties

Investors are invited to consider all the information contained in the Annual Financial Report, including the risk factors described in this Section, before deciding to subscribe for shares issued by the Company. In the course of preparing the Annual Financial Report, the Company conducted a risk review. The risks described in this Section are those which, as of the date of the Annual Financial Report, the Company believes, based on its current stage of development, could have a material adverse effect on the Company, its business, financial position, results, development or outlook, and which are material to investment decision-making.

However, the Company draws investors' attention to the fact that, pursuant to Article 16 of Regulation (EU) 2017/1129 and the recommendations of the European Securities and Markets Authority (ESMA), only the risks that are specific to the Company and the most material are mentioned. The list presented in this Section is therefore not exhaustive and other risks, specific to the economic sector in which the Company

operates, to all listed companies, or to any other company, or currently unknown or considered unlikely, as of the date of the Annual Financial Report, to have a material adverse effect on the Company, its business, outlook, financial position, results and development, may exist or arise.

The table below shows the main risks identified by the Company, divided into five categories. Within each category (and without any particular order of importance between the categories), the most significant risk factors are listed in a manner consistent with the assessment of their significance based on the probability of their occurrence and the estimated extent of their negative impact on the Group, taking into account the actions and control measures implemented by the Company. The probability of occurrence is assessed on three levels ("low", "moderate" and "high") and the estimated magnitude of their negative impact on four levels ("low", "moderate", "high" and "critical").

Réf.	Risk factors	Probability	Negative impact
1.3.1.1	Risks associated with the hydrogen market		
(i)	Risk related to regulations and changes to them	High	Critical
(ii)	Risk related to the emerging nature of the green hydrogen market and development of its ecosystem	High	High
(iii)	Risk related to the development of different uses of hydrogen and competition from other energies	Moderate	High
(iv)	Risk of competition from other hydrogen producers	Moderate	Moderate
(v)	Risk of industrial accidents involving hydrogen	Low	High
1.3.1.2	Risks relating to the Group's business model		
(i)	Risk related to the availability of strategic equipment	High	Critical
(ii)	Risk related to the Company's maturity	Moderate	Critical
(iii)	Risk related to the newness of technological solutions for offshore hydrogen production	High	Moderate
(iv)	Risk related to the Group's ability to implement its growth strategy	Moderate	High
(v)	Risk related to the presence of co-shareholders in certain projects	High	Moderate
1.3.1.3	Project risks		
(i)	Risk related to the development of long, complex projects	High	High
(ii)	Risk related to the extent of leverage in case of default on financing for the Group's projects	High	High
(iii)	Risk related to the Group's ability to procure renewable electricity	Low	High
(iv)	Risk related to securing hydrogen sales contracts	Moderate	Moderate
(v)	Risk related to obtaining and maintaining permits required for the Group's projects	Low	Moderate
(vi)	Risk related to the use of service providers during project construction	Moderate	Low
1.3.1.4	Operational risks		
(i)	IT infrastructure risk	Moderate	Critical
(ii)	Risk related to the difficulty of insuring against certain risks	Moderate	Critical
(iii)	Risk of divergence between the cost of procuring renewable electricity and hydrogen sales	High	High
(iv)	Risk related to operating problems at the Group's production facilities	Moderate	High
(v)	Risk related to the Group's liability in the event of an accident	Low	Critical
(vi)	Key person risk	Low	High
(vii)	Counterparty risk	Moderate	Moderate
(viii)	Intellectual property risk	Moderate	Moderate
(ix)	Risk related to climate change and extreme weather events	Low	Moderate

Réf.	Risk factors	Probability	Negative impact
1.3.1.5	Financial risks		
(i)	Risk related to obtaining future financing	High	Critical
(ii)	Risk related to the Group's ability to secure bank guarantees	High	Critical
(iii)	Risk related to access to subsidies and changes in public policy	Moderate	Critical
(iv)	Risk related to covenants and commitments included in the Group's financing arrangements	Moderate	High
(v)	Interest rate risk related to the Group's financing	Moderate	Low
(vi)	Risk related to transfer pricing between Group entities	Low	Moderate
(vii)	Liquidity risk	Low	Low

1.3.1. Risks factors

1.3.1.1. Risks associated with the hydrogen market

i. Risk related to regulations and changes to them

The Group's hydrogen production, transport and sales activities, including the purchase of electricity required for production, are subject to numerous regulations in all countries in which the Group operates.

Regulations governing the construction and operation of units to produce hydrogen, a flammable and potentially explosive gas, are relatively well established. The same applies to regulations governing the transport of hydrogen by private pipeline over short distances and by lorry, the main modes of transport currently used by the Group to transport hydrogen from its production units to its end customers (public or private hydrogen distribution stations, industrial sites, etc.). Despite the compliance monitoring measures put in place, however, the Group is still exposed to the risk of breaches, including by third-party subcontractors (such as carriers) which could result in fines, temporary or permanent bans or the revocation of permits and authorisations. In addition, these regulations may change and become more stringent.

The situation is different with regard to specific regulations concerning the emerging market for the production, transport, distribution and sale of hydrogen and access to renewable energy sources – mainly electricity – to produce this hydrogen. In fact, the main risk is linked to the evolving nature of these regulations (even if the risks related to compliance with them, as mentioned in the above paragraph, remain relevant). The directives, regulations, laws and other regulatory instruments that make up this body of legislation have recently been adopted (2023–2025) or are still in the process of being drawn up at European Union level. The other countries that are most advanced in the roll-out of their hydrogen strategy are also developing their regulatory framework with the same stated aim of facilitating the development of this market as part of the energy transition (Net Zero Scenarios). Each of the authorities likely to be involved in this process is proceeding at its own pace and in a manner that is not necessarily coordinated with the others, and even within the European Union, the transposition of legislation adopted at European level is quite slow and subject to significant disparities from one country to another.

The regulatory framework for the hydrogen market covers a number of areas listed below:

- The legal definition of the various categories of hydrogen, based on whether they are renewable or not and on their carbon intensity across their entire life cycle, was set out in general terms in the European Green Taxonomy published in 2020 (Article 3.10), in which the sustainability of hydrogen

is defined in terms of a maximum carbon intensity threshold over its life cycle (equivalent to 3 tCO₂eq/tH₂) and compliance with the other criteria of the DNSH (Do Not Significantly Harm) principles.

Almost all current forms of hydrogen produced from fossil fuels (coal or natural gas) exceed this emissions threshold and therefore do not meet the definition of sustainable hydrogen.

Delegated acts accompanying major European directives clarified, in 2023 and then in 2025, the legal definitions and methodologies for calculating avoided CO₂ emissions:

- renewable hydrogen and its derivatives as "renewable fuels of non-biological origin (Renewable Fuels of Non-Biological Origin or RFNBO) as defined in Delegated Acts 2023/1184 and 2023/1185 to Directive (EU) 2018/2021 on Renewable Energy,
- low-carbon hydrogen and its derivatives as 'low-carbon fuels' (LCF), as defined in Delegated Act 2025/2359 to Directive 2024/1788 on common rules for the internal markets in renewable gas, natural gas and hydrogen.

This European legal framework forms part of a global effort to define sustainable hydrogen in relation to the same sustainability criteria established by the United Nations and the International Organisation for Standardisation (ISO), with four new international standards announced for 2026 (ISO/FDIS 19870 Hydrogen technologies – Methodology for determining the greenhouse gas emissions associated with the hydrogen supply chain – Parts 1, 2, 3 & 4).

- The identification of certification schemes that can prove the nature of this hydrogen, via voluntary certification schemes approved by the European Commission for RFNBO renewable hydrogen and other forthcoming voluntary certification schemes for low-carbon hydrogen that will certify the carbon content of the hydrogen and its decarbonisation potential based on the theoretical fossil comparator of 94g CO₂eq/ MJ defined in the European Green Taxonomy.
- The nature and availability of various financial instruments (including grants, tax and/or tariff measures) and guarantees provided by the European Union, Member States and their local authorities to all players in the hydrogen market – from producers to distributors and end-users – in order to facilitate the development of favourable market conditions.

- Access to renewable energy sources, primarily electricity, as well as the physical, legal and financial conditions for direct connection to renewable electricity generation sites.
- The mechanism for guarantees of origin for electricity purchased from renewable electricity producers and/or transmitted via the grid.
- Access to and use of transport infrastructure (gas pipeline networks), large-scale storage and distribution facilities, as well as the degree of separation – whether mandatory or not – between hydrogen production, transport, distribution and sales activities (as is the case for electricity and gas). Within the European Union, the main rules were laid down in the Gas Package adopted in mid-2024 and are being progressively transposed.
- The regulatory framework governing tenders for the construction and operation of power generation facilities by both public and private sector entities.
- For users, the ability to switch suppliers easily, to benefit from preferential regulated tariffs, long-term contracts or any other incentives (including penalties for using carbon-based hydrogen) to encourage the use of green hydrogen.

A key issue is the definition of and method used to certify the type of hydrogen – “renewable”, “low-carbon” or “carbon-based” (the terms currently used in French regulations), as this can largely determine access to the other measures facilitating the development of the market.

Depending on the countries in which the Group develops its activities and the nature of the projects it develops, the hydrogen produced by the Group may be classified as “renewable” (RFNBO) or sometimes only as “low-carbon”. The regulatory consequences of this qualification are outlined above.

ii. Risk related to the emerging nature of the green hydrogen market and development of its ecosystem

The Group produces and supplies hydrogen produced mainly from renewable electricity for industrial use and land, sea and river transport.

Numerous governments, international organisations (including the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC)) and other public and private stakeholders agree on the capacity of green hydrogen to contribute significantly to the fight against global warming, in addition to the massive expansion of renewable electricity generation capacity, direct electrification where possible and relevant, and the implementation of energy efficiency policies¹.

The hydrogen market, and more specifically the green hydrogen market in which the Group is positioned, is an emerging market whose volumes currently remain limited. Its growth may be slowed by numerous factors, including, as observed in the last years:

- inflation, which has had a severe impact on the business models of projects and delayed final investment decisions;
- the lack of clarity, medium- and long-term visibility, and coordination between the financial support mechanisms, incentives and regulations put in place by Member States to foster the emergence of favourable market conditions for sustainable hydrogen (e.g. difficulty in establishing harmonised pan-European tools, disagreements between Member States and consequently delays and uncertainties regarding the definitions of sustainable hydrogen, delayed

and partial transposition of the mandatory RFNBO integration mandates for industry and transport set out in RED3, etc.);

- the inability to rapidly reform regulations relating to permits and authorisations to accelerate the implementation of projects; or
- the insufficient maturity of certain technologies available on the market and relating to the process of hydrogen production through water electrolysis; or
- rising electricity supply costs and uncertainties surrounding the tax and regulatory frameworks governing energy supplies to energy-intensive manufacturers.

One of the key stages in the development of this market is the continued reduction in the cost price of green hydrogen, so that it becomes equivalent to or lower than that of hydrogen produced from fossil fuels and other fossil resources for which it could be substituted. One of the key factors in reducing this cost is, for hydrogen produced through water electrolysis, the reduction in the cost of electrolyzers. The cost is expected to decrease as the number of electrolyzers increases thanks to economies of scale and technical advancements, thereby replicating the trend observed for turbines, wind turbine blades and solar panels. However, one obstacle to this positive development is that it requires the establishment of a virtuous circle: increased demand for electrolyzers leading to increased production, leading to a reduction in cost, leading to increased demand, etc. However, there is no guarantee that this virtuous circle can be easily triggered or, more specifically, that the public policies enabling it will be implemented or will be as successful as they have been for wind and solar power. Even if this were the case, there is no guarantee that this can occur in the geographic markets in which the Group is or will be present and within a timeframe compatible with its source of financing. Furthermore, there is no guarantee that the expected economies of scale and technical advancements will materialise, or at the very least materialise within a reasonable period of time.

Another key factor for producers of hydrogen through water electrolysis, such as the Group, is the development of and access to renewable and low-carbon electricity. While the number of wind and solar farms has increased rapidly in recent years and targets for the development of production capacity have been revised upwards (particularly in Europe with the adoption of the revised RED Directive in 2023), it is generally considered that this rate of growth will have to increase substantially to achieve the CO₂ emission reduction targets and then carbon neutrality of the Member States. As a result, the Group finds itself in competition with other renewable electricity producers who are also seeking to replace CO₂-emitting energy sources for the production of their hydrogen, even though the growth in the supply of renewable and low-carbon electricity may not be enough to meet demand. Insufficient or slow development of renewable energy sources, or an increase in their electricity generation costs, could hamper the Group's growth.

Development of the hydrogen market also requires the creation of an entire complex ecosystem that is largely non-existent at present and the main elements of which are:

- the sources of funding needed to build production, transmission, distribution and delivery facilities. These sources may be public (subsidies, repayable advances, regulated tariffs or other favourable contractual arrangements such as additional remuneration mechanisms or contracts for difference) or private (venture capital, private equity, financial markets). Players in the renewable hydrogen and low-carbon market could be competing with other players in the

1 IPCC Working Group III Report, Climate Change 2022: Mitigation of Climate Change, 4 April 2022

renewable energy sector and, more generally, in the fight against global warming for access to this funding;

- favourable regulations and, more generally, favourable public policies. The European Union and most of its Member States have announced their intention, and begun to implement the necessary measures, to support the development of the hydrogen market in this way. However, this may take time, may not produce the expected results or may favour ecosystem actors other than the Group; and
- the establishment of and access to hydrogen storage, transmission, distribution and delivery infrastructure. Planning for the large-scale hydrogen transmission network is now well advanced and construction of the initial sections accelerated in the last years, notably with the first final investment decisions taken for projects in Germany, Belgium and the Netherlands. Some industrial hubs that are already major consumers of hydrogen are developing local distribution network projects and the first large-scale hydrogen transport pipelines began to be commissioned as early as 2025 in Germany (55 km by Nowega, 400 km by Gascade, 110 km by OGE & Fluxys) and in the Netherlands (32 km by Gasunie/HyNetWork). For mobility applications, which is one of the Group's areas of activity, work has begun on developing a network of hydrogen refuelling stations and supplying them with hydrogen, some of which is already carbon-free. Building this infrastructure represents significant investment, without those who will be called upon to finance it having any certainty as to the use of this infrastructure or the time it will take for a return on their investment, as the hydrogen market is still developing. Although the Group's development does not depend directly on the development of storage, pipeline transport and distribution capacities, the hydrogen sector as a whole does, and a delay in development could therefore have an indirect impact on the Group. With regard to refuelling stations, however, the impact relates to bulk projects and there is therefore no guarantee that these stations will be deployed within the timeframes compatible with the Group's objectives or in the geographical areas in which the Group will operate.

Thus, although there is a strong consensus among governments to implement the measures needed to develop this ecosystem, the interest of private sector players and financial markets in financing it remains to be confirmed, and the measures and actions undertaken by all these different stakeholders have not yet demonstrated their full effectiveness in the absence of a binding regulatory framework.

If the production price of hydrogen does not decrease or does not decrease quickly enough, if the Group cannot access renewable and low-carbon electricity at competitive prices, or if any of the components of this ecosystem does not develop quickly enough or at all, the development prospects of the entire hydrogen sector, and therefore those of the Group, would be severely impacted.

iii. Risk related to the development of different uses of hydrogen and competition from other energies

The uses of hydrogen in industry and mobility, areas which are targeted by the Group, could develop less quickly or differently from what the Group currently anticipates.

For the industry segment, the main markets for hydrogen produced by the Group are found in heavy industry where

hydrogen is used (i) for its chemical properties as a raw material in the production cycle, particularly in the ammonia and fertiliser production sectors, in oil refining (where hydrogen is used for the processing and desulphurisation of fuels) and for other chemical applications, and (ii) as fuel to replace fossil fuels for the production of steel, glass or electronic components.

While hydrogen is already used in some industrial sectors (e.g. chemicals), its use in other industrial sectors (e.g. steel or glass) is dependent on the adaptation of heavy industrial processes to this energy and the development of related technologies. Technical barriers to the use of hydrogen in these sectors – and, above all, to the price competitiveness of sustainable hydrogen compared with the fossil-fuel-based solutions currently in use – could prove impossible to overcome, which would be likely to significantly reduce demand for hydrogen in this market segment.

In the mobility sector, the hydrogen produced by the Group is intended to supply vehicle refuelling stations, primarily to refuel heavy-duty vehicles or captive fleets, generally in the passenger transport sector (buses, coaches, taxis), freight (trucks) or waste collection (refuse collection lorries) – for those cases that are most difficult to electrify, due to the intensity of use or the limitations of the electricity grid.

With regard to light mobility and private vehicles, the current significant expansion of industrial capacities, of an electric vehicle fleet (in 2025, nearly one in five new cars sold in France was electric¹) and of charging stations (more than 185,000 electric vehicle charging points in France by the end of 2025²) limits the potential for significant demand for hydrogen-powered passenger cars.

In addition, the costs of installing a hydrogen refuelling station are higher than those of installing a petrol station and therefore entail widespread use as soon as they are built. These costs could be an obstacle to installing hydrogen refuelling stations, thereby hindering the development of the hydrogen mobility market and reducing the attractiveness of hydrogen vehicles.

More generally, despite strong pressure to reduce the use of CO₂-emitting fossil fuels, these remain cheaper than sustainable hydrogen as long as the real cost of the carbon they emit is not fully factored into their price, and they continue to represent strong competition.

The inclusion of road transport in EU ETS 2, adopted in 2023 and whose entry into force is scheduled for 2027, with the first quota returns in 2028, should nevertheless make it possible to reduce the price differences between fossil solutions with high GHG emissions and low-carbon solutions.

An increase in the use of hydrogen, and therefore in the volumes of hydrogen produced, is one of the key components in improving the cost structure of renewable and low-carbon hydrogen (see the risk factor described in paragraph 1.3.1.(ii) "Risks related to the emerging nature of the hydrogen market and development of its ecosystem" above). If this growth were lower than expected, or did not materialise, the competitiveness of hydrogen compared with other energy sources, and therefore the Group's growth prospects, would be severely impacted.

¹ PFA, December 2024

² Baromètre Avere-France, 8 January 2025

iv. Risk of competition from other hydrogen producers

The Group believes it has a technological edge in the production of green hydrogen onshore and offshore.

Despite this technological edge, however, in some markets the Group could be exposed to competition from:

- other hydrogen producers already present in this market or wishing to enter it, who may succeed in developing more efficient and/or less expensive technologies, and more rapidly;
- energy producers with greater commercial, financial, technical or human resources than the Group and, in the case of renewable and low-carbon electricity producers, direct access to this resource;
- electrolyser producers wishing to develop the downstream value chain by building and operating production units themselves and selling the green hydrogen thus produced;
- gas producers already established on the high-carbon hydrogen market; and
- imports of renewable and low-carbon hydrogen and its derivatives, produced at more competitive prices in regions outside Europe where the Group does not operate.

The pressure exerted by this competition could force the Group to limit its sales prices and reduce its margins, scale back its development plan, thereby calling into question its ability to generate the expected profit within the proposed timeframes.

The Group's future success will therefore depend on its ability to (i) improve the performance, efficiency and reliability of its technology and industrial facilities, (ii) maintain its technological lead, (iii) quickly adapt to the competitive environment (particularly in terms of cost competitiveness) and (iv) adapt its industrial and commercial development plan in line with the development of markets for renewable and low-carbon hydrogen, particularly in light of the market design measures implemented as part of Europe's public decarbonisation policies.

1.3.1.2. Risks relating to the Group's business model

i. Risk related to the availability of strategic equipment

The Group's hydrogen production facilities use strategic equipment for which there may be only a limited number of suppliers worldwide who themselves use very advanced manufacturing processes and specific machinery, which may limit the availability of this equipment.

For example, the electrolyzers, compressors and containers used by the Group are only distributed by a small number of suppliers around the world, with delivery times that currently may be long. The Group aims to predict the supply of this strategic equipment by some of its suppliers and to negotiate partnerships so that it can secure a certain volume of supply from its main suppliers.

However, it may not be able to do so depending on the market environment and competitive conditions. It could therefore be subject to shortages, changes to processes, production chain disruptions, design flaws in certain equipment essential to the Group's business, export bans on the part of these suppliers, refusal or delay in certifying certain equipment, some suppliers' refusal to supply, or the need to obtain supplies at above-market prices in an oligopolistic context or at rising prices in the current inflationary environment. As of the date of the Annual Financial Report, the procurement times for certain strategic equipment such as electrolyzers, compressors and containers are particularly long, forcing the

v. Risk of industrial accidents involving hydrogen

The Group operates in a sector where there are industrial risks related to hydrogen production and storage sites, as well as the transport of this energy.

Like any fuel, hydrogen can ignite and/or explode in case of a leak. The equipment used by the Group must therefore be designed with safety features that limit any risk of an industrial accident that could cause serious or even fatal injuries.

Even if, as of the date of the Annual Financial Report, the Group has not suffered such an accident, its occurrence could result in an extended suspension of the operation of production or service equipment, or even the partial or total destruction of the installation, and have serious consequences for third parties and their property and for the Company's staff and assets. In addition, the occurrence of any of these risks could trigger the opening of an investigation of the Group and its key managers/persons, which could result in the need for corrective measures, administrative or criminal penalties and the payment of significant damages, including for personal injury (see the risk factor described in paragraph 1.3.1.4(v) "Risk related to the Group's liability in the event of an accident"). In addition, the Group may not be insured for these costs (see the risk factor described in paragraph 1.3.1.4(ii) "Risk related to the difficulty of insuring against certain risks"). Such an accident would also affect the Group's image and reputation.

More generally, any accident of this type occurring at a hydrogen installation, whether it belongs to the Group or to a third party, could harm the image of the hydrogen sector, which could hinder its development and lead to more stringent legal or regulatory requirements. This could result in an increase in the financial guarantees to be provided, a significant rise in insurance premiums, stricter regulations, difficulties in obtaining or maintaining facilities classified for environmental protection or other administrative authorisations, or problems obtaining land.

Group to plan ahead for its purchases which in turn impacts its working capital requirement.

The Group may also need to replace one of its strategic suppliers if it fails to fulfil its obligations to supply equipment that meets the Group's quality, quantity or cost requirements in a timely manner or has financial difficulties. In this situation, it would have a limited number of alternative solutions, which could require product adaptations and cause disruptions and delays in the construction of the Group's green hydrogen production sites. Moreover, as the growing use of hydrogen leads to increasingly high demand, suppliers may not be able to meet this demand, which could result in an increase in tariffs and procurement times for some strategic equipment. This uncertainty regarding tariffs and procurement times could hinder the development or profitability of the Group's projects.

Changes in the purchase prices of certain strategic equipment needed to design and build the Group's hydrogen production sites could therefore lead to significant variations in project costs and not be fully offset by a corresponding increase in the sale price of hydrogen produced by the Group.

To mitigate this risk, the Group has, in the past, entered into cooperation agreements with certain suppliers and may enter into new agreements that would allow it, subject to certain conditions, to benefit from preferential access to such equipment.

Moreover, in some international markets where the Group plans to operate, the high cost of procuring certain products, particularly as a result of customs duties, import charges and transport costs, could lead to a significant fluctuation in the production costs of the hydrogen produced, thereby limiting the Group's opportunities for development.

The difficulties in procuring strategic equipment described above could pose a risk to the Group's project development and therefore significantly affect its growth prospects.

ii. Risk related to the Company's maturity

The Company was founded in April 2019 and has therefore only been in existence for around seven years as of the date of the Annual Financial Report. It is involved in industrial activities and project development, but has a track record that is still limited in terms of the construction and operation of medium or large sites, given its ambitions in France and abroad.

As such, there is no guarantee that the Group will be able to apply the skills it has acquired rolling out its 1 to 10 MW projects to its larger projects (>100 MW) and outside its traditional locations (France and Germany).

This risk of a lack of perspective is compounded by the fact that the Group relies mainly on its ability to use and reproduce, in larger projects, the experience acquired and successes achieved in its initial, smaller-scale projects.

For the financial year to 31 December 2025, consolidated turnover amounted to €9,770, with a net loss of €(50,299)k, before taking into account the results of companies accounted for under the equity method.

iii. Risk related to the newness of technological solutions for offshore hydrogen production

The Group believes it has a real technological edge over potential competitors in the offshore green hydrogen production market, with its first pilot plant having been inaugurated in September 2022. However, the development of offshore green hydrogen production projects, for which public support mechanisms are still very limited, is proving more complicated than anticipated. The difficulty in implementing the first pilot projects and launching the first calls for tenders for larger-scale demonstrators in countries that are otherwise pioneers, such as Germany or the Netherlands, shows that the large-scale deployment of offshore hydrogen production will take place later than planned (around 2040 rather than 2030) and certainly at higher costs than anticipated.

If the Group were *ultimately* to abandon the development of offshore hydrogen production projects, this could have an impact on its long-term development prospects.

iv. Risk related to the Group's ability to implement its growth strategy

The Group anticipates strong growth in its business, which is expected to result in an expansion of its customer base, the commissioning of new hydrogen production sites and a significant increase in its turnover. The Group's ability to accommodate this growth will depend in part on its capacity to anticipate and manage it effectively, in particular by

retaining and developing its talent and by making the necessary technological investments. To this end, the Group must, in particular:

- continue to adapt and implement its industrial and commercial development programme, both in France and abroad;
- anticipate demand for the hydrogen produced and the revenue this is likely to generate;
- anticipate the costs associated with this growth and the associated funding requirements;
- recruit and train the employees needed to support its growth; and
- increase its operational capacity, in particular the capacity of its IT, financial, administrative and, more generally, management systems and, in particular, its administrative and operational procedures and controls.

Given its level of maturity, the Group may encounter difficulties in recruiting and integrating new profiles. Indeed, the Group may not be able to mobilise the internal resources required for this integration and for passing on the Group's expertise and corporate culture to these new recruits, whilst ensuring the quality of project development and monitoring. In such a scenario, the reliability of data derived from management control could be affected.

In addition, delayed or abnormally slow development of the Group's industrial, commercial, technological or equipment resources in relation to the expected growth in the use of hydrogen could reduce its ability to meet future demand, thereby encouraging its potential customers to turn to other hydrogen producers.

v. Risk related to the presence of co-shareholders in certain projects

As part of its development strategy, the Group joins forces with partners and shares the ownership of certain project companies, resulting in the holding of a majority stake or, in some cases, a minority stake, particularly for projects completed via the co-development partnership model. The success of such a project company depends mainly on its ability to generate dividends or profits and on the ability of the parties to maintain good relations.

A disagreement between the partners, potentially leading to an impasse or major difficulties in managing the project company, could result in a financial loss for the Group or delay the development of the project for which that project company was formed.

Moreover, if the Group had only a minority stake, particularly for projects carried out via the partnership-based co-development model, its ability to steer the development and/or the operation of these structures in line with its objectives would be restricted, which could affect its investment.

Difficulties with the Group's co-shareholders in the project companies could delay or compromise the development of those projects, or even affect the Group's ability to continue to operate in the country or region in question and hinder the implementation of its strategy.

1.3.1.3. Project risks

i. Risk related to the development of long, complex projects

The Group's pipeline consists of projects for which many steps still need to be taken over the coming months/years before the production facilities are actually built and become operational.

The Group devotes a great deal of time to its project development, including for (a) initial prospecting and site identification, (b) obtaining permits and administrative authorisations and conducting environmental studies (see the risk factor described in paragraph 1.3.1.3(v) "Risk related to obtaining and maintaining permits required for the Group's projects"), (c) securing the procurement of renewable electricity via a direct connection to a production site or the purchase of certificates of origin (see the risk factor described in paragraph 1.3.1.3(iii) "Risk related to the Group's ability to procure renewable electricity"), and (d) securing contracts to sell the hydrogen produced (see the risk factor described in paragraph 1.3.1.3(iv) "Risk related to securing hydrogen sales contracts").

The Group also allocates financial resources to these activities, which increase as projects progress through their development stages.

Some of these projects may not come to fruition. Indeed, problems encountered by the Group during the project development stages (obtaining permits and authorisations, site engineering, construction, testing and commissioning stages) may result in delays or additional costs that can make the projects less competitive than originally expected. In some cases, this may result in the postponement or abandonment of the project and the loss of development costs incurred.

In addition, financing generally needs to be obtained to complete a project. The Group could have problems obtaining the desired financing terms, resulting in insufficient profitability or an inability to generate the expected returns on investment, which could jeopardise the viability of a project and lead to its abandonment (see the risk factor described in paragraph 1.3.1.5(i) "Risk related to obtaining future financing").

Depending on the country, the Group receives subsidies from public entities under government support policies. Applications are reviewed by the entities on a case-by-case basis to determine the feasibility of the project and compliance with the criteria established for receiving the subsidies. The procedures for allocating aid and subsidies may take longer than the Group expects. If the allocation of aid to the Group were rejected or postponed for too long, this could also jeopardise the viability of a project and lead to its abandonment. Once allocated, aid and subsidies are the subject of a contract between the Group and the public entity and are systematically subject to objective criteria such as the actual completion of the project in accordance with the terms defined in the contract. If the Group failed to meet its commitments, the aid could be jeopardised or any aid already paid would need to be paid back. The risks related to the Group obtaining aid and subsidies are described in paragraph 1.3.1.5(iii), "Risk related to access to subsidies and changes in public policy".

Finally, the projects in which the Group plans to participate are almost always the subject of calls for tenders, to which many competitors respond. Competitors may be larger and have more resources than those of the Group, a better track record or a local presence, which could favour them (see the risk factor described in paragraph 1.3.1.1(iv) "Risk of competition from other hydrogen producers"). In this case, the Group's chances of success are reduced. The Group also responds to certain calls for tenders via consortia in which the Group's partners might

not fulfil their obligations, which could jeopardise the viability of a project and lead to its abandonment.

ii. Risk related to the extent of leverage in case of default on financing for the Group's projects

When financing its projects, the Group may employ significant leverage, thereby limiting its contribution of equity capital. The financing of projects that the Group may undertake could involve substantial borrowing by project companies (SPVs) or holding companies or companies carrying the financing (HoldCo/FinCo).

If a project company, or its holding companies or companies carrying the financing, were to fail to comply with its payment obligations under its financing agreements (for example, due to an unforeseen event or a deterioration in its financial position) or to fail to meet certain minimum debt service coverage ratios, such default could result in the project debt becoming immediately due and payable. In the absence of a waiver or a restructuring agreement from the lenders, the latter could be entitled to seize the assets or securities provided as collateral (in particular the Group's stake in the subsidiary that owns the site, or even in the holding companies or companies carrying the financing).

Furthermore, the failure of a project company, an holding company or a company carrying the financing to repay its debt could affect its ability to pay dividends to the Group, to pay fees and interest, to repay intra-group loans and to make any other cash distributions, as the defaulting entity is generally prohibited from distributing cash. This would likely result in a loss of confidence among the Group's customers, lenders or counterparties, which would adversely affect the Group's access to other sources of financing for its projects.

Finally, in the event of the insolvency, liquidation or reorganisation of any of the project companies, creditors (including suppliers, court-appointed creditors and tax authorities) may be entitled to full payment of their claims from the income generated by the sites, before the Group is permitted to receive any distribution from that project. Where there is debt associated with a given project, lenders may demand early repayment of the debt and seize any assets provided as security; the Group could then lose its stake in the relevant project companies.

iii. Risk related to the Group's ability to procure renewable electricity

The Group produces its green hydrogen from renewable and low-carbon electricity, which it procures either via the electricity grid and the purchase of guarantees of origin, or via a direct connection to a renewable electricity production site.

The availability of renewable and low-carbon electricity could be impacted by a lack of wind or solar farms, the time required to develop new wind or solar farms or competition from other users of renewable electricity. In particular, with regard to production sites that will be certified as RFNBO and come into operation from 2028 onwards, the additionality principle laid down in European regulations will require that the commissioning of renewable electricity generation sites supplying the Group's renewable hydrogen production sites takes place at the same time as the commissioning of those sites.

If the Group were unable to source sufficient quantities of renewable, low-carbon electricity, or if this proved too costly, it would be forced to reduce its margins and/or its production of hydrogen classified as renewable and low-carbon, which would diminish what it considers to be a competitive advantage over

other hydrogen producers and could impact its ability to access certain public funding or favourable regulatory mechanisms.

iv. Risk related to securing hydrogen sales contracts

The value and viability of the Group's projects depend on its ability to sell the hydrogen produced by those projects under contracts with solvent counterparties and at appropriate prices.

If the Group were unable to secure hydrogen sales contracts on sufficiently favourable terms, it may not be able to obtain financing for those projects or may only be able to obtain financing on unfavourable terms.

Moreover, the Group may not be able to renew or negotiate new hydrogen sales contracts after the initial contracts expire or may not be able to negotiate sales prices under subsequent contracts on terms at least equivalent to those of the initial contracts.

v. Risk related to obtaining and maintaining permits required for the Group's projects

Current regulations in France require that any hydrogen production system obtain authorisation as an installation classified for environmental protection (ICPE) when the quantity of hydrogen likely to be present on site exceeds 1,000 kg. This authorisation is binding and requires that the establishment housing the hydrogen production station comply with the conditions set out by prefectural decree. The time needed to obtain such authorisation generally ranges from nine to 12 months.

For smaller facilities where the quantity of hydrogen likely to be present on site is greater than 100 kg but less than 1,000 kg, only a reporting requirement applies. In this case, the establishment housing the hydrogen production facilities must comply with the general regulations corresponding to the ICPE category to which its facilities belong, as defined by decree.

The Group is therefore subject to strict regulations regarding, among other things, operation of the ICPE, integration of the ICPE into the landscape, prevention of air pollution, protection of water resources and aquatic environments, waste, prevention of noise pollution and vibrations, prevention of technological risks, and monitoring of aqueous waste emissions and their effects.

In case of non-compliance with the obligations arising from maintaining an ICPE authorisation, the Company or a Group company may be held liable and penalties may be payable by that Company or Group company. Said authorisation may also be revoked, which would halt the construction or operation of the project by the Group.

Compliance with applicable regulations and, more generally, the Group's responsibilities require it to incur regular operating expenses.

Increasing production capacity on the Group's sites will require that authorisations be obtained for the quantities produced, stored or used. For example, the procedures for obtaining authorisation for the Bouin site, which had been operating under a declaration regime since its commissioning, were completed in 2023. Similarly, any transfer of the ICPE to another site may require an application for authorisation.

Additional permits and authorisations, such as building permits, land clearance authorisations, environmental authorisations or exemptions from the ban on destroying protected species and their habitats, may also be required based on the configuration of each installation.

Similar regulations and obligations apply to the Group's projects abroad.

Consequently, if the Group does not obtain the necessary permits, authorisations or licences for the construction and/or operation of its installations, it may be forced to delay or even cancel the implementation of some projects. Moreover, if it fails to comply, or ensure that its installations comply, with the applicable laws and regulations, it could be sanctioned by the authorities and face administrative penalties (formal notice, deposit of sums of money, suspension of operations, administrative fine, if necessary under penalty) or criminal penalties. The Group may also be impacted by increased costs as a result of bringing its sites into compliance and/or implementing measures to reduce the financial penalties incurred.

Permits, authorisations or licences obtained and required for the construction and/or operation of the Group's installations may also be subject to legal action, in particular by local residents, the Group's competitors or associations that may bring claims before the courts of landscape degradation, noise disturbance or pollution, or environmental damage, especially if these facilities are developed in connection with wind farms, which are usually the subject of numerous lawsuits. Although the Group's projects have not been subject to such lawsuits as of the date of the Annual Financial Report, their occurrence could result in an extension of the timeframes related to the Group's projects or their cancellation.

vi. Risk related to the use of service providers during project construction

The Group uses various service providers for project construction, including, in addition to suppliers of strategic equipment, subcontractors working on the sites.

If the Group's service providers (or their subcontractors) fail to meet their obligations, provide services that do not comply with the Group's quality standards, encounter financial difficulties or fail to comply with the laws and regulations in force (including as regards compliance with health, safety and environmental rules), the Group could suffer damage to its reputation, in addition to being exposed to the risk of significant criminal penalties or civil liability. The Group's ability to obtain compensation from its subcontractors may be limited by their financial solvency or contractual limitations of liability, and the guarantees provided by these subcontractors or their affiliates may not fully cover the losses incurred by the Group.

In particular, commissioning delays could have a significant impact on the Group's results and, after a certain date, hydrogen sales contracts could be terminated due to failure to meet their deadlines for commissioning the installations.

The Group's contractors may also ask that additional construction costs be covered, which could increase the cost of the investment as originally forecast and affect the profit assumptions made at the time of the initial investment. In the event of a disagreement as to who is liable for payment of these additional construction costs, based on the contractual provisions, the Group could be subject to an amicable settlement procedure, a procedure involving resolution by a panel of experts, arbitration proceedings or even legal disputes, which could lead to judgements requiring the Group's subsidiaries to bear additional construction costs in excess of the contractually agreed budget, thereby affecting the investment amount and the project's return on investment.

Finally, evolution of the hydrogen industry, intense competition and the Group's strict contractual requirements may limit the availability of a sufficient number of service providers to respond to calls for tenders at prices and conditions in line with the Group's expectations.

1.3.1.4. Operational risks

i. IT infrastructure risk

The Group's business relies on the quality and reliability of its IT infrastructure, which includes information, telecommunications and remote control systems, industrial robots, proprietary algorithms and complex data processing systems.

The Group may experience failures, interruptions and other disruptions to its information systems and networks caused by a wide range of sources, including internal fraud, cyber-attacks, viruses, malware and ransomware, theft of data or algorithms, failures in its electrical or telecommunications infrastructure, or similar events or disruptions.

Disruptions to the Group's IT systems and, to a lesser extent, those involving the service providers used by the Group, could seriously disrupt the Group's commercial and operational activities and administrative management. Such a situation could also result in a loss of service for customers and generate significant constraints and expenses to correct security flaws or damage to the system, particularly if the Group is unable to be aware of these malfunctions as soon as they occur.

In particular, a failure in the system used to monitor and control remote operations (focused on the availability, activity, efficiency and control of the installation, operational monitoring, health and safety and compliance with environmental laws and regulations) could affect the Group's image and reputation and result in a loss of revenue, breach of contractual obligations and penalties or damages payable by the Group.

In addition, a breach of the Group's IT security protocols or cyber-attacks (attempted phishing, intrusion into the information systems, etc.) could lead to a breach of personal data within the meaning of the applicable regulations or to the theft of sensitive data, exposing the Group to the risk of administrative, criminal or financial penalties, and to a significant loss of confidence in the security of its information systems on the part of customers as well as suppliers and subcontractors.

ii. Risk associated with the difficulty in insuring against certain risks

In the course of developing and operating hydrogen production installations, the Group takes out insurance policies to protect itself against damage and incidents that, were they to occur, could affect an installation.

The Group may have difficulties insuring its assets under acceptable conditions that are in line with its risk management policy. In particular, with regard to projects intended for industrial use, which will be installed near industrial sites, the Group may not be insured against all potential risks and, in the event of a major industrial accident, its liability could exceed the maximum coverage provided by its civil liability insurance.

iii. Risk of divergence between the cost of procuring renewable electricity and hydrogen sales

The profitability of a Group project is directly related to the Group's ability to procure renewable and low-carbon electricity at an acceptable cost and sell the hydrogen produced at each site at a price and in sufficient volumes to ensure this profitability.

The cost of procuring renewable electricity may also be impacted by (i) market electricity prices in the regions where the Group

operates, (ii) a potential shift in the timetable for construction of the Group's renewable hydrogen production sites, (iii) a difference in the quantities of renewable electricity actually delivered to the Group, and (iv) a difference in the quantities of renewable hydrogen actually delivered to customers.

The Group aims to reduce these risks by:

- introducing an in-house policy for assessing and monitoring the aforementioned risks, enabling the Group's exposure to them to be managed. This monitoring policy determines the activation of risk hedging solutions (particularly vis-à-vis the energy markets);
- implementing energy market access contracts with suppliers/aggregators, enabling the continuous supply contract portfolio to be rebalanced and the risks identified as part of the aforementioned risk monitoring policy to be covered through liquid products;
- for bulk projects, a portfolio of diversified customers for each of the production sites, for which contracts will be signed for a period varying in principle from 3 to 5 years, with the renewal of these contracts expected to be staggered over time. The Group endeavours to obtain contractual terms of sale of hydrogen that take into account and allow a redistribution of risks in the customer portfolio;
- for on-site projects, the support of a major industrial customer who is contractually committed in principle for a period of 15 years. The Group endeavours to obtain contractual terms of sale of hydrogen that take into account and allow a redistribution of risks in the customer portfolio;
- the diversification of electricity supply sources (type of renewable energy, contractual conditions, diversification of suppliers) allowing for an abundance of generation profiles and a stabilisation of the quantities of renewable energy delivered to the Group;
- the development of tools to forecast the demand of customers who consume green hydrogen, enabling the continuous adjustment of electricity supply conditions depending on the anticipated needs of the Group's customers.

Thanks to this positioning, the Group hopes to develop a resilient, high-visibility business model; however, there is no guarantee that it will be able to fully achieve this for every project and that it will therefore not be exposed to divergences between the purchase price of renewable electricity and the sale price of hydrogen, which would have a negative impact on the profitability of the affected projects.

iv. Risk related to operating problems at the Group's production installations

The Group's economic performance is directly linked to the performance of its installations.

To oversee the performance of its installations without depending on third parties, the Group manages all aspects of their operation (preventive and corrective maintenance, day-to-day operation, management of parts stock, etc.). This approach also enables the Group to oversee the training and skills of the persons involved and protect its know-how. In this respect, the Group relies on certain suppliers to perform some of the maintenance of its installations, particularly during the first years of operation.

Although the Group generally ensures that its technicians are trained and competent and designs its hydrogen plants so as to minimise any technical incidents, it remains exposed to the risks inherent in an industrial activity. The operation of these installations, even when controlled remotely, requires human intervention. Their operation can be affected by malfunctions or by the failure of certain components or equipment, resulting in reduced performance and availability.

These malfunctions and failures can be caused by wear and tear of a component or piece of equipment, negligence by an employee or subcontractor, or intrusion by a malicious third party (human error, insufficient maintenance, or even theft or deliberate sabotage). This type of incident or human error could result in an installation being unavailable for a relatively long period (up to several months in serious cases), as well as penalties under hydrogen sales contracts.

In addition, any unforeseen event in the performance of one of the Group's plants, in terms of the quantity of hydrogen produced or quality of the hydrogen produced (i.e. purity), constitutes a risk for the Group that may lead to additional costs (higher operating costs, unplanned capital expenditure) and the inability to keep up with deliveries, resulting in a reduction in the Group's turnover due to the sale of reduced quantities of hydrogen. In particular, any unforeseen extended failure could cause projects to be less profitable. A suspension of production could also result in the payment of penalties, or even termination of a contract, and could require that financing of the project be payable before the due date.

The risk is currently concentrated at the Bouin site, which already produces at maximum capacity, and at the Buléon, Bessières and Schwäbisch Gmünd sites, for which production has not yet reached maximum capacity or is in the ramp-up phase as of the date of the Annual Financial Report. Any extended suspension of production at these sites would therefore have even more serious consequences.

v. Risk related to the Group's liability in the event of an accident

The Group's installations could be the cause of potentially serious accidents. In the event of a malfunction of a production unit, particularly one that is installed in a larger, more complex industrial complex or at a sensitive site or area, or due to a fault or human error, the Group and its key managers/persons may be held liable for any resulting personal injury, property damage or consequential loss.

In addition, the involvement of several companies (e.g. subcontractors for construction or suppliers of electrolyzers or compression solutions) on the same construction or production site exposes the Group to the actions of third parties, which could lead to operating incidents or accidents due, for example, to the carelessness of a worker on the site, or the penetration of an ill-intentioned third party from outside the site.

Indeed, despite the procedures put in place to ensure the safety of its installations and the risk prevention mechanisms implemented by the Group, the occurrence of an operating incident could have serious impacts on personal safety and the business of the Group and of the Group's customer on whose site the installation is being built. Such a risk could also result in an extended suspension of the operation of production equipment, or even the partial or total destruction of the Group's or customer's installation, and have serious consequences for the Group's and its customer's staff and property. If the Group's production units were installed in or near industrial sites that are themselves highly regulated

(Seveso-type sites), the Group would not only be exposed to the risks specific to these sites, but any incident at the Group's installation impacting such sites could have even more serious consequences.

The wide range of business sectors, geographical areas and working environments in which the Group may operate will require constant vigilance in terms of workplace health and safety. In particular, activities relating to the construction, installation, operation and maintenance of the Group's installations are, during the installation construction and implementation stages and during the operating stage, exposed to risks of errors or improper handling that may cause serious or even fatal injuries, the destruction of property, installations and equipment and a suspension of operations.

In addition, the occurrence of any of these risks could trigger the opening of an investigation of the Group and its key managers/persons, which could result in the need for corrective measures, administrative or criminal penalties and the payment of significant damages, including for personal injury.

vi. Key person risk

The Group's success is largely due to the quality and involvement of its management team, particularly its founder and current Chairman and Chief Executive Officer, Matthieu Guesné. If he or a member of his management team were to have an accident or leave the Company, the Company may not be able to replace him quickly or find a suitable replacement, which could affect its operational performance and its ability to develop and implement its strategy.

vii. Counterparty risk

Counterparty risk is the risk that a party to a contract with the Group will default on its contractual obligations, resulting in a financial loss for the Group.

For its production sites, the Group procures equipment (the specific risk relating to the procurement of strategic equipment are described in paragraph 1.3.1.2(i) "Risk related to the availability of strategic equipment"), renewable electricity and services under contracts generally entered into with private counterparties.

The Group's current and future hydrogen production will be sold under hydrogen sales contracts signed with public counterparties (central governments, local governments and state-controlled enterprises), hydrogen distribution companies, industrial companies and other private buyers.

The financial performance of the Group's installations depends on the regular fulfilment by the Group's counterparties of their contractual obligations, particularly under renewable electricity supply and hydrogen sales contracts. The Group is therefore exposed to the risk of non-fulfilment by its counterparties of their obligations under renewable electricity supply or hydrogen sales contracts and/or late payment by said counterparties.

viii. Intellectual property risk

The Group has chosen to protect its intellectual property by taking preventive measures to avoid the leakage or theft of its trade secrets, inventions, know-how, software solutions and algorithms, and by filing Soleau envelopes that make it possible to date certain concepts and prove that the Group's innovation preceded that of a competitor that may attempt to use them.

This method of protection, which is less costly than filing patents, does not offer the same degree of protection against

leakages or theft or, more importantly, against the parallel and legitimate development of competing intellectual property by third parties. For instance, Soleau envelopes do not provide the right to bring legal action for infringement or invalidate a third party's patent. Moreover, the Soleau envelope mechanism works only for France, which means that the Group has no protection abroad. As a result, the Group could not only lose what it considers to be the advantage that its intellectual property represents, but third parties could successfully argue that the Group's intellectual property infringes on their own and therefore prohibit or limit its use by the Group.

1.3.1.5. Financial risks

i. Risk related to obtaining future financing

The Group's business is capital-intensive and requires significant financing and refinancing through equity and external debt.

The Group's annual cash flow requirements have so far been met through the use of tools such as bank loans, capital increases, issues of convertible or non-convertible bond loans, project finance transactions combining some of these tools, leasing transactions and conditional subsidies and advances.

The majority of the Group's financing is and will be deployed for project companies or holding companies or companies carrying the financing. The Company itself must also find significant sources of financing, particularly to finance its upstream project development activities and the equity it must provide for projects. Furthermore, these projects require a significant amount of development time and involve an investment stage over several years during which revenue does not cover the costs, particularly financing costs.

On 31 December 2025, the Group's net financial debt amounted to €46.3 million, including €28.1 million in bond loans, €45.2 million in bank debt and €42.5 million in lease liabilities. On the same date, the portion of financial debts due in less than one year was €8.9 million and the portion due in one year or later was €112 million (refer to Note 3.9 to the IFRS Financial Statements for the financial year ended 31 December 2025 presented in Section 3.1 of the Annual Financial Report).

The Group may have difficulties finding the financing it needs for its project development due to factors inherent to the Group such as its perceived risk, but also external factors such as the lack of perspective in the green hydrogen sector, new banking regulations or a drastic reduction in the supply of credit, particularly as a result of financial, economic and cyclical conditions. As such, although the Group has not experienced any refusal of financing by external sources to date, it could face delays of varying lengths in obtaining the financing required for its development.

In addition, the Group's ability to obtain financing for its medium- and long-term projects could be reduced if the investors who financed projects in the past do not offer it terms – particularly in terms of leverage, maturity or cost of credit – similar to those for previous projects. The Group might therefore need to contend with an increase in its medium- and long-term financing costs.

In addition, if the necessary funds were not available on acceptable terms, the Group could be forced to limit or postpone the deployment of its production capacities, thereby adversely affecting its growth prospects, financial position and results.

ix. Risk related to climate change and extreme weather events

Risks related to climate change or extreme weather events could affect the Group's installations and activities. To the extent that climate change causes variations in temperature, wind resources and weather conditions, or increases the intensity or frequency of extreme weather events, it can adversely affect the Group's installations and activities. In addition, extreme weather events can damage the Group's installations or lead to increased downtime or higher operating and maintenance costs.

Finally, if a project does not generate enough income to repay the loans obtained, this could result in a default or the enforcement of security by the financial counterparties.

Moreover, if the Company were to raise capital by issuing new shares or other financial instruments that may eventually give access to the Company's share capital, its shareholders could be diluted. As of the date of the Annual Financial Report:

- the Company has issued the "OCA LB2" and "OCA LB2 Bis" convertible bond loans, described in paragraph 1.4.2.4 of the Annual Financial Report, and whose dilutive impact of the full conversion cannot be calculated on the date of the Annual Financial Report insofar as it will depend on the respective market value of the OCA LB2 and OCA LB2 Bis at the time of their conversion, it being recalled, however, that these two bonds are not intended to be converted into shares except in the event of default; and
- the general meetings of 23 May 2023 and 23 May 2025 granted the Board of Directors a number of delegations of authority in respect of share capital increases, as described in paragraph 1.4.5 of the Annual Financial Report.

ii. Risk related to the Group's ability to issue bank guarantees

In the course of developing its projects, the Group may request the issue of bank guarantees, which may be required in particular in calls for tenders to which the Group submits a bid or by its counterparties, for example for contracts for the purchase of electricity, equipment or services, hydrogen sales contracts or subsidy contracts.

The Group may find it difficult to obtain these bank guarantees, particularly given its stage of development and the uncertainties related to the newness of the hydrogen sector.

If the Group is unable to obtain the requested bank guarantees, it may not be able to enter into contracts for certain subsidies or respond to certain calls for tenders, which would adversely affect the Group's development prospects; it may also not be able to finalise electricity and equipment purchase contracts or hydrogen sales contracts, which would impact the Group's financial position and results. It may also be required to provide collateral by placing all or part of the guarantee amount in escrow, thus limiting its available cash flow to continue project development.

iii. Risk related to access to subsidies and changes in public policy

The renewable and low-carbon hydrogen sector currently benefits from public policies in support of carbon-free energy. In 2020, the European Union estimated that between €180 billion and €470 billion would have to be invested between now

and 2050 to roll out a new clean hydrogen economy in Europe¹. 65 countries around the world have adopted national strategies for the development of the clean hydrogen² economy and, since 2020, many of them have set up associated financial support programmes.

In Europe, these plans have been or are being revised in light of the regulatory provisions that were adopted at European level in the last years, particularly as part of the Green Deal legislative package, the RePowerEU strategic plan, the Hydrogen and Decarbonised Gas Package (Directive and Regulation establishing common rules for the internal markets in natural and renewable gas and hydrogen) as well as the Clean Industrial Deal presented by the European Commission on 26 February 2025.

These developments in national strategies are very encouraging but, despite the European Union's efforts to coordinate this support within the European Hydrogen Bank (as part of the Auction as a Service proposal) and to make progress on regulatory issues related to the standardisation and certification of clean hydrogen according to its production methods and carbon intensity, the lack of clarity and visibility caused by the differing positions of Member States has contributed to delays in the development of projects and final investment decisions in Europe. Even though the European Hydrogen Bank was launched in 2023 as part of the European Innovation Fund (with an initial pilot auction launched at the end of 2023, with a limited budget of €800 million, a second auction launched at the beginning of 2025 with a budget of €1.2 billion and a third auction launched at the end of 2025 with a budget of €1.3 billion), the Auction as a Service option was chosen by only three Member States in 2024 (Spain, Lithuania and Austria). The other States, as well as the United Kingdom, have worked on support mechanisms with quite different eligibility and assessment criteria. Thus, the United Kingdom (two *Hydrogen Allocation Rounds* launched in 2023 and 2025), Denmark (*PtX Auctions* in 2023) and the Netherlands (*OWE* in 2023) obtained contrasting results. They were joined by Spain in 2024 (with its *Valles del Hidrogeno* call) and France launched a "*Competitive tendering procedure with competitive dialogue on support for the electrolytic production of renewable or low-carbon hydrogen*" in December 2024.

On 31 December 2025, the Group had contracted a total of €231 million in subsidies and €5.7 million in repayable advances, of which a total of €53 million and 4.5 million respectively had already been received on that date (see paragraph 1.2.2.3 of the Annual Financial Report summarising the repayable advances and subsidies obtained).

However, existing public policies could be amended due to legislative, regulatory or administrative texts favouring certain traditional energy sources or alternative renewable energy sources, or due to budgetary constraints leading to a reduction in the public funds available for the roll-out of such policies to support decarbonised solutions, including renewable or low-carbon hydrogen.

Each country has a different hydrogen support policy, which may vary depending on changes in the landscape and/or the national political context. The lack of subsidies or a change in their volume in the countries where the Group plans to operate could, in some cases, make international expansion of its business less attractive.

iv. Risk related to covenants and commitments included in the Group's financing arrangements

The Group has entered into several financing contracts through the Company or its subsidiaries, which include financial and/or operational covenants that it must comply with or other commitments, such as limitations or interdiction to pay dividends.

In the event of non-compliance with covenants or commitments, the Group could be required to pay the debt in question before the due date, which would adversely affect its cash position, its ability to obtain new financing and the cost of its future financing. In addition, if the Company or one of its subsidiaries were to experience significant financial difficulties, the cross-default clauses in some financing contracts could be enforced, resulting in simultaneous defaults at various levels of the Group. If the Company does not obtain a waiver or restructuring agreement from the lenders, the latter could be entitled to seize the assets related to these projects or the securities or other assets provided as collateral (in particular the Group's stake in the subsidiary that owns the assets).

On 31 December 2025, all the financial and operational covenants included in the Group's financing agreements were met (see paragraph 1.2.2.3 of the Annual Financial Report). As of the date of the Annual Financial Report, the Group does not anticipate any particular difficulties regarding compliance with covenants in the coming months. However, failure by the Company to comply with its covenants could have a material adverse effect on the Group's business, financial position, reputation, results and outlook.

v. Interest rate risk on Group financing

The Group has taken out a number of loans to finance its activities and project development. Given the Group's growth strategy, new financing arrangements are likely to be put in place.

The debt of the Company and the Group's project companies is recognised in the consolidated financial statements of the Company, whose earnings may be affected by positive or negative changes in interest rates in the future.

When the Group takes out variable-rate loans without specific hedging to convert variable-rate debt into fixed-rate debt, or if the hedge is ineffective, a higher interest rate would lead to an increase in the Group's financing costs. As a reminder, the variable portion of the Group's financing accounts for only a small proportion of its total debt.

vi. Risk of transfer pricing between the various Group entities

As of the date of the Annual Financial Report, the Group is exposed to potential changes in tax regulations in all the countries in which it operates.

In particular, the Group is implementing a transfer pricing policy for the various international subsidiaries, including the development companies, the holding companies, the companies carrying the financing, the project companies and the Company. This policy requires transparency vis-à-vis the tax authorities regarding the invoicing of costs incurred and the margins applied. If the Group were to undergo a tax audit resulting in a different interpretation by the tax authorities or tax adjustment proceedings in case of proven non-compliance with intra-group transfer pricing measures, this could give rise not only to costs

1 Les Echos, *Le plan de Bruxelles pour faire "décoller" l'hydrogène en Europe*, 8 July 2020

2 National Hydrogen Strategies and Roadmap Tracker database of the Center on Global Energy Policy at Columbia University <https://www.energypolicy.columbia.edu/publications/national-hydrogen-strategies-and-roadmap-tracker/>

related to tax litigation or possible administrative fines, but also reputational risk in the given jurisdiction.

The impact of these risks could increase the tax burden to which the Group is subject and thus have an adverse effect on the Group's effective tax rate.

vii. Liquidity risk

Liquidity risk refers to the risk that the Company will be unable to meet its cash flow requirements using its available resources. The Group's growth depends on securing financing to enable it to successfully complete its various construction projects.

As at the date of the Annual Financial Report, the Company assessed its liquidity risk on the basis of the following factors:

- the Group's cash and cash equivalents as at 31 December 2025, amounting to €74.7m;
- the repayment schedule for its financial debt, which totalled €121m as at 31 December 2025, of which €42m was due in more than five years (the portion relating to lease liabilities totalling €42.5m);
- its firm investment commitments totalling €59m (see section 1.2.2.4 of the Annual Financial Report); and

1.3.2. Insurance and risk management

1.3.2.1. Insurance

In the course of developing and operating green hydrogen production installations, the Group takes out insurance to optimise coverage of its business and financial risks.

The Insurance Department, which is part of the Group's Legal Department, works across the Group, in close collaboration with the other teams, to manage all risks.

The Group relies on leading players in the insurance market that are recognised as financially sound. The Group has chosen to cover all its risks via France, with the exception of countries where that is not possible.

The Group has taken out the following main insurance policies, with levels of cover (and compensation limits) that it considers appropriate:

- **Employee cover:** all salaried staff in the countries in which the Group operates benefit from cover, in accordance with local regulations, for healthcare costs, welfare protection and business travel.
- **Civil liability and related risks:** a policy has been taken out to cover the Group's civil liability at the highest level of the

- the cash flow plan for the next 12 months, which is based in particular on current cash holdings, project financing already secured under contract, and the assumption that additional financing will be obtained. These additional financing arrangements are currently under negotiation, and management considers it highly likely that they will be finalised shortly. However, the Group has drawn up an alternative scenario in the event that this additional funding is not secured, or is only partially secured, leading to a reduction in development costs incurred on projects at a less mature stage or which are not a priority.

In this context, the Group considers that it is in a position to meet its obligations over the next 12 months. The Company would therefore be able to meet its commitments in terms of cash flow requirements.

The 2025 financial statements have been prepared on a going concern basis.

Beyond the current liquidity horizon, the Company will continue to have significant financing requirements to support the growth of its business. It is not certain that the Company will be able to generate sufficient cash flows in the future to meet these requirements.

organisation chart, thus encompassing all employees and subsidiaries, as well as the Group's commercial commitments throughout the world. A plan that also covers the risk of accidental pollution has been set up along these same lines to protect the environment and third parties from the consequences of any type of incident. The liability of the corporate officers arising from their activities within the Group is also covered via a "Corporate officers' civil liability" insurance policy. Local policies can also be taken out to comply fully with the regulatory provisions of each zone.

- **Damage to plant and equipment:** all the Group's assets, mainly its green hydrogen production installations, are covered by a property damage insurance policy, also underwritten at Group level. This plan covers risks such as fire, lightning, explosion, theft and natural events, within the limit of the capacity available on the insurance market. Before "Property damage" cover applies, the Group's projects are protected by a Group "Builders risk insurance" policy, which covers all hazards during the construction of green hydrogen production installations.

1.3.2.2. Internal control and risk management procedures

The internal control system involves the following key players:

- General Management: the Chairman and Chief Executive Officer is responsible at all levels for the management of the internal control system. He is also in charge of the developing, operating and managing the internal control systems, and must guarantee the implementation of these various stages;
- the Audit Committee is responsible for examining and assessing, if necessary, the internal control procedures, particularly those concerning financial information, thus contributing to the preparation of the Group's consolidated financial statements;

- the Finance and Administration Department defines the Group's accounting rules and methods, the main financial processes and the reporting tools, in order to control day-to-day operations; and
- the Legal Department guarantees the Group's compliance and oversees risk management.

Given the Group's size and management's proximity to the operational staff, the involvement of General Management and the operations managers is strong and centred around the following key areas:

- clearly defined areas of responsibility;

- principle of delegation and supervision;
- segregation of duties between authorisation, control, recording and payment functions;
- distinction between operators who initiate transactions and those responsible for validating, monitoring or settling them;
- detection controls at all levels, whether purely financial or more technical (intrusions, IT security, fraud, etc.).

With a view to continuous improvement, the internal control system is continuously enhanced through organisational changes and the development or updating of internal policies and procedures. Since its creation, the Administrative and Finance Department has developed and implemented various procedures relating to:

- the procurement process, including all operations from the issuing of the requirement to the related disbursement;

- the customer invoicing process;
- the management of expenses claims; and
- the budget process.

All these procedures are available and accessible to all Company employees and new employees are made aware of their existence and importance.

The team is also assisted by experts in their field:

- accounting firms recognised in each country where the Group is present ensure the drafting of the financial statements of the Group's companies according to local accounting standards and the preparation of tax returns;
- an accounting firm that produces the consolidated financial statements prepared according to IFRS standards.

1.4. Capital and shareholders

1.4.1. Breakdown of share capital and voting rights

At 31 December 2025, the Company's share capital amounted to €481,138.44, divided into 48,113,844 ordinary shares with a nominal value of €0.01 each, fully paid up and all of the same class.

The breakdown of the Company's share capital and voting rights (on a non-diluted basis and on the basis of the information available to the Company) at that date is presented in the table below:

Shareholders	Number of shares	% of capital	Number of voting rights	% of voting rights
Fresh Future ⁽¹⁾	8,950,000	18.60%	17,900,000	22.09%
Matthieu Guesné	1,403	0.00%	2,806	0.00%
Total Matthieu Guesné	8,951,403	18.60%	17,902,806	22.09%
Noria	7,002,800	14.55%	14,005,600	17.28%
Noria Invest SRL	537,811	1.12%	1,075,622	1.33%
Total Noria	7,540,611	15.67%	15,081,222	18.61%
Vendée Hydrogène	4,668,400	9.70%	9,336,800	11.52%
Les Saules	3,793,305	7.88%	7,563,610	9.33%
EDP Renewables Europe, S.L.U.	2,857,142	5.94%	2,857,142	3.53%
Ouest Croissance	2,535,880	5.27%	5,071,760	6.26%
Floating	17,767,103	36.93%	23,214,179	28.65%
<i>of which treasury shares</i>	26,500	0.06%	0 ⁽²⁾	0% ⁽²⁾
TOTAL	48,113,844	100.00%	81,027,519	100.00%

⁽¹⁾ The company is 100% owned by Matthieu Guesné.

⁽²⁾ Shares held in treasury by the Company do not carry voting rights.

Changes in the share capital during the financial year

The Company's share capital was increased by a total nominal amount of €1,434.96 during the 2025 financial year, through the issue of 143,496 new ordinary shares, following the exercise of BSPCE and the definitive allocation of free shares. No other changes to the Company's share capital were recorded during the financial year.

Changes in the shareholdings of significant shareholders during the financial year

No significant changes occurred during the 2025 financial year.

Rights attached to shares

Each share carries one voting right. All fully paid-up shares registered in the name of the same shareholder for at least two

years carry double the voting rights conferred on other shares, in proportion to the percentage of capital they represent.

Subject to the existence of double voting rights, the main shareholders do not hold different voting rights to the Company's other shareholders.

Stock market information

As at the date of the Annual Financial Report, the Company's shares are listed on Euronext Paris (Compartment B; ISIN: FR0014009YQ1; memo: LHYFE). Lhyfe shares are included in the CAC Small, CAC Mid & Small, CAC All Shares, Euronext Tech Leaders, Euronext Tech Croissance and Euronext PEA-PME 150 indices.

1.4.2. Securities giving access to capital

1.4.2.1. Founder's share warrants (BSPCE) and stock options

The Company has granted BSPCE (*bons de souscription de parts de créateur d'entreprise*) and stocks options, details of which are set out in Note 3.8.2 to the IFRS Financial Statements.

The tables below set out the information referred to in Article L. 225-184, paragraph 4 of the French Commercial Code, not mentioned elsewhere in the Annual Financial Report, it being specified (i) that no stocks options or BSPCE were granted during the 2025 financial year to corporate officers (by virtue of their mandates and functions) by the Company, its

affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code or its controlled companies within the meaning of Article L. 233-16 of the same Code, (ii) that no shares were subscribed for or purchased during the 2025 financial year by corporate officers by exercising one or more of the stocks options or BSPCE held in respect of these companies; and (iii) that no stock options or BSPCE were granted during the 2025 financial year to employees, who are not corporate officers, by the Company or its affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code.

Stock options granted to the top ten employees who are not corporate officers and options exercised by them	Total number	Weighted average price
Options held over the Group and exercised during financial year 2025 by the ten employees of the Group, other than corporate officers, with the highest number of options purchased or subscribed (total number)	810	€34,700
<i>(1) 810 "BSPCE Salariés" giving right to a total of 81,000 shares of the Company</i>		

1.4.2.2. Share warrants (BSA)

The Company has granted BSA (*bons de souscription d'actions*), details of which are set out in Note 3.8.2 to the IFRS Financial Statements.

1.4.2.3. Free shares (AGA)

The Company has granted AGA (*actions gratuites*), details of which are set out in Note 3.8.3 to the IFRS Financial Statements.

The tables below set out the information referred to in Article L. 225-197-4, paragraphs 3 and 4, of the French Commercial Code, not mentioned elsewhere in the Annual Financial Report,

it being specified that no free shares were allocated during the 2025 financial year to corporate officers (by virtue of their mandates and functions) by the Company, its affiliated companies within the meaning of Article L. 225-197-2 of the French Commercial Code or its controlled companies within the meaning of Article L. 233-16 of the same Code.

	Total number	Value of shares (in euros)	Date of allocation decision
Free shares allocated during financial year 2025 by the Company and by the companies or groupings affiliated to it under the conditions set out in Article L. 225-197-2 to each of the ten employees of the Company who are not corporate officers to whom the highest number of free shares were allocated	40,000	130,000	23/05/2025

	Number of free shares allocated	Number of employee beneficiaries	Breakdown of shares allocated by category of beneficiary	Value of shares (in euros)	Date of allocation decision
Free shares allocated during financial year 2025 by the Company and by companies or groupings affiliated to it under the conditions set out in Article L. 225-197-2, to all employee beneficiaries, as well as the number of beneficiaries and the allocation of shares granted to each category of beneficiary	40,000	1	Cadre : 40,000	130,000	23/05/2025

1.4.2.4. Convertible bonds

The Company issued two bonds convertible into shares, redeemable on a straight-line basis and not intended to be converted, the features of which are described below.

i. 'OCA LB2' convertible bonds

On 13 July 2021, the Company issued a bond convertible into shares of the Company, the main features of which are as follows:

Nominal amount: €10,250,000, represented by 10,250,000 OCA LB2 with a nominal value of €1 each.

Identity of subscribers:

Subscribers	Number of OCA LB2	Amount of subscriptions	Amount remaining to be repaid at 31 December 2025
Swen Impact Fund for Transition	6,250,000	€6,250,000	€4,231,627
CDC (Banque des Territoires)	4,000,000	€4,000,000	€2,708,241
Total	10,250,000	€10,250,000	€6,939,868

Interest rate: variable rate between 8.8% and 9.2% per annum, depending on whether or not the number of tonnes of CO₂ avoided in respect of the previous financial year is achieved. Interest is payable annually on the anniversary date, in cash.

Maturity date: at the end of a period of 8 years from their subscription date, i.e. 13 July 2029.

Redemption:

- *Annual redemption until the maturity date:* the OCA LB2 are subject to annual linear redemption in principal over 78 months, starting from 13 January 2023].
- *Voluntary early redemption at the Company's discretion:* the Company may redeem the OCA LB2, in whole or in part, at any time, subject under certain conditions to the payment of an 'Early Redemption Penalty'¹.

¹ Any early redemption of the OCA LB2 carried out at the initiative of the Company or a holder of OCA LB2 (or OCA LB2 bis) within a period of 4 years from the issuance of the loan (i.e. before 13 July 2025 with respect to the OCA LB2 or 14 December 2025 with respect to the OCA LB2 bis) will give rise to the payment of an 'Early Redemption Penalty' equal to the sum of the unpaid interest that would have been due until the end of the 4-year period from the issuance of the OCA

- **Mandatory early redemption at the discretion of OCA LB2 subscribers:** at any time, early repayment in whole or in part at the request of a subscriber, in certain cases relating to the control and management of the Company or in certain standard cases of default, in particular non-payment of any amount due under the OCA LB2, breach of any of the stipulations of the issuance agreement or in the case of insolvency proceedings.

The terms and conditions of the OCA LB2 contain the covenants described in paragraph 1.2.2.3 of the Annual Financial Report.

Conversion: (i) at the request of holders of OCA LB2, in the absence of full redemption of the OCA LB2 in principal and interest on the maturity date, in which case the Company may not oppose such a request, or in the event of insolvency proceedings, or (ii) at any time by mutual agreement between the Company and the holders of the OCA LB2.

ii. 'OCA LB2 Bis' convertible bonds

On 14 December 2021, the Company issued a bond convertible into shares of the Company, the terms and conditions of which are similar to those of the OCA LB2 loan, with the exception of the subscription date and maturity date.

Nominal amount: €2,000,000, represented by 2,000,000 OCA LB2 Bis with a nominal value of €1 each.

Identity of subscriber:

Subscriber	Number of OCA LB2 Bis	Amount of subscriptions	Amount remaining to be repaid at 31 December 2025
Les Saules	2,000,000	€2,000,000	€1,626,000
Total	2,000,000	€2,000,000	€1,626,000

Redemption: same as for the 'OCA LB2', although annual redemption in place since 14 June 2023.

Maturity date: at the end of a period of 8 years from their subscription date, i.e. 14 December 2029.

The terms and conditions of the OCA LB2 Bis contain the covenants described in paragraph 1.2.2.3 of the Annual Financial Report.

1.4.2.5. Adjustments

No adjustments were made to the securities giving access to the Company's share capital during the past financial year as a result of share buy-backs or other financial transactions covered by the French Commercial Code.

1.4.2.6. Summary of dilutive instruments

Provided that the conditions for their exercise or definitive vesting are satisfied, the maximum potential dilution likely to result from the full exercise of the BSPCE, Stock Options and

BSA and the definitive vesting of the AGA is summarised in the table below, it being specified that the dilutive impact of the OCA LB2 and OCA LB2 Bis cannot be calculated.

Dilution summary	Number of shares
Number of shares making up the capital on 31/12/2025	48,113,844
Maximum number of shares to be issued from the exercise of BSPCE	2,644,684
Maximum number of shares to be issued from the exercise of Stock Options	41,200
Maximum number of shares to be issued from the exercise of BSA	170,000
Maximum number of shares to be issued upon the vesting of AGA	1,753,750
Maximum number of shares to be issued on the conversion of OCA LB2 and LB2 bis	See (1)
Number of shares making up the diluted capital (excluding the impact of the conversion of OCA LB2 and OCA LB2 Bis)	52,723,478
% potential dilution ⁽²⁾	9.58%

(1) The number of new ordinary shares resulting from the full conversion of the OCA LB2 and OCA LB2 Bis is based on the market value of the Company's shares at the time of conversion and cannot therefore be calculated.

(2) The potential dilution shown only results from the exercise of the BSPCE, Stock Options, BSA and AGA, as the number of new ordinary shares resulting from the full conversion of the OCA LB2 and OCA LB2 Bis cannot be calculated.

1.4.3. Shareholdings of corporate officers

1.4.3.1. Synthesis

The table below shows the interests in the Company's share capital and the instruments giving access to the Company's share capital held by the Chairman and Chief Executive Officer, the other members of the Board of Directors on 31 December 2025.

Person	Shares held directly	Shares held by related parties	Total shares held directly and indirectly	Number of shares to be issued on exercise of BSPCE	Free shares	Percentage of diluted capital ⁽¹⁾
Matthieu Guesné, Chairman and Chief Executive Officer	1,403	8,950,000 ⁽²⁾	8,951,403	1,170,000 ⁽³⁾	954,500 ⁽⁴⁾	21.01%
Amaury Bierent, director	-	3,793,305 ⁽⁵⁾	3,793,305	-	-	7.19%
Alena Fargere, independent director	1,500	-	1,500	-	-	0.00%
Jana Kley, independent director	-	-	-	-	-	0.00%
Bruno Le Jossec, independent director	2,050	-	2,050	-	-	0.00%
Maria Pardo Saleme, director	11,066	-	11,066	22,700 ⁽⁶⁾	287,100 ⁽⁷⁾	0.61%
Christopher Sorensen, independent director	-	-	-	-	-	0.00%
Noria, observer	7,002,800	537,811	7,540,611	-	-	14.30%
Mitsui & Co. Ltd, observer	1,269,842	-	1,269,842	-	-	2.41%

⁽¹⁾ OCA LB2 and OCA LB2 Bis, which are not intended to be converted, are not included in the dilution calculation.

⁽²⁾ Via the intermediary of Fresh Future.

⁽³⁾ Allocated under the BSPCE Premium and BSPCE 2024 D plans.

⁽⁴⁾ Allocated under the AGA 2022 MG plan.

⁽⁵⁾ Via the intermediary of Les Saules.

⁽⁶⁾ Allocated under the BSPCE 2023 and BSPCE 2024 plans.

⁽⁷⁾ Allocated under the AGA NE and AGA 2023, AGA 2024, AGA 2024 PC and AGA 2025 PC plans.

1.4.3.2. Transactions carried out by directors and closely related parties

Based on the information available to the Company, one transaction carried out by a Company's corporate officer involving the Company's shares and falling within the scope of Article L. 621-18-2 of the French Monetary and Financial Code was reported during the 2025 financial year:

Concerned person	Date	Type of operation	Number of shares concerned
Amaury Bierent, Director	10 February 2025	Acquisition	6,000

1.4.4. Employee profit-sharing

As at 31 December 2025, there are no company savings schemes (*plans d'épargne d'entreprise*), company mutual funds (*fonds communs de placement d'entreprise*) or profit-sharing or incentive schemes (*accords d'intéressement ou de participation*) within the Company or the Group. However, Some employees hold founder's share warrants (BSPCE) and have been granted Stock Options and free shares (AGA), the characteristics of which are described in Note 3.8 to the IFRS Financial Statements.

As at 31 December 2025, within the meaning of Article L. 225-102 of the French Commercial Code, employees of the Company or of affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code held 41,664 shares in the Company, resulting from the definitive acquisition of free shares (AGA), representing 0.09% of the share capital.

1.4.5. Table of current delegations and authorisations granted by the general meeting in respect of share capital increases

The financial delegations approved by the Company's shareholders at the general meetings of 23 May 2023 and 23 May 2025, which are still in force, are summarised below:

Issuances with shareholders' preferential subscription rights maintained			
Issuance of shares and/or equity securities giving access to other equity securities and/or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued, with maintenance of shareholders' preferential subscription rights (General Meeting of 23 May 2025, 22 nd resolution)	26 months (until 23 July 2027)	Maximum amount: nominal value of €479,703.48 ⁽¹⁾ Maximum amount (debt securities): €500,000,000	N/A
Issuances with cancellation of shareholders' preferential subscription rights			
		Maximum amount: nominal value of €239,851.74 ⁽¹⁾ Maximum amount (debt securities): €500,000,000	
Issuance of shares and/or equity securities giving access to other equity securities and/or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued, with cancellation of shareholders' preferential subscription rights, in the context of public offers other than those referred to in Article L. 411-2 (1) of the French Monetary and Financial Code. (General Meeting of 23 May 2025, 23 rd resolution)	26 months (until 23 July 2027)	Issue price of shares: at least equal to the volume-weighted average of the share price over the last ten trading days preceding the setting of the issue price, possibly reduced by a maximum discount of 10% Issue price of securities giving access to the capital: such that the amount received immediately, plus any amount that may be received in the future, is, for each share issued as a result of the issue concerned, at least equal to the amount referred to above	N/A
Issuance of shares and/or equity securities giving access to other equity securities and/or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued, with cancellation of shareholders' preferential subscription rights, in the context of public offers referred to in Article L. 411-2 (1) of the French Monetary and Financial Code (General Meeting of 23 May 2025, 24 th resolution)	26 months (until 23 July 2027)	Maximum amount: nominal value of €191,881.39 ⁽¹⁾ /30% of the share capital over a 12-month period Maximum amount (debt securities): €500,000,000 Issue price: rules identical to those set out above for the 23 rd resolution	N/A
Issuance of shares and/or equity securities giving access to other equity securities and/or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued, with cancellation of shareholders' preferential subscription rights, for the benefit of determined categories of beneficiaries investing in the energy or hydrogen sectors (General Meeting of 23 May 2025, 25 th resolution)	18 months (until 23 November 2026)	Maximum amount: nominal value of €191,881.39 ⁽¹⁾ Maximum amount (debt securities): €500,000,000 Issue price: rules identical to those set out above for the 23 rd resolution	N/A
Issuance of shares and/or equity securities giving access to other equity securities and/or giving entitlement to the allocation of debt securities and/or securities giving access to equity securities to be issued, with cancellation of shareholders' preferential subscription rights, for the benefit of one or more of persons designated by the Board of Directors (General Meeting of 23 May 2025, 26 th resolution)	18 months (until 23 November 2026)	Maximum amount: nominal value of €191,881.39 ⁽¹⁾ Maximum amount (debt securities): €500,000,000 Issue price: rules identical to those set out above for the 23 rd resolution	N/A
Issuance of shares and/or any other securities giving immediate or future access to the Company's capital, with cancellation of shareholders' preferential subscription rights, as consideration for contributions in kind made to the Company in the form of equity securities or securities giving access to the capital of third parties, outside a public exchange offer (General Meeting of 23 May 2025, 28 th resolution)	26 months (until 23 July 2027)	Maximum amount: nominal value of €191,881.39 ⁽¹⁾ / 20% of the share capital ⁽¹⁾ Maximum amount (debt securities): €500,000,000	N/A
Issuance of shares and/or securities giving access to the Company's capital, with cancellation of shareholders' preferential subscription rights, as consideration for securities tendered to a public exchange offer initiated by the Company (General Meeting of 23 May 2025, 29 th resolution)	26 months (until 23 July 2027)	Maximum amount: nominal value of €239,851.74 ⁽¹⁾ Maximum amount (debt securities): €500,000,000	

Issuances with shareholders' preferential subscription rights maintained			
Issuances with or without cancellation of shareholders' preferential subscription rights			
Authorisation to increase by 15% the number of shares to be issued in the event of a share capital increase, with or without cancellation of shareholders' preferential subscription rights, decided pursuant to the 22 nd to 26 th resolutions (General Meeting of 23 May 2025, 27 th resolution)	26 months (until 23 July 2027)	Maximum amount: 15% of the initial issuance ⁽¹⁾ Issue price: initial issue price	N/A
Incentive schemes for corporate officers and employees			
Allocation of options giving entitlement to subscribe for new shares in the Company or to purchase existing shares to employees and corporate officers of the Company or of the companies or groupings referred to in Article L. 225-180 of the French Commercial Code (General Meeting of 23 May 2023, 25 th resolution)	38 months (until 23 July 2026)	Maximum amount: nominal value of €6,600 ⁽²⁾ Exercise price: price at least equal to (i) 80% of the average listed prices on the 20 trading days preceding the day on which the options are granted, in the case of stock options, or (ii) 80% of the average purchase price of shares held by the Company as part of a share repurchase programme, in the case of purchase options only	N/A
Allocation of free shares, either existing or to be issued, to employees and corporate officers of the Company or of the companies or groupings referred to in Article L. 225-197-2 of the French Commercial Code (General Meeting of 23 May 2023, 26 th resolution)	38 months (until 23 July 2026)	Maximum amount: nominal value of €6,000 ⁽²⁾	N/A
Issuance of shares and/or securities giving access to the Company's capital, without preferential subscription rights, to members of a company savings scheme (General Meeting of 23 May 2025, 31 st resolution)	26 months (until 23 July 2027)	Maximum amount: nominal value of €1,000	N/A
(1) The nominal value of the share capital increases that may be carried out immediately or in the future under these resolutions may not exceed €479,703.48, subject to statutory or contractual adjustment (General Meeting of 23 May 2025, 30th resolution). (2) The nominal value of the share capital increases that may be carried out immediately or in the future under these resolutions, as well as under the 27th and 28th resolutions of the General Meeting of 23 May 2023, lapsed, may not exceed €12,600, subject to statutory or contractual adjustment (General Meeting of 23 May 2023, 29th resolution).			

1.4.6. Share repurchase and liquidity programmes

At the shareholders' general meeting held on 23 May 2025, the shareholders authorised the Board of Directors to implement, for a period of eighteen (18) months from the date of the meeting, a share repurchase programme in accordance with the provisions of Article L. 22-10-62 of the French Commercial Code and market practices accepted by the *Autorité des marchés financiers*.

The main terms of this authorisation are as follows:

Maximum number of shares that may be purchased: 10% of the total number of shares making up the Company's share capital and, with regard to acquisitions made with a view to their retention and subsequent remittance in payment or exchange in the context of a merger, demerger or contribution, 5% of the total number of shares making up the Company's share capital, it being specified that (i) these limits apply to an amount of the Company's share capital that will, where applicable, be adjusted to take into account transactions affecting the share capital subsequent to the General Meeting and (ii) when shares are repurchased to promote liquidity under the conditions defined by the General Regulation of the *Autorité des marchés financiers*, the number of shares taken into account for the calculation of the aforementioned 10% limit corresponds to the number of shares purchased, less the number of shares resold during the authorisation period.

Objectives of share repurchases:

- to retain Company shares that have been purchased and subsequently tender them for exchange or payment in connection with any acquisitions, mergers, demergers or

contributions, in compliance with stock market regulations, in particular;

- to provide shares for the exercise of rights attached to securities giving access to the Company's capital;
- to allocate shares to employees or corporate officers of the Company and its subsidiaries in accordance with the terms and conditions set out by law, in particular in respect of the allocation of free shares, profit-sharing schemes, stock option schemes or through a company savings plan;
- to ensure liquidity and stimulate the secondary market in the Company's shares by an investment services provider acting under a liquidity contract in compliance with the code of ethics recognised by the *Autorité des marchés financiers*;
- to cancel all or part of the shares repurchased; and
- to achieve any other purpose authorised or that may be authorised by law or recognised or that may be recognised as a market practice by the *Autorité des marchés financiers*, it being understood that in such a case, the Company will inform its shareholders by means of a press release.

Maximum purchase price (excluding fees and commission): 300% of the price of the Company's shares listed upon their admission to trading on the Euronext Paris regulated market (€8.75), i.e. €26.25.

Maximum amount of funds that may be used to repurchase shares: €30 million.

Shares repurchased in this way may be cancelled.

Renewal of the share repurchase programme proposed to the 2026 General Meeting: at the general meeting on 22 May 2026,

shareholders will be asked to renew the Company's share repurchase programme described above, on identical terms.

Share repurchase programme summary:

Number of treasury shares	Liquidity contract	Total
Position on 31 December 2024	96,888	96,888
Purchases	328,730	328,730
Sales	399,118	399,118
Position on 31 December 2025	26,500	26,500

As at 31 December 2025, the Company held 26,500 of its own shares under the liquidity contract representing a nominal value of €265 (i.e. 0.06% of the share capital) and an accounting value of 76,887 euros, with no voting rights. During

the 2025 financial year, the 328,730 shares purchased under this liquidity contract were acquired at an average price of €3.19, whilst the 399,118 shares sold were sold at an average price of €3.24.

1.4.7. Crossing of thresholds

In addition to the declarations of the crossing of thresholds expressly provided for by the laws and regulations in force, any natural person or legal entity that holds, directly or indirectly through companies or any other entities that they control within the meaning of Article L. 233-3 of the French Commercial Code, acting alone or in concert within the meaning of Article L. 233-10 of the French Commercial Code, a fraction of the share capital or voting rights, calculated in accordance with the provisions of Articles L. 233-7 and L. 233-9 of the French Commercial Code and the provisions of the General Regulation of the *Autorité des marchés financiers*, equal to or greater than 2% of the share capital or voting rights, or any multiple of this percentage, including above the reporting thresholds provided for by law, must inform the Company of the total number of shares and voting rights they hold, as well as the securities giving future access to the Company's share capital that they hold and the voting rights potentially attached thereto, by registered letter with acknowledgement of receipt sent to the registered office, within four trading days of the date on which the threshold in question is exceeded.

The obligation to inform the Company also applies, within the same deadlines and under the same conditions, when the shareholder's holding in terms of share capital or voting rights falls below one of the thresholds mentioned in the paragraph above.

The penalties provided for by law in the event of failure to comply with the obligation to declare the crossing of the statutory thresholds also apply in the event of failure to declare the crossing of the thresholds provided for by the Articles of Association, at the request of one or more shareholders holding at least 5% of the Company's share capital or voting rights, recorded in the minutes of the general meeting.

The Company reserves the right to inform the public and shareholders either of the information notified to it or of any failure by the person concerned to comply with the aforementioned obligation.

To the Company's knowledge, no legal thresholds were exceeded during the 2025 financial year.

1.5. Environmental, social and corporate responsibility

Faced with the observed consequences of climate change and its current and future impact on our way of life, Lhyfe has been an active player in the decarbonisation movement from the outset, with the goal of helping to offer future generations a more breathable world. By producing green hydrogen, the Company aims to contribute to efforts to decarbonise mobility and industry.

This decarbonisation goal can only be achieved by implementing a clear strategy and must be accompanied by an awareness of the importance of environmental, social and societal issues, both by the Group's management team and employees and by all its stakeholders.

1.5.1. The Group's general policy in terms of CSR

Environmental, social and societal issues are, by their very nature, central to the Group's concerns and to its role in decarbonisation.

Green hydrogen, i.e. hydrogen produced from renewable (particularly wind or solar) or low-carbon electricity, has the advantage of emitting very little CO₂ when it is produced and none at all when it is used, making it an essential component of decarbonisation policies.

The green hydrogen market is currently booming, with increasing demand from the mobility and industrial sectors for a growing number of applications and uses. Increasing the Group's demand for and production of green hydrogen automatically generates significant environmental benefits.

The emergence of the green hydrogen market should also lead to the creation of new jobs, particularly in the regions in which the Group operates, and contribute to the transformation of the industrial sector, which is still based on fossil fuels.

Finally, as it develops its business, the Group is committed to respecting human rights throughout its value chain and strives to develop high-quality, trust-based relationships with its stakeholders.

CSR governance

In accordance with its internal regulations, the Board of Directors has set up a Social and Environmental Responsibility Committee, whose remit is to examine the Group's CSR strategy, ambitions, policies and commitments and monitor the Group's actions in this area and their deployment; to examine environmental and social risks in conjunction with the Audit Committee and the impact of environmental and social issues in terms of investment, performance and image; and finally, to carry out an annual review of a summary of the non-financial ratings obtained by the Group. The composition, powers and operation of the Social and Environmental Responsibility Committee are described in paragraph 2.2.2.2 of the Annual Financial Report.

CSR matters are coordinated by Nolwenn Belléguic, Head of Human Resources, Communications and ESG. A full-time CSR project manager has been recruited to develop the group's non-financial strategy and ensure that these matters are managed on a day-to-day basis.

Lhyfe's values, rooted in respect for both nature and people, reflect its deep commitment to environmental and social issues. This dual focus guides all its activities and shapes its approach to social responsibility: the Group is committed to preventing and reducing its potential impacts whilst developing initiatives that create sustainable value for the regions, ecosystems and communities with which it interacts.

This chapter sets out Lhyfe's commitment to environmental, social and corporate social responsibility (CSR). As the Company is not required to publish a non-financial performance statement or a sustainability statement under current regulations, the information presented here is provided on a voluntary basis. At this stage, it has not been verified or assured by an independent third party.

Involving Group employees proactively in the development of its CSR approach

Lhyfe believes that CSR is not just about regulatory compliance; it must be a proactive approach, integrated into the company's culture and strategy. This means anticipating environmental and social challenges, innovating to go beyond legal obligations and, above all, proactively involving the Group's employees in this process.

The Group thus fosters long-term commitment and the co-construction of initiatives that have a positive impact. This approach enables it to continually improve its CSR performance and to strengthen well-being and human relations within the company. Through concrete actions and regular exchanges, Lhyfe aligns its economic development with its environmental and social responsibility, making it a committed and sustainable company.

Action plan and impact assessment of its key issues using the principle of double materiality

The Group has drawn up an action plan setting out its strategic priorities in terms of CSR, which has been reviewed by the Social and Environmental Responsibility Committee and approved by the Board of Directors.

This plan is monitored and re-examined every year according to the various impact and financial issues that may change over time, and is supplemented by the regular consultation of monitoring indicators.

In 2025, Lhyfe continued to refine its double materiality analysis framework, with the aim of better identifying its key impact and financial challenges and preparing for a phased rollout to its stakeholders in the coming years. This approach aims to strengthen the link between the expectations of its internal and external stakeholders and the priorities set by management, in order to enhance consistency between strategy, risk management and CSR reporting.

Lhyfe has prioritised these issues based on their significance in terms of their impact on the environment, society and the economy, and their influence on the Group's performance and value creation. The issues are thus classified on a scale ranging from fundamental issues – which form the essential foundation for the responsible conduct of its activities – to decisive issues, which make a decisive contribution to the resilience of the business model, access to sustainable financing and Lhyfe's competitiveness.

This initial exercise draws on several existing initiatives that form the framework for CSR at Lhyfe (the Ethifinance non-financial rating, consultation with the Committee on Social and Environmental Responsibility, the annual CSR action plan, and studies on market and hydrogen sector impacts) and on an assessment framework that cross-references impact materiality and financial materiality, without, at this stage, involving all stakeholders across the entire value chain. It already enables the identification of a core set of so-called 'material' issues.

Issues relating to climate change, energy, resource and water management, working conditions, acceptance by local communities and ethical governance are of high importance in

both dimensions, given their significant impact on ecosystems, project acceptability, regulatory compliance and Lhyfe's competitiveness.

The Group plans to gradually strengthen this analysis over the coming years by further formalising its materiality threshold, documenting the criteria used to classify issues, and broadening stakeholder consultation in order to align more closely with expected ESG best practices and international standards. This approach should enable the continuous improvement of the quality, relevance and comparability of the CSR information published by Lhyfe, whilst maintaining a reporting burden commensurate with its size and regulatory position.

Key figures relating to the action plan

The action plan includes a number of actions subject to monitoring throughout the year and reviewed annually. The table below sets out in detail the actions that have been or are being implemented and their status on the date of the Annual Financial Report:

Action identified		Status
Environmental actions	Achievement of RFNBO certification – the industry's highest environmental standard – for all of the Group's production sites	Action completed in 2025: Lhyfe's first four operational sites (21 MW) are now RFNBO-certified (Renewable Fuel of Non-Biological Origin), meeting the sector's highest environmental standards, making the Company Europe's leading producer of RFNBO hydrogen via water electrolysis. RFNBO certification is the European Union's most stringent standard for green hydrogen under the European Renewable Energy Directive (RED III). It certifies that Lhyfe's production at the Bouin, Buléon, Bessières and Schwäbisch Gmünd sites is 100% renewable and complies with the environmental and traceability criteria required by the European Green Taxonomy to contribute to the European Union's objectives for renewable energy integration and the reduction of greenhouse gas emissions.
	Environmental assessment of the impacts and benefits of renewable hydrogen across its entire life cycle	Action continued in 2025, with: - the completion of comprehensive Life Cycle Assessments (LCA) for the Buléon and Bessières production sites (each with 5 MW of installed capacity). These life cycle assessments enable the environmental impacts of renewable hydrogen to be evaluated throughout its entire life cycle, from the construction of the facilities through to delivery; - the continuation of the environmental analysis work initiated in 2024, including in particular the assessment of the Group's impacts on biodiversity, water consumption and energy consumption. In 2025, a comprehensive impact assessment of the Green Horizon project was carried out and a weekly monitoring system for water consumption at production sites was implemented.
	ISO 50001 certification (management of energy and energy performance)	Action in progress: at the Schwäbisch Gmünd production site (Germany), Lhyfe is actively working towards ISO 50001 certification. This certification, which focuses on the continuous improvement of energy efficiency, is a strategic lever for optimising environmental performance. Once obtained, this certification will serve as a model and inspiration for other sites, encouraging the adoption of good energy practices and reinforcing the incorporation of energy issues at the heart of the Group's CSR strategy.
	Environmental awareness initiatives for staff	Action carried out throughout 2025, with staff becoming increasingly aware of the carbon footprint assessment process and the emissions avoided. Concrete initiatives have been implemented, such as litter-picking campaigns and the launch of reforestation schemes.
Social actions	Strengthening the health and safety at work policy	Lhyfe has strengthened its health and safety at work policy through a series of measures designed to protect staff and establish a sustainable HSE culture. The quality management system, certified to ISO 9001, underpins the reliability of operations and contributes to RFNBO compliance.
	Strengthening the training policy	Lhyfe structures its skills development approach around a 'Learning & Development' policy that ensures a clear and fair framework for all employees. This policy, integrated into the HR process and documented in the Group's internal document management system (DMS), ensures that everyone has regular access to training – at least once every three years – whilst ensuring that the teams' skills match the company's current and future needs. It is based on the identification of key skills, regular employee appraisals and the implementation of targeted training plans.
	Formalisation of the policy on quality of life at work, diversity and inclusion	Ongoing action: Lhyfe has formalised its commitments to well-being at work, diversity and inclusion – particularly in relation to disability – through the implementation of policies. In 2025, the Company also launched "Beyond

Action identified		Status
		Together", an internal event dedicated to diversity and inclusion, designed to raise awareness among teams and share best practices on professional equality, the fight against discrimination, disability and sexism in the workplace.
	Calculation of the gender equality index, analysis of the results, and their incorporation into the Group's social and remuneration policy	✓ Action carried out annually since 2024: please refer to paragraph 1.5.3.6 of the Annual Financial Report: initiatives and training programmes focused on professional equality have enabled Lhyfe to achieve a score of 74/100.
	Ongoing commitment to employee wellbeing	✓ Action carried out on an ongoing basis: the Group promotes a healthy and inclusive working environment through a range of initiatives (flexible working arrangements, including remote working and flexible hours, sporting activities and challenges, and team-building seminars) and welcoming workspaces. Lhyfe also encourages personal and professional development through training and participatory management. Finally, the Group's commitment to making a positive impact is reflected in its corporate culture, which values mutual support, active listening and a healthy work-life balance.
Societal actions	Building relationships of trust with charities and organisations supporting social integration	✓ Action carried out on an ongoing basis with a partnership with the Second Chance School, La Cravate Solidaire and Avançons Ensemble (see paragraph 1.5.4.1 of the Annual Financial Report).
	Building relationships of trust with local communities by organising information sessions, open days or tours of our production sites	✓ Ongoing action , that forms part of the Group's commitment to transparency towards local communities and to be implemented at each of the Group's current or future production sites.
Group governance and organisation	Obtaining quality certifications (including ISO 9001)	✓ Action completed in 2025 , with ISO 9001:2015 certification, in the process of being renewed. This certification, which is valid for the registered office in Nantes and the production sites in Bouin, Buléon and Bessières, guarantees that Lhyfe has put in place a quality management system that enables it to supply its products and services in accordance with customer requirements and applicable legal and regulatory requirements.
	Prioritisation of the significant non-financial impacts of the Group's activities and consideration of the implementation of mitigation policies	🔄 Ongoing action: discussions have been held and working groups set up to assess and reduce the impact of Lhyfe's activities on various material issues, by drawing up a double materiality matrix (financial and impact materiality). The results have been published, and workshops and stakeholder consultations will be organised in due course.
	Establishment of an internal organisation and architecture dedicated to dealing with CSR issues	✓ Action completed: CSR issues are coordinated by Nolwenn Belléguic, Head of Human Resources, Communications and ESG, and supported and implemented by internal leads in each business unit. Special recruitment was carried out in 2024 to manage these issues.
	Review of the succession plan	✓ Action completed: the succession plan is regularly reviewed in accordance with Recommendation 17 of the Middenext Code.

Non-financial rating of the Group by Ethifinance

Since 2022, the year of its IPO, Lhyfe's CSR performance has been analysed annually by Ethifinance, an independent European rating agency specialising in the assessment of companies listed on European markets, for the benefit of sustainable finance. This assessment is based on a reference framework of 140 criteria divided into four pillars: environment, social, governance and external stakeholders, guaranteeing a complete and rigorous analysis of Lhyfe's impact.

In 2025, Lhyfe further improved its ESG rating, based on non-financial data for the 2024 financial year, achieving a score of 88/100. This represents an increase of +3 points compared to the 2024 rating for the 2023 financial year (85/100) and +18 points compared to the 2023 rating for the 2022 financial year (70/100). Ethifinance estimates that Lhyfe contributes 100% to the UN Sustainable Development Goals (SDGs) through its products and services¹.

The work carried out in the context of this certification has led to improvements in several aspects of Lhyfe's processes, including the implementation of double materiality, the increased formalisation of ESG documentation and its scope of application, as well as the implementation of processes related to RFNBO certification across all sites in operation. This achievement reflects the commitment and ongoing efforts of management and all teams to develop Lhyfe's corporate vision and thereby contribute to the decarbonisation of industry and mobility, whilst ensuring the satisfaction of all stakeholders.

Lhyfe joins the Impact 120, the impact-focused business index, in recognition of green hydrogen and its industrial model

Lhyfe has been selected for the first time for the Impact 120 2026, the index of France's 120 most promising impact-driven companies, recognised by the Impact France Movement. This distinction highlights in particular its role in decarbonising industry and mobility, as well as its capacity for innovation, with over 4 million kg of CO₂ avoided since 2021. Lhyfe's ImpactScore stands at 67.2/100, placing the company among the top 26% of those rated.



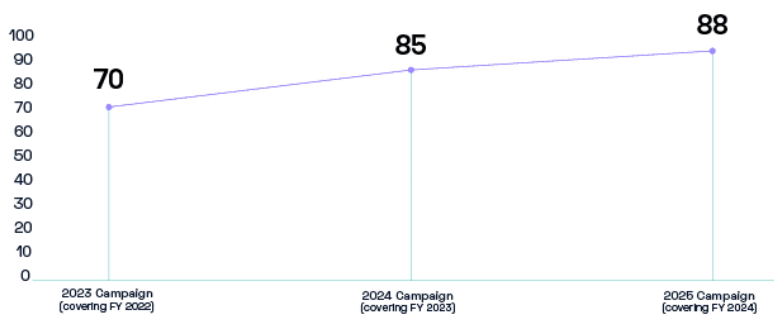
Impact 40/120

Impact France ✶ LesEchos

Ethifinance ESG ratings

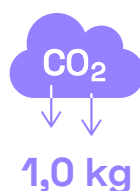
2025 **88/100**

Evolution of Lhyfe's Ethifinance ESG Rating



¹ These scores of 85/100 for the 2023 financial year and 70/100 for the 2022 financial year differ from those stated in the 2024 universal registration document (86/100 for the 2023 financial year and 78/100 for the 2022 financial year) due to a methodological adjustment applied by Ethifinance in its latest assessment campaign

1.5.2. Environmental information



According to the Life Cycle Assessment (LCA) methodology, which complies with ISO 14040 and ISO 14001 standards (known as the "cradle-to-grave" approach), the production of one kilogram of green hydrogen by Lhyfe at the Bouin site generates approximately 1 kg of CO₂ (compared to 11.1 kg of CO₂ emitted for 1 kg of "grey" or "carbon-based" hydrogen). When transport and distribution to the point of consumption are factored in, emissions amount to approximately 1.32 kg of CO₂ per kilogram of hydrogen, depending on logistical conditions¹

According to the RFNBO regulatory methodology, the green hydrogen produced by Lhyfe has a particularly low carbon footprint, with emissions of just 0.015 kg of CO₂ per kilogram of hydrogen ex-factory. This level represents a reduction of more than 99.5% compared to the theoretical threshold for fossil fuels established by the European Green Taxonomy, which provides the framework for the definition of sustainable hydrogen.

To date, the sustainable hydrogen market remains nascent, accounting for less than 1% of total hydrogen consumption in Europe. Furthermore, transport and distribution infrastructure, such as refuelling stations and pipeline networks, remains underdeveloped.

1.5.2.1. Group environmental policy

The very purpose of Lhyfe, the production of green hydrogen for mobility and industry, is dedicated to the environment. The green hydrogen produced by the Group can replace the fossil fuels currently used in mobility and industry.

In order to measure this impact in concrete terms, Lhyfe evaluates the CO₂ emissions avoided throughout the entire life cycle through the use of the green hydrogen it produces. This approach is in line with our commitment to transparency and social responsibility, enabling us to quantify Lhyfe's contribution to the fight against climate change.

In addition to its green hydrogen production business, the Group has an ambitious environmental policy, making use of all the levers at its disposal.

Assessment related to the European taxonomy

In 2023 and 2024, the Group has assessed, on a voluntary basis, its activities in relation to the European taxonomy resulting from Regulation (EU) 2020/852 and Delegated Regulation (EU) 2021/2139, which set out screening criteria for economic activities that contribute "substantially" to "climate change mitigation and adaptation" (the "European Taxonomy").

The Group did not conduct an alignment analysis with the European Taxonomy for the 2025 financial year. This decision is due to the absence of any substantial changes to the Group's activities compared with the previous financial year.

In this context, ensuring the availability of sustainable hydrogen and supporting its use — particularly in the heavy-duty transport and SME sectors — often requires it to be transported by road, using articulated lorries, to the points of consumption. This mode of transport generates additional emissions.

However, Lhyfe ensures that these emissions remain below the relevant European regulatory thresholds. As such, it complies with the requirements of the European Green Taxonomy, the Renewable Energy Directive, and the Hydrogen and Decarbonised Gases Directive, which is currently being transposed into national law by Member States.

These activities remain primarily in development and deployment phases, with no significant changes in their nature or scope that could affect their eligibility or alignment with the European Taxonomy. In this context, the Group considered that an update of this analysis was not necessary for the 2025 financial year.

As a reminder, in 2024, the revenue generated relates to several activities listed among those contributing to the "climate change mitigation" objective, notably the production, storage and transport of hydrogen.

EthiFinance has estimated that for financial year 2024:

- 100% of the Group's revenue was eligible for the European Taxonomy, due to the nature of its activities;
- and that 51% of turnover was aligned with the European Taxonomy. While some of the technical criteria defined in the European Taxonomy for qualifying the Group's activities as sustainable (Substantial Contribution Criteria) have been met up to 70%, the 5 "Do No Significant Harm" or DNSH principles have only been met up to 51%. These 5 principles are (i) adaptation to climate change, (ii) sustainable use and protection of water and marine resources, (iii) transition to a circular economy, (iv) prevention and control of pollution and (v) protection and restoration of biodiversity and ecosystems.

¹ Details available in paragraphe 1.5.2.2(ii), "Analysis of CO₂ emissions linked to the life cycle of the renewable hydrogen produced"

1.5.2.2. Adapting to climate change

Emissions of greenhouse gases (GHGs), in particular CO₂, are causing climate change, resulting in an intensification of extreme weather events. Green hydrogen will play a key role in the energy transition by intervening in two of the most CO₂ emitting sectors after energy production itself, industry and mobility.

The green hydrogen produced by the Group therefore helps to reduce CO₂ emissions. In order to accurately measure its impact in this area, the Group has set up a system for monitoring CO₂ emissions in two ways:

- an annual review of the GHGs emissions generated by its activities;
- monitoring of the carbon life cycle of the hydrogen produced.

i. Annual review of greenhouse gas emissions

The Group carries out an annual assessment, on a voluntary basis, to analyse the direct and indirect greenhouse gas emissions generated by all its activities (at consolidated scope level), using the GHG Protocol methodology (the methodology adopted by Directive (EU) 2022/2464, known as the “CSRD” for Corporate Sustainability Reporting Directive), with the following scopes:

- Scope 1 corresponds to direct greenhouse gas emissions from sources owned or controlled by the Group;
- Scope 2 relates to indirect emissions resulting from the production of electricity, steam, heat or cooling purchased or acquired and consumed by the Group;
- Scope 3 corresponds to other indirect emissions (not included in Scope 2 GHG emissions) produced in the Group's value chain, including upstream and downstream emissions.

CO ₂ emissions (in tCO ₂) ¹						Analysis
Scope	2025	2024	2023	2022	2021	
Scope 1	0.1	3	29	70	0	Scope 1 emissions correspond to direct emissions associated with the company's owned or controlled operations. In Lhyfe's case, the production of hydrogen via water electrolysis does not generate any direct CO ₂ emissions, as it does not involve the combustion of fossil fuels: this explains why Scope 1 emissions are structurally very low. During the 2025 financial year, the decrease in Scope 1 emissions is mainly due to the significant reduction in business travel using combustion-engine vehicles owned by the Group.
Scope 2	391	244	64	54	7	Scope 2 emissions correspond to those associated with the electricity consumed to produce hydrogen. They therefore vary directly in line with the volumes of green hydrogen produced: as production increases, electricity consumption – and thus Scope 2 emissions – automatically rises. The steady rise in Scope 2 emissions thus reflects the increase in green hydrogen production. However, using electricity generated entirely from renewable sources makes it possible to maintain very low emissions for this scope, by significantly reducing the carbon intensity of each kilogramme of hydrogen produced.
Scope 3	5,151	3,348	2,631	1,463	836	Scope 3 emissions are primarily linked to site construction, business travel, and goods and services used at corporate level. During the 2025 financial year, the construction of new production plants (15 MW) and the increase in hydrogen transport automatically led to a rise in Scope 3 emissions.
Total	5,542	3,595	2,724	1,587	843	Despite a doubling of consolidated turnover during the 2025 financial year, the Group's CO₂ emissions over the same period rose only moderately, reflecting a gradual improvement in the carbon intensity of its operations.

The Group has not yet defined a target validated by the Science Based Target initiative (SBTi).

The Group is growing rapidly and building new production sites to decarbonise mobility and industry, which mechanically results, in absolute terms, in an increase in its emissions, particularly those linked to Scopes 2 and 3.

While scopes 1, 2, and 3 focus on greenhouse gas emissions generated directly and indirectly by a company's operations, Scope 4 emissions refer to the emissions reductions achieved through the use of the company's products or services. Scope 4 emissions thus offer a more comprehensive view of a company's environmental impact by highlighting the positive externalities of its products or services. This aspect of carbon accounting is essential to fully understand a company's carbon footprint and its contributions toward a net-zero economy. Developing and adopting a comprehensive standard for scope 4 emissions will require time, coordinated effort, and collaboration between industries and regulatory bodies. In this context, the Group has formalised a methodology to calculate the greenhouse gas emissions avoided through the production and use of green

hydrogen. At the same time, Lhyfe continues to control its CO₂ emissions in all areas of its business (see below).

ii. Analysis of CO₂ emissions linked to the life cycle of the renewable hydrogen produced

In 2025, Lhyfe decided to have all its production sites certified as RFNBO (renewable fuel of non-biological origin, recognised by European regulations as renewable hydrogen provided it meets strict criteria regarding carbon intensity and the use of renewable electricity). This certification represents the European Union's most stringent standard for green hydrogen under the European Renewable Energy Directive (RED III). It certifies that Lhyfe's hydrogen production at the Bouin, Buléon, Bessières and Schwäbisch Gmünd is 100% renewable and complies with the environmental and traceability criteria required by the European Green Taxonomy to contribute to the European Union's objectives for renewable energy integration and the reduction of greenhouse gas emissions. Lhyfe also complies with the Low Carbon Hydrogen Delegated Act.

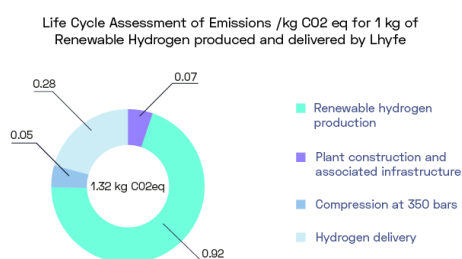
¹ At consolidated scope level

The Group also draws on best practices derived from the following methodologies:

- ISO 14083:2023 - Greenhouse gases — Quantification and reporting of greenhouse gas emissions resulting from transport chain operations;

Subsystem	CO ₂ emissions (in kgCO ₂ /kg of green hydrogen produced)
Cradle to Gate – Hydrogen production at 30 bars, operation and maintenance	0.992
Gate to Customer – Compression and storage of hydrogen at 350 bars, distribution	0.330
Total	1.322

The CO₂ emitted by Lhyfe to produce one kilogram of green hydrogen is therefore 0.992 kgCO₂, eleven times less than that emitted by hydrogen produced by steam reforming of natural gas (so-called “grey” or “fossil-based” hydrogen), which is 11.1 kgCO₂/kgH₂¹.



The Group has also carried out life cycle assessments (LCAs) for its sites in Buléon and Bessières, using a methodology similar to that applied to the Bouin site.

iii. Measures taken to control CO₂ emissions

As well as producing green hydrogen, the Group is seeking to reduce its CO₂ emissions in all areas of its business:

- **Design of production units:** production site buildings are eco-designed.
- **Construction of production units:** the Group prioritises local service providers and equipment manufacturers for the construction of its production sites, in order to limit the CO₂ emissions generated by their travel and transport.

1.5.2.3. Energy management

The electricity used by the Group for hydrogen production comes exclusively from renewable sources. The supply relies on wind and solar power, ideally connected directly to the production sites in order to minimise losses and ensure maximum traceability of the energy used. Where this direct connection is not possible, the company secures an equivalent volume of renewable electricity through long-term Power Purchase Agreements (PPAs) entered

- ISO/TS 19870:2023 – Hydrogen technologies.

Lhyfe has also carried out a comprehensive life cycle assessment (LCA) of its hydrogen for the Bouin site. This data was compiled with the help of a third-party organisation and has been certified by Bureau Veritas.

- **Delivery:** green hydrogen is delivered using low-emission lorries.
- **Registered office:** in 2025, as part of the Group's ongoing development, Lhyfe has moved its registered office to a new building in Nantes. The building, which achieved the Breeam² “Very Good” certification, is fully in line with the Group's environmental approach. It implements greater energy efficiency, using renewable energies to cover energy needs. The architecture of this building is based on high energy performance, with a wooden structure, bio-sourced and recycled materials, and terracotta tiles for thermal comfort. The absence of air conditioning means a better ecological balance, offset by a ventilation system that limits the temperature inside. In addition, rainwater collection systems have been installed to optimise the use of natural resources.
- **Other travel:** the Group tracks CO₂ emissions generated by employee travel. A hydrogen vehicle and an electric vehicle have been acquired and cycling is strongly encouraged. The Group has, for example, set up a cycling plan for employees at its registered office in Nantes, which includes bike maintenance and repair workshops, visibility kits, a suitable infrastructure on the premises (secure parking, changing rooms, showers and helmet and clothing racks) and training in safe cycling. At the end of 2025, cycling was the main mode of transport for employees based in Nantes with a modal share of 70%. The Group's efforts have been rewarded with a “Pro-Bike Employer” gold medal, awarded in 2023 by Qualianor Certification, on behalf of the French Federation of Bicycle Users.

into with dedicated renewable energy producers. Furthermore, Lhyfe is committed to a process of continuous improvement in its energy performance and aims to obtain ISO 50001 certification, the international benchmark standard for energy management. This approach serves as a key driver for optimising the energy efficiency of facilities, improving the environmental performance of operations and controlling operating costs.

¹ Ademe footprint base <https://base-empreinte.ademe.fr> (excluding transport of hydrogen to distribution point)
² BRE Environmental Assessment Method

1.5.2.4. Water management

i. Water access management

As a producer of renewable hydrogen via water electrolysis, the issue of access to this resource has been taken into consideration by Lhyfe since its creation.

Water electrolysis, which uses electricity to break down water into hydrogen and oxygen, requires a limited amount of water.

At the Bouin site, Lhyfe uses 99.9% purified seawater to optimise the efficiency of the process. To purify this seawater, Lhyfe uses the reverse osmosis process. For every kilogram of green hydrogen produced, around 71 litres of seawater are removed. Of these 71 litres, only 18 litres are used in the electrolysis process. The remaining 53 litres, in the form of brackish water, are discharged in a controlled manner into the mouth of the Dain, with no significant impact on the ecosystem, according to detailed studies by the Regional Directorate for the Environment, Planning and Housing

(*Direction Régionale de l'Environnement, de l'Aménagement et du Logement*).

For other sites, process water is supplied by the municipal water network. Each site, regardless of its status, carries out weekly self-monitoring of its consumption. Where necessary, consumption levels are adjusted during periods of drought.

ii. Water discharge management

All plants follow a monitoring programme for the discharge of rainwater, process water and wastewater to ensure that receiving environments downstream of production sites are not adversely affected. Impact assessments are carried out before plants commence production.

Water analyses, conducted by an independent third party, are carried out regularly in accordance with current regulations and operating permits.

1.5.2.5. Protecting biodiversity

i. Environmental considerations in the design of Group sites

To meet the needs of its business, the Group seeks land suitable for its green hydrogen production units. During the development of its projects and the construction and operation of its production sites, the Group ensures that its activity matches the potential of the sites and the issues facing the region.

During the development stage, an impact study is carried out to assess the potential effects of the Group's activity and the measures to be taken into account in order to design a project that fits in with its environment as well as possible. This impact study is submitted to the Regional Directorate for the Environment, Planning and Housing (*Direction Régionale de l'Environnement, de l'Aménagement et du Logement*) to ensure that all environmental requirements are met.

The Group's production sites, which are often located close to renewable energy infrastructure, incorporate measures for rational soil management, wildlife protection and ecological monitoring. For offshore projects, particular attention is paid to preserving marine ecosystems, in collaboration with biodiversity experts. This commitment is part of the Group's overall approach to combining industrial performance with respect for the environment.

The design of a hydrogen production plant complies with the principles of the "avoid, reduce, compensate" (ERC) approach, meaning that priority is given to the avoidance of environmental issues in the broadest sense (ecological, air, noise, water, soil, health, etc.) and then, if certain issues cannot be avoided, implementing the means to reduce the residual effects. Finally, if negative effects remain despite the reduction measures, the Group must compensate for them

with appropriate measures, such as the creation (or the re-creation) of areas conducive to biodiversity.

During the construction and operational stages of the production sites, preventive measures and standards are put in place to limit their impact on the various environmental components as far as possible, such as adapting the construction schedule to species present on the site, preventive measures to combat pollution by making anti-pollution kits available on site or, if necessary, installing shelters for wildlife.

In any case, the Group complies with applicable environmental regulations, in particular those relating to installations classified for environmental protection (ICPE).

ii. Ocean reoxygenation: a promising initiative for biodiversity

Lhyfe is participating in the BalticSeaH2 project, an innovative initiative exploring a novel approach to marine ecosystem restoration. At the heart of this project is a numerical modelling study of the combined impact of an offshore wind farm, green hydrogen production and oxygen injection in the northern Baltic Sea.

These simulations, led by Ute Daewel's team within the Department of Coastal Systems Analysis and Modelling at the Helmholtz-Zentrum Hereon (Geesthacht, Germany), seek to answer a key question: what if offshore hydrogen production could, at the same time, help to regenerate marine ecosystems weakened by climate change? The study first assesses the impact of an offshore wind farm on the marine ecosystem, before analysing the potential effects of an artificial oxygen supply on the same environment. The aim is to better understand the potential for restoration and climate resilience that such an injection could offer in the northern Baltic Sea.

1.5.2.6. Pollution

Production process

The process of producing green hydrogen by electrolysis of water emits, in addition to hydrogen, only oxygen and produces no waste.

At the Bouin site, the water used in the production process comes mainly from a saltwater aquifer originating from the sea. All brine (water concentrated in salts), without any

additives, is returned to the mouth of the Dain Canal, near the production site. The residual water recovered after compression is also filtered and then returned to the canal to minimise the site's impact on the natural environment. Acidic and basic solutions are used to regenerate the water purification systems and are collected and reprocessed. Potassium hydroxide is used to activate the electrolysis

reaction but remains in a closed circuit. The oily residue from hydrogen compression is also collected and reprocessed.

At the Bessières site, water management is based on a system that complies with water and ICPE regulations, combining controlled abstraction from the groundwater table to supply the process with a comprehensive system for the treatment and management of wastewater and rainwater. Stormwater is

managed entirely on-site via a 188 m³ retention and infiltration basin, enabling controlled discharge and a reduction in particulate pollution of up to 85%. Sanitary wastewater is treated by an approved on-site treatment system. All the facilities, designed in accordance with the Adour-Garonne SDAGE and local regulations, ensure that impacts on aquatic environments are minimised and that water resources are managed responsibly.

1.5.2.7. Circular economy

i. Reconditioned equipment

Protecting the environment means limiting waste and using raw materials sensibly and responsibly. While Lhyfe pursues an active recycling policy, it also reuses and recovers resources. To illustrate this, the Group endeavours to select reconditioned furniture and IT equipment for its internal operations, as is the case for all its employees' smartphones, which are supplied by its partner Largo, a reconditioning specialist based in Nantes, or as part of the furnishing of the new offices.

ii. Waste

The Group seeks to continuously improve its environmental impact in terms of the waste it produces.

The waste generated by Lhyfe in the course of its activities consists mainly of household waste, waste from selective collection schemes, waste brought to recycling centres, and returned hazardous chemicals.

All waste generated by Lhyfe is collected and recycled. Cardboard, plastics and ferrous metals are sent for recycling.

During financial year 2025:

- the quantity of waste generated by the Group across all its sites, both under construction and in operation, totalled 210 tonnes, a significant proportion of which was recycled. A large proportion of this waste consists of construction waste, which is now better tracked through the calculation of the carbon footprint;
- the quantity of waste classified as hazardous amounted to 2%.

iii. Purchases

As an integrated player, the Group strives to play an active role in the local ecosystem, using local suppliers and producers to meet the needs of its renewable hydrogen production business and its operations as a company.

1.5.3. Social information



192

Average Group
workforce in 2025

0.0%

Lost time injury
frequency rate¹
for 2025

3,040

Hours of training in
2025² (at group level)

74/100

Professional gender
equality index³

1.5.3.1. Employment

At 31 December 2025, the Group had 188 employees. In 2025, the Group's average workforce (Full Time Equivalent) is 192, broken down as follows:

Country	Average workforce on 31 December 2025
France	151
Germany	23
Sweden	6
Spain	6
United Kingdom	2
Netherlands	1
Denmark	2
Belgium	1
Total	192

In 2025, 21.35% of the Group's workforce was based outside France, and the breakdown of staff by function was as follows:

Function	Average workforce in 2025	Percentage breakdown
Business development and sales	42	22%
Industry	54	28%
Innovation and R&D	17	9%
Operations and maintenance	31	16%
Central functions	48	25%
Total	192	100%

In 2025, the Group's average workforce totalled 192 employees, compared with 199 in 2024, 28% of whom were dedicated to industry, in order to continue developing solutions and rolling out production sites, 22% to business development and sales in all the geographical areas targeted by the Group, and 16% to operations and maintenance.

The average workforce was mainly composed of employees with open-ended contracts (91%). A large proportion of the remainder of the workforce is made up of work-study students and professional contracts, reflecting Lhyfe's commitment to the career development of young people, the diversity of profiles and the transmission of skills, and reinforcing its social responsibility and its role in training the talents of tomorrow.

In December 2025, the average age of the workforce was 39 years old, broken down as follows:

Age range	Average workforce in 2025	Percentage breakdown
Under 30	25	13%
From 30 to 39	87	45%
From 40 to 49	53	28%
50 and over	27	14%
Total	192	100%

¹ LTIFR

² On average of 15 hours of training per employee having benefited from at least one training course

³ 2025 data

The Group's churn rate¹ was 14.05% in 2025, while the churn rate at the initiative of employees² was 8.33%.

1.5.3.2. Work organisation

Corporate culture, benefits and quality of life at work

The Group organises its business based on three fundamental values: courage, optimism and solidarity. These values are reflected in our management culture, which strives for a balance between high standards and a caring culture. To this end, in addition to the HRBP (*Human Resources Business Partner*) function, the Group also offers dedicated training programmes to support team managers.

The Group also favours a good work-life balance, with a flexible remote working policy and, particularly in France, favourable working hours and the provision of a time savings account (*compte épargne-temps*, CET).

The remuneration policy is organised in line with the Group's development. Long-term Incentive Plans have been set up in 2023 and 2024, consisting of plans for the allocation of free shares, stock options or founder's share warrants (*bons de souscription de parts de créateur d'entreprise* or BSPCE)⁴, granting all employees a share in the value created by the Group. The Group also pays the full cost of mutual health and

During financial year 2025, the absenteeism rate³ was 0.80%.

provident insurance for the Company's employees in France. Social security cover in other countries depends on the development and regulations of each country. Lhyfe employees in Germany benefit from sports vouchers, a scheme designed to encourage physical activity and well-being. These vouchers provide access to sports facilities and a range of activities, contributing to a better work-life balance and promoting a healthy lifestyle.

Finally, at the end of 2023, the Company was awarded the "Pro-Bike Employer" Gold award for its efforts to promote soft mobility among its employees. Lhyfe supports its employees in this area by setting up bike maintenance and repair workshops on its premises, distributing visibility kits (high-visibility vests, reflective strips, etc.), providing suitable infrastructure on the premises (secure bike park, changing room and showers, helmet and clothing racks) and offering dedicated bike safety training.

1.5.3.3. Health and safety

i. Accidents at work

The lost time injury frequency rate (LTIFR) for 2025 was 0.0%.

ii. HSE policy

The Group's HSE policy aims to ensure the health and safety of Group employees, subcontractors and customers, preserve the integrity of the Group's assets and protect the environment.

To ensure rigorous operational risk management, the Group relies on a network of HSE supervisors deployed across all its sites, whether they are under construction or in operation. Operating in France and Germany, this network of safety officers is involved on a daily basis in monitoring, advising, training and preventing occupational, industrial and environmental risks. In addition to ISO certification audits, each site undergoes an annual Quality audit as well as monthly HSE audits, ensuring continuous and structured monitoring of safety and compliance performance. The Group also has a dedicated Process Safety unit, responsible for defining and maintaining high standards of facility monitoring. This unit works closely with the Regional Directorate for the Environment, Planning and Housing (*Direction Régionale de l'Environnement, de l'Aménagement et du Logement*) to ensure the reliability and regulatory compliance of the processes implemented. Finally, each site is equipped with appropriate measures to prevent malicious acts, contributing to the overall security of the Group's assets.

iii. Workload

The Group also pays particular attention to the prevention of psychosocial risks. Preventive measures have been set out in a document made available to all employees. *Job descriptions* have also been drawn up to define functions and prevent potential organisational risks.

The Group already measures a number of indicators to monitor the social climate (employee departure rate and absenteeism rate) and organises a "moodometer", i.e. a survey of all employees, twice a year. These surveys allow employees to express their views anonymously on issues such as their working conditions, workload or work-life balance.

Workload and work-life balance issues also form an integral part of the annual appraisal campaign, enabling discussions to be opened up with management and, if necessary, an action plan to be put in place with the support of the HRBP.

iv. Harassment officer

An initiative to prevent sexual harassment and gender-based harassment has been presented to the Social and Economic Committee (CSE), including the appointment of an ad hoc representative specially trained in this area. In France, an internal procedure for reporting harassment has been formally appended to the Internal Regulations and is available to all employees.

¹ Total departures/average workforce over the year

² Resignations and termination of trial periods at the initiative of employees/average workforce over the year

³ Number of days of absence due to sick leave, sick leave due to accidents at work/commuting accidents/occupational illnesses and unjustified absences/number of days theoretically worked

⁴ The plans for the allocation of free shares, stock options or founder's share warrants are set out in detail in Notes 3.8.2 and 3.8.3 to the IFRS Financial Statements

1.5.3.4. Employee relations

In France, a new CSE was elected in February 2025.

The CSE is kept informed of the general progress of the company and puts forward employees' questions at its ordinary meetings, held 6 times a year. It is also informed of safety matters, in particular.

In addition to its ordinary meetings, the CSE has defined its operating procedures (in particular by adopting its own internal regulations), and was informed and consulted on a number of issues in 2025. In addition to its operations and ordinary consultations and information, the CSE was consulted as part of the *plan de sauvegarde de l'emploi* (PSE) to issue a

reasoned opinion on the proposed redundancies and the content of the PSE (economic reasons, number of job cuts, categories of employees affected, timetable, etc.).

A number of CSR-related data were presented to the CSE as part of the consultation process on the Company's social policy (measures put in place by the Company to encourage employees to express their views, monthly information on changes in the workforce by gender and age group, training and, in particular, the resources allocated and number of employees trained, data on pay differentials by gender and age group, measures put in place by the Company to promote parenthood, etc.).

1.5.3.5. Training

The Group organises its training budget based on five main pillars: training courses defined as strategic, training focused on *safety*, technical training necessary for its activity and training relating to career management (internal mobility) and online training (e-learning).

In 2025, the Group organised 3,040 hours of training (including 2,131 in France), representing an average of 15 hours of training per employee having benefited from at least one training course.

A significant proportion of training investment was devoted to health, safety and security training, totalling 784 hours (including 520 in France). The Group also organised

management trainings (for more than 59.5 hours and 16 employees), as well as trainings relating to cybersecurity and the use of artificial intelligence.

The Group has also initiated a process of creating partnerships with training organisations and schools, which it has started to set up and which it will continue to develop over the coming months.

Particular attention is paid to the quality of the training on offer. Regular audits of the various organisations and past training courses are carried out as part of a continuous improvement process.

1.5.3.6. Diversity policy

The average workforce is 36% female (70 employees) and 64% male (122 employees). The gender breakdown of the Group's average workforce by country and function in 2025 is as follows:

i. Breakdown of women/men by country

Country	Women	Men	Total number of employees
France	39%	61%	151
Germany	26%	74%	23
Sweden	50%	50%	6
Spain	33%	67%	6
Denmark	0%	100%	2
United Kingdom	0%	100%	2
Netherlands	0%	100%	1
Belgium	0%	100%	1
Total	36%	64%	192

ii. Breakdown of women/men by function

Function	Women	Men	Total number of employees
Business development and sales	31%	69%	42
Industry	19%	82%	54
Innovation and R&D	12%	88%	17
Operations and maintenance	32%	68%	31
Central functions	73%	27%	48
Total	36%	64%	192

The breakdown of the workforce shows a classic predominance of men in technical, technical-commercial and industrial functions and a predominance of women in central functions (human resources, finance, marketing, etc.).

Gender equality in the workplace is one of the Group's top priorities. For example:

- the Executive Committee is composed of four women and four men as at 31 December 2025, reflecting parity between women and men;
- the Group is a member of the Women in Green Hydrogen network, whose mission is to promote the role of women in the hydrogen industry;
- as parenthood is a key issue with regard to gender equality at work, the Group has set up a system of support for pregnant women before and after maternity leave and the continued payment of the full salary of employees on paternity leave after one year's seniority. This support is rolled out across all Group companies, including international companies, taking into account locally applicable regulations. During financial year 2025, the Group also endeavoured to

communicate with its employees on its maternity and paternity leave policies;

- the professional equality index for France illustrates the company's policy in this area, with a score of 74 out of 100 (2025 data) ;
- finally, in 2025, Lhyfe launched the 'Beyond Together' initiative, an internal event dedicated to diversity and inclusion (D&I), aimed at raising awareness among staff and sharing best practices on topics such as equality in the workplace, combating discrimination, disability and sexism at work. This initiative forms part of the Group's commitment to fostering an inclusive, respectful and equitable working environment, grounded in its values of solidarity, optimism and courage. It is based on an approach tailored to local cultural contexts, ensuring that the content is both consistent with the Group's values and relevant to all employees. In this context, Lhyfe also encourages employees to make a continuous and voluntary commitment to actively contributing to initiatives promoting diversity and inclusion within the Group.

1.5.4. Corporate social information

1.5.4.1. Corporate social commitments

Lhyfe's corporate social commitments are an extension of its core purpose: to strive every day to create a cleaner, healthier world for future generations. Beyond this decarbonisation mission, the Group strives to generate a positive impact on society through its actions and partnerships. These commitments are structured, managed and monitored as part of a CSR strategy, underpinned by dedicated governance, to ensure they inform the Group's decisions, projects and relationships with all its stakeholders.

i. School of Second Chance (École de la Deuxième Chance)

The School of Second Chance offers young adults the chance to train and discover promising careers. The mentoring system, with enhanced support, enables them to build a network and receive guidance in their professional projects.

As part of this, the Group organises open days at its premises and plants, as well as job-shadowing courses and simulations, to enable people who are retraining or looking for a new career direction to discover a variety of professions.

ii. Cravate Solidaire

Lhyfe supports La Cravate Solidaire, an association dedicated to promoting equal opportunities in employment. Through its work, the association supports jobseekers by offering

workshops on personal presentation, interview coaching and the provision of professional outfits.

iii. Avançons Ensemble

Lhyfe also supports Avançons Ensemble, a local organisation working to promote the inclusion of people with disabilities. During a corporate event, Lhyfe employees took part in sporting and recreational activities designed to raise awareness about the inclusion of people with disabilities.

iv. Clean Walk

Lhyfe took part in several "clean walks" in 2025. During these events, the Company's employees got together to pick up rubbish around the premises, thus actively contributing to the cleanliness and upkeep of the immediate environment.

These clean walks are participatory ecological initiatives that encourage people to get out of their work spaces to collect waste in public areas. The aim is to raise participants' awareness of the environmental impact of waste, while creating a spirit of solidarity within the teams. These actions are not limited to simple collection, but also serve to strengthen community involvement, promote a more responsible lifestyle and raise awareness of waste management.

1.5.4.2. Subcontractors and suppliers

Lhyfe is deeply committed to maintaining a lasting relationship with its strategic suppliers and subcontractors, who play an essential role in the Group's ability to operate and supply its products and services to its customers.

To provide a framework for these relationships, the Group has put in place a purchasing policy designed to create long-term value for all its stakeholders. This policy is applied to all purchases made by the Group, regardless of the nature or value of the contract.

This policy can be consulted on the LHYnks portal set up by Lhyfe and is accessible to the Group's suppliers and potential suppliers.

Aware that the actions and practices of its suppliers and subcontractors have repercussions for the Group as a whole, Lhyfe's purchasing policy provides for selection on the basis of merit and after analysing a number of CSR variables. Lhyfe also expects its suppliers and subcontractors to comply with applicable legal and regulatory requirements and to act in accordance with the Group's values and in line with the principles set out in its purchasing policy.

Lhyfe is also developing and implementing a supply chain management system to complement this policy and ensure that its principles are properly applied.

The Group's purchasing policy is based on the principles of the United Nations International Bill of Human Rights, Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), the United Nations Guiding Principles on Business and Human Rights and Guidelines for Multinational Enterprises of the Organisation for Economic Co-operation and Development (OECD).

This policy includes the following:

- respect for human rights and labour law: dignity, equality, prohibition of all forms of harassment or discrimination,

1.5.4.3. Preventing corruption

The fight against all forms of corruption forms part of an ethical approach to which the Group is deeply committed. Lhyfe formalised a code of ethics, affirming its principles of transparency, integrity and accountability across all its activities. At the same time, an anti-corruption policy applies to all employees, in addition to the procurement policy applicable to suppliers and subcontractors.

1.5.4.4. Human rights

Lhyfe is deeply committed to people and is committed to promoting and respecting internationally or locally recognised human rights and fundamental freedoms, such as the principles of non-discrimination, non-harassment and child or forced labour, in all countries where the Group operates.

In line with the Group's purchasing policy, Lhyfe is also committed to ensuring that its suppliers and subcontractors comply with regulations on human rights and labour law.

prohibition of slavery and forced or child labour and health and safety at work;

- transparency and business conduct: combating corruption, promoting the principles of fair competition, preventing conflicts of interest and protecting personal data;
- the environment: taking climate considerations into account, wildlife and biodiversity and prohibiting the use of resources from conflict zones; and
- respect for intellectual property rights and protection of the Group's assets and resources.

This policy sets out the conduct required to prevent any risk of corruption and establishes a whistleblowing mechanism, enabling any employee to report to the Group a situation, whether potential or proven, that may constitute unethical conduct.

As such, Lhyfe selects its suppliers and subcontractors with care, as well as the raw materials it uses for its activities. In particular, the Group does not use raw materials from conflict zones, likely to affect wildlife or biodiversity, or extracted or produced through slavery.

1.6. Financial information

1.6.1. Table of results for the last five financial years

In €	31/12/2025	31/12/2024	31/12/2023	31/12/2022	31/12/2021
I. Financial position at year-end					
a) Share capital	481,138	479,703	479,081	479,004	1,934
b) Number of shares making up the share capital	48,113,844	47,970,348	47,908,148	47,900,448	193,369
c) Number of bonds convertible into shares ⁽¹⁾	8,565,868	9,958,099	11,609,375	12,250,000	13,132,381
II. Comprehensive income from operations					
a) Pre-tax turnover	39,584,850	45,757,097	17,625,640	807,828	128,181
b) Profit before tax, depreciation, amortisation and provisions	-24,646,252	-15,404,104	-19,559,478	-17,101,243	-5,751,449
c) Income tax ⁽²⁾	-211,546	-157,626	-1,271,130	-636,255	-550,903
d) Profit after tax, depreciation, amortisation and provisions	-34,519,110	-19,957,101	-20,879,547	-17,393,002	-5,447,065
e) Distributed profits	0	0	0	0	0
III. Per-share data					
a) Profit after tax, before depreciation, amortisation and provisions	-0.51	-0.32	-0.38	-0.34	-26.89
b) Profit after tax, depreciation, amortisation and provisions	-0.72	-0.42	-0.44	-0.36	-28.17
c) Dividend per share	0.00	0.00	0.00	0.00	0.00
IV. Personnel					
a) Number of employees	150	152	146	83	35
b) Total payroll	11,916,341	12,272,510	11,368,117	7,077,868	2,311,258
c) Amounts paid in respect of social security benefits	5,031,330	5,218,061	4,640,635	2,801,582	748,424

(1) Before the 100-for-1 stock split approved by the General Meeting of 3 March 2022.

(2) Only comprising the R&D tax credit.

1.6.2. Time limits for payment of suppliers and customers

	Article D. 441 I.-1: Invoices received, outstanding on the balance sheet date						Article D. 441 I.-2: Invoices issued, outstanding on the balance sheet date					
	0 days (approximate)	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or over)	0 days (approximate)	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or over)
(A) Periods of late payment												
Cumulative number of invoices concerned	342					52	25					9
Total amount of invoices concerned excluding tax	€4,510,800	€280,276	€0	€0	€10,131	€290,407	€1,249,669		€8,934		€56,720	€65,654
Percentage of the total amount of purchases for the financial year excluding tax	9%	2%	0%	0%	0%							
Percentage of the turnover for the financial year excluding tax							3%	0%	0%	0%	0%	0%
(B) Invoices excluded from (A) relating to disputed or unrecognised liabilities and receivables												
Number of invoices excluded			1									
Total amount of invoices excluded			€200,000									
(C) Reference time limits for payment used (contractual or statutory time limit - Article L. 441-6 or Article L. 443-1 of the French Commercial Code)												
Contractual time limits to be specified			30 days									
Statutory time limit to be specified												

1.6.3. Dividends paid in the last three years

The Company has not paid any dividends in the last three financial years.

1.6.4. Non-deductible expenses

The Company did not incur extravagant expenditure within the meaning of Article 39 paragraph 4 of the French General Tax Code during the financial year to 31 December 2025.

1.6.5. Overheads added back to taxable income

The Company did not incur excessive overheads or overheads not included on the special statement resulting in amounts being added back specified in Article 39 paragraph 5 of the French General Tax Code during the financial year to 31 December 2025.

2

Report on Corporate Governance

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This chapter constitutes the corporate governance report referred to in Article L. 225-37 of the French Commercial Code. It has been drawn up by a working group comprising the Legal, Finance and Human Resource departments, was reviewed by the Appointment and Remuneration Committee and approved by the Company's Board of Directors. It will be presented to shareholders at the Company's annual General Meeting on 22 May 2026.

2.1. General principles of corporate governance

2.1.1. Reference to the Middelnext Code

Pursuant to Article L. 22-10-10 of the French Commercial Code, the Company refers to the corporate governance code for small and mid caps as published in September 2021 by

Middelnext (available at www.middelnext.com), insofar as the principles it contains are compatible with the Company's organisation, size, resources and shareholder structure.

2.1.2. Application of the recommendations of the Middelnext Code

The table below shows the Company's position in relation to all the recommendations set out in the Middelnext Code as of the date of the Annual Financial Report.

Recommendations of the Middelnext Code	Applied	Not applied	Will be applied	Comments
"Supervisory" power				
R 1: Ethics of Board members	✓			-
R 2: Conflicts of interest	✓			-
R 3: Composition of the Board - Presence of independent members		x		See paragraph 2.2.1.4 for an analysis of the independence of each Director, particularly as regards the Board of Directors' decision not to apply one of the criteria for presuming Directors' independence to Christopher Sorensen.
R 4: Information for Board members	✓			-
R 5: Training of Board members	✓			-
R 6: Organisation of Board and Committee meetings	✓			-
R 7: Creation of committees	✓			-
R 8: Creation of a specialised Corporate Social and Environmental Responsibility (CSR) Committee	✓			-
R 9: Establishment of internal regulations of the Board	✓			-
R 10: Choice of each Board member	✓			-
R 11: Terms of office of Board members		x		Terms of office are not staggered. This decision was made given the short terms of office (three years), which makes it possible to change the members of the Board of Directors regularly and, in the Company's view, achieve the same objectives.
R 12: Remuneration of Board members in respect of their corporate office	✓			-
R 13: Establishment of an assessment of the Board's work	✓			-
R 14: Shareholder relations	✓			-
Executive power				
R 15: Diversity and equity policy within the company	✓			-
R 16: Definition and transparency of executive corporate officers' remuneration	✓			-
R 17: Preparation of management succession	✓			-
R 18: Combination of employment contract and corporate office	✓			-
R 19: Severance pay	✓			-
R 20: Supplementary pension schemes	✓			-
R 21: Stock options and free share allocations	✓			-
R 22: Review of watch points	✓			-

2.1.3. Governance method

The Company is managed by a Board of Directors, whose composition and functioning are described in Section 2.2 of the Annual Financial Report.

On 11 March 2022, the Board of Directors decided not to separate the functions of Chairman of the Board of Directors and Chief Executive Officer of the Company and appointed Matthieu Guesné as Chairman and Chief Executive Officer. His term of office was renewed on 23 May 2025 for the duration of his directorship, i.e. for a period of three years.

The Board of Directors may, at any time and, in any event, whenever the term of office of the Chief Executive Officer or the Chairman expires, decide to change the current governance method and opt to separate the functions of Chairman and Chief Executive Officer. This decision is taken by a simple majority of the Directors present or represented and is notified to the shareholders and third parties under the regulatory conditions in force, without this entailing any amendment to the Company's Articles of Association.

2.2. Board of Directors and Committees

2.2.1. Composition of the Board of Directors

The Board of Directors comprises a minimum of three Directors and a maximum of 18 Directors, subject to the exception provided by law in the event of a merger. Directors are appointed and reappointed by the ordinary General Meeting.

The internal regulations of the Board of Directors also provide for the possibility of appointing up to three observers.

Observers are appointed and reappointed by the Board of Directors.

As of the date of the Annual Financial Report, the Board of Directors comprised seven Directors and two observers.

2.2.1.1. Summary of the composition of the Board of Directors

The table below summarises the composition of the Board of Directors as of the date of the Annual Financial Report:

First name and surname	Gender	Age	Nationality	Independence ¹	Committees
Chairman of the Board of Directors - Chief Executive Officer					
Matthieu Guesné	Male	44	French		
Directors					
Amaury Bierent	Male	58	French		Member of the Audit Committee
Alena Fargere	Female	37	French	✓	Chair of the Social and Environmental Responsibility Committee Member of the Audit Committee
Jana Kley	Female	56	German	✓	Member of the Appointment and Remuneration Committee Member of the Social and Environmental Responsibility Committee
Bruno Le Jossec	Male	61	French	✓	Chairman of the Audit Committee Member of the Appointment and Remuneration Committee
Maria Pardo Saleme	Female	45	Spanish		
Christopher Sorensen	Male	65	American	✓	Chair of the Appointment and Remuneration Committee
Observers					
Noria, represented by Christophe Guillaume	Male	59	French		
Mitsui & Co., Ltd, represented by Makoto Kan	Male	50	Japanese		

43% of Directors are women

100% of independent Directors are members of at least one Committee

96% Directors' average attendance rate at Board meetings in 2025

57% of Directors are men

57% of Directors are independent

52 Average age of Directors

¹ Independence based on the criteria of the Middenext Code to which the Company refers

2.2.1.2. Biographies of the Directors



Chairman of the Board of Directors - Chief Executive Officer

Age: 44

Nationality: French

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 8,951,403⁽¹⁾

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Matthieu Guesné is an electronics and IT engineer. A father of two, he has acquired a strong international, business and scientific culture over the course of his career.

He was Director of the *Commissariat à l'énergie atomique et aux énergies alternatives* (CEA) Tech Pays de la Loire and Bretagne, dedicated to marine renewable energies and their storage. This research centre specialises in energy storage using batteries and hydrogen, robotics and materials. The CEA is a French public research body responsible for 40% of French patents on hydrogen technology. Matthieu Guesné was in charge of an investment plan worth tens of millions of euros. He also managed the creation of the team, as well as the contractualisation of R&D partnerships with industrialists and the execution of research work within a public/private framework.

Before joining this public research organisation, Matthieu Guesné was responsible for business and commercial functions. He has signed contracts worth several tens of millions of euros all over the world with major manufacturers in the space, aeronautics, defence, automotive and telecommunications industries.

Matthieu Guesné was the International Sales Director of an SME specialising in hyperfrequency electronics and managed partners in over 30 countries, enabling him to travel the world and acquire a strong international culture. Finally, he worked as Key Account Manager at Hewlett-Packard in the test and measurement division (Keysight today).

Current offices

- Manager of Fresh Future

Offices or positions held outside the Company in the last five years

None

⁽¹⁾ Directly and indirectly via Fresh Future.

Amaury Bierent



Director

Member of the Audit Committee

Age: 58

Nationality: French

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 3,793,305⁽¹⁾

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Holder of an engineering degree, Amaury Bierent graduated from HEI (Lille) in 1990 and EDC Mc Gill University in 1993. He is also an alumnus of the Faculté Agronomique des Sciences de Gembloux (University of Liège, class of 2001).

After working ten years as an engineer and then as an infrastructure project manager at EGIS, part of the Caisse des Dépôts Group, Amaury Bierent created several companies, including Ovive in 1999 (independent industrial water treatment company), Mobipur in 2004 (independent environmental equipment rental company), Lhotellier Eau in 2004 (independent urban water treatment company) and Mobipur GmbH (Germany).

Amaury Bierent is currently co-manager of Les Saules, manager of Mobipur GmbH, president of Optyma and president of Sofiwaga.

Current offices

- Director of Lixo
- Director of Tryon Environnement
- Director of Adionics
- Director of Jesus
- Co-manager of Les Saules
- Manager of Mobipur GmbH
- President of Optyma
- President of Sofiwaga

Offices or positions held outside the Company in the last five years

- Chief Executive Officer of Ovive

⁽¹⁾ Via Les Saules.

Alena Fargere



Independent Director

Chair of the Social and Environmental Responsibility Committee

Member of the Audit Committee

Age: 37

Nationality: French

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 1,500

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Passionate about the challenges of the energy transition and mitigating the effects of climate change, Alena Fargere is an investor in renewable gases and an international expert on hydrogen energy. She was part of the founding team of the SWEN Impact Fund for Transition, the first European fund dedicated to financing renewable gas, biogas and hydrogen infrastructure. Drawing on her industrial experience at Air Liquide, she also advises international organisations, including the United Nations, on sustainable energy, gas and mobility strategies. Alena Fargere holds a PhD in Economics from the Ecole Polytechnique.

Current offices

○ President of AKKA Equity

Offices or positions held outside the Company in the last five years

None

Jana Kley



Independent Director

Member of the Appointment and Remuneration Committee

Member of the Social and Environmental Responsibility Committee

Age: 56

Nationality: German

Year of first appointment: 2025

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 0

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Jana Kley graduated from Freie Universität Berlin with a Master's degree in Business Administration in 1995, with a major in human resources, marketing and organizational psychology.

She is a multinational (German – French) Senior HR executive with 27 years' experience in global industrial and service companies. Jana is a business-oriented HR leader with a clear vision of the contribution of the HR function at strategic and operational levels. Her HR Executive positions at United Technologies Corporation, OP Mobility and Saur Group provided her with the opportunity to acquire relevant experience in all HR fields, in France, Germany and globally; with a focus on supporting transformation projects and cultural evolution, restructuring projects, divestitures and M&A, organizational evolution, employee retention and engagement.

Jana is currently the Executive Vice President HR Operational for the Saur Group.

Current offices

- President of WR.HR (provider of Human Resources Services)
- Director of Nijhuis Saur Industries

Offices or positions held outside the Company in the last five years

None

Bruno Le Jossec



Independent Director

Chairman of the Audit Committee

Member of the Appointment and Remuneration Committee

Age: 61

Nationality: French

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 2,050

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Bruno Le Jossec received a diploma from the Institut Commercial Supérieur (I.C.S.) – Paris 3rd in 1988, postgraduate diplomas (DESS/ Master 2) in Law and Finance “Financial Engineering” from the Faculty of Law in Caen associated with the Centre de Formation aux Professions Bancaires (C.F.P.B.) in 1990, an Executive MBA from the Ecole Supérieure de Commerce de Paris (ESCP), a university diploma (DU) in Corporate Taxation from ISFEC: Ordre des Experts Comptables and UBS (Université de Bretagne Sud) in 2007, a university diploma (DU) in Asset Management from ISFEC: Ordre des Experts Comptables and IGR Rennes, as well as training at the Institut des Hautes Etudes de la Sécurité et de la Justice (INHESJ) of the French Ministry of the Interior in cybersecurity and the Institut des Hautes Etudes de Défense (IHEDN), Digital Sovereignty session.

Bruno Le Jossec began his career in cash (Franc and currencies) and debt management at Société de Protéines Industrielles (SPI), the DIANA division of Groupe Guyomarc’h. He then worked as an Executive Attaché in the Financial Engineering and Private Equity department of Ouest Croissance (a subsidiary of Banques Populaires du Grand Ouest) before becoming Executive Director of Société Financière Lorient Développement (SFLD) in 1994. Since 2011, he has been Executive Director of SEM XSEA.

He is a member of the *Réserve Opérationnelle Marine* (CF) and of the *Réserve Opérationnelle RAID et DGPN* (C).

Current offices

- Observer of Kerlink (ALKLK)¹
- President of SCAAL
- President of Cadusun
- Manager of Naxos
- Manager of Mellinet
- Manager of Mermoz

Offices or positions held outside the Company in the last five years

- Non-executive Managing Director of Urosfin

¹ Listed company.

Maria Pardo Saleme



Director and Chief Financial Officer

Age: 45

Nationality: Spanish

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 11,066

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Maria Pardo Saleme has almost 20 years' experience in investment banking, where she carried out a number of assignments in risk and derivatives modelling, later specialising in providing corporate finance advice to public and private companies at BNP Paribas. From 2015, she headed the equity capital markets teams for the Iberian region, with whom she led a number of strategic projects (IPOs, share capital increases, equity financing and share sales). From 2020, she contributed to the creation and launch of BNP Paribas' EMEA private fundraising advisory business dedicated to innovative companies.

Maria is fluent in five languages, has a degree in engineering from ENSTA Paris and is a member of the Institut Polytechnique de Paris. She also holds a Master's degree in Modelling and Mathematical Methods in Economics from Université Paris 1 Panthéon-Sorbonne.

Current offices

- President of Athena
- Manager of LKF Lecourbe

Offices or positions held outside the Company in the last five years

None

Christopher Sorensen



Independent Director

Chair of the Appointment and Remuneration Committee

Age: 65

Nationality: American

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 0

Business address: 66 boulevard de Berlin, 44000 Nantes, France

Christopher Sorensen, a native of New York, has worked at the forefront of technological and commercial innovation for over 30 years on three continents. After starting his career as a manager of large projects at Accenture in New York and Paris, for the last 20 years he has focused on creating a positive social impact by applying technological and commercial innovation on a large scale. More recently, he has supported the development of a new global clean-tech cluster in Masdar City, including the Masdar Institute and Masdar Clean Energy in Abu Dhabi.

He then applied his experience to creating the GreenLab green energy industrial platform in Denmark. Christopher Sorensen has participated in the CEO Council for the EU Clean Hydrogen Alliance, the Danish Government Advisory for Industrial Climate Partnership, the Technical University of Denmark Energy Advisory Board (DTU) and the Danish Energy PtX Partnership. He is currently serving as an independent global growth advisor.

Current offices

- Founder, Greener World ApS
- Advisor to Director General, International Solar Alliance (NGO)

Offices or positions held outside the Company in the last five years

- Chief Executive Officer, GreenLab Skive AS

2.2.1.3. Biographies of the observers

Noria, represented by Christophe Guillaume



Observer

Age: 59

Nationality: French

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 7,540,611⁽¹⁾

Business address: Noria, Mr Christophe Guillaume, 67 place Rihour, 59800 Lille, France

Christophe Guillaume is an agricultural engineer from UniLaSalle (1990). He began his career in the agri-food industry at the Vivescia group, where he was tasked with managing Westhove, an industrial SME engaged in the production of cereal ingredients that was having financial problems. He was responsible for the company's turnaround and development, acquired it through an LBO in 1999 and then sold it to Limagrain between 2004 and 2006. In 2004, he began investing in the low-carbon energy sector, developing a wind farm and making investments as a business angel, while also managing a work-linked training structure, Campus Pro, between 2007 and 2015.

Since 2016, he has managed Noria, a family-owned investment structure committed to integral ecology. As a long-term investor, Noria participates in the capital and governance of c. 15 developers and operators of low-carbon energy systems including Elements, Ciel & Terre International, NewHeat, Lhyfe, BW Ideol, Jimmy Energy, TLS Geothermics, Geosophy, Dualsun, BeeBryte, Elax Energy and Cascadya. Within the group, he created Noria Gestion, an AMF-approved asset management company, which he has chaired since 2020.

Current offices

- Chairman of Noria Gestion SAS
- Chairman of Noria SAS
- Manager of CKM SARL
- Manager of Campus Pro Emploi SARL
- Manager of Eoliennes des 4 Chemins SARL
- Chairman of Passo SAS
- Permanent representative of Passo SAS, Chair of Campus Pro SAS
- Director of Noria Invest SRL - Belgium
- Director of Orlandia SA - Belgium
- Director of Cimalp SA - Luxembourg
- Manager of Larochette Invest SARL - Luxembourg
- Observer of Forsee Power SA⁽²⁾
- Chairman of Cascadya SAS

Offices or positions held outside the Company in the last five years

- Permanent representative of Noria Invest (SRL), Chair of Passo (SAS)
- Representative of Noria Invest SRL, director of Waga Energy
- Manager of Eolienne de Nozet SARL

⁽¹⁾ Number of shares held by Noria, directly and indirectly (via Noria Invest SRL). In addition, Christophe Guillaume personally holds 30,000 Lhyfe shares through a life insurance policy.

⁽²⁾ Listed company.

Mitsui & Co Ltd. represented by Makoto Kan



Observer

Age: 50

Nationality: Japanese

Year of first appointment: 2022 (renewal in 2025)

Term of office expiry date: Annual General Meeting called to approve the 2027 financial statements to be held in 2028

Number of shares held on 31 December 2025: 1,269,842

Business address: Mitsui & Co. Ltd, 2-1, Otemachi 1-chome, Chiyoda-ku Tokyo 100-8631, Japan

Makoto Kan holds a law degree from Keio University in Japan (1998) and an MBA from the University of Michigan (2015). Prior to joining Mitsui & Co. Ltd. in 2015, Makoto Kan worked at Toray Industries, Inc. between 1998 and 2007 and Sumitomo Chemical Co, Ltd. between 2008 and 2013. Between 2019 and 2021, he was seconded by Mitsui & Co. Ltd. to Toyota Motor Corp.

Current offices

- General Manager, Mitsui & Co, Ltd

Offices or positions held outside the Company in the last five years

- Project Manager, Toyota Motor Corporation (until March 2022)

2.2.1.4. General principles governing the composition of the Board of Directors

i. Appointment principles

Appointment and term of office of Directors

The Directors, appointed and reappointed by the ordinary General Meeting, may be natural persons or legal entities, which may be chosen from among the shareholders.

Directors that are legal entities must, at the time of their appointment, designate a permanent representative who is subject to the same conditions and obligations and incurs the same liabilities as if he were a Director in his own name.

When a Director that is a legal entity terminates the appointment of its permanent representative, it must notify the Company immediately by registered letter of its decision and the identity of its new permanent representative. The same applies in the event of the death or resignation of the permanent representative.

Directors are appointed for a three-year term. Their duties end at the close of the annual ordinary General Meeting held in the year in which their term of office expires and called to approve the financial statements for the previous financial year.

Any Director placed under supervision is automatically deemed to have resigned.

The number of Directors over the age of 70 may not exceed one-third of the Directors in office. If this threshold is exceeded during the term of office, the oldest Director is automatically deemed to have resigned at the end of the next General Meeting.

Directors may be re-elected. They may be removed at any time by the ordinary General Meeting.

In the event of a vacancy arising from the death or resignation of one or more Directors, the Board of Directors may, between two general meetings, make provisional appointments in order to add new members to the Board. These appointments must be made within three months of the vacancy if the number of Directors falls below the statutory minimum. The Director thus co-opted will hold office for the remainder of his predecessor's term of office.

Provisional appointments made by the Board of Directors are subject to confirmation at the next ordinary general meeting. Failing confirmation, the decisions and actions taken nevertheless remain valid.

If the number of Directors falls below the legal minimum, the Directors remaining in office must immediately call an ordinary General Meeting in order to add new members to the Board of Directors.

Appointment and term of office of observers

Observers, appointed and reappointed by the Board of Directors, may be natural persons or legal entities. Observers that are legal entities must appoint a permanent representative.

The term of office of observers is set by the Board of Directors in the appointment decision. Observers may be re-elected, but the total length of their term of office may not exceed nine years. They may be removed at any time by a decision of the Board of Directors.

The age limit for serving as an observer is 70. Any observer who reaches this age is automatically deemed to have resigned at the end of the annual ordinary General Meeting following the date of his seventieth birthday.

Observers attend Board meetings as observers and may be consulted by the Board. They must be called to each meeting of the Board of Directors under the same conditions as other Directors. Observers may assist the Board of Directors in its work, provide it with necessary information and offer their expertise and knowledge. In any event, observers do not have voting rights and, as such, do not vote on decisions taken by the Board of Directors.

Observers are subject to the same provisions of the internal regulations as other Directors in terms of ethics, particularly as regards measures to prevent conflicts of interest and the obligations of loyalty and confidentiality. Like other Directors, they are also regularly made aware of the regulations on market abuse.

ii. Independence of Directors

In light of the independence criteria defined by the Middelnext Code of September 2021 to which the Company refers, the Board of Directors considers that four Directors in office (out of a total of seven Directors in office, i.e. a proportion of 57%) qualify as independent, namely Alena Fargere, Jana Kley, Bruno Le Jossec and Christopher Sorensen (the situation of the latter being described in greater detail below).

The Company's analysis of the independence of each Director in office based on the criteria set out in the Middlednext Code is as follows:

Independence criteria	Directors						
	Matthieu Guesné	Amaury Bierent	Alena Fargere	Jana Kley	Bruno Le Jossec	Maria Pardo Saleme	Christopher Sorensen
Is not, and has not been over the last five years, an employee or an executive corporate officer of the Company or a Group company	x	✓	✓	✓	✓	x	✓
Does not have, and has not had over the last two years, a significant business relationship with the Company or the Group (customer, supplier, competitor, service provider, creditor, banker, etc.)	✓	x	✓	✓	✓	✓	x ⁽²⁾
Is not a principal shareholder of the Company and does not have a significant percentage of voting rights	x	✓	✓	✓	✓ ⁽¹⁾	✓	✓
Does not have a close relationship or close family ties with a corporate officer or a principal shareholder	✓	✓	✓	✓	✓	✓	✓
Has not been, over the last six years, a statutory auditor of the Company	✓	✓	✓	✓	✓	✓	✓

(1) Bruno Le Jossec has executive power within Société Financière Lorient Développement, which has a non-significant stake in the Company.

(2) Christopher Sorensen was, until 14 September 2024, Chief Executive Officer of GreenLab Skive AS, Lhyfe's industrial partner, and therefore had a significant business relationship with the Company.

Christopher Sorensen's situation

At its meetings on 25 and 26 March 2025 and 30 March 2026, the Board of Directors considered the situation of Christopher Sorensen, who has been a Director since 24 May 2022. Christopher Sorensen did not qualify as independent at the time of his appointment because of his management duties at GreenLab Skive AS, Lhyfe's industrial partner in the GreenHyScale project. As Christopher Sorensen's management duties ended on 14 September 2024, the Board of Directors decided to reassess his independence, in the absence of any other economic or legal relationship between Christopher Sorensen and GreenLab Skive AS.

The Board of Directors therefore considered that Christopher Sorensen had no relationship with the Company or the Group that could affect the independence of his judgement. Under these conditions, the Board of Directors, availing itself of the possibility offered by Recommendation No. 3 of the Middlednext Code to waive one of the criteria for presuming a Director's independence, decided not to apply the second criterion, which requires a period of two years to elapse between the end of the significant business relationship with the Company or the Group and qualification as an Independent Director.

It also considered that the exceptional assignments it entrusted to Christopher Sorensen on 22 December 2024 and 4 July 2025, and the corresponding contracts (described in greater detail in paragraph 2.4.2.3 of the Annual Financial Report) were not such as to call into question his independence.

It should be noted that, if the Board of Directors were to take decisions concerning GreenLab Skive AS or the GreenHyScale project, the Board of Directors would be particularly vigilant with regard to the application of the provisions of the internal regulations regarding the management of conflicts of interest of the members of the Board of Directors, the main measures of which are detailed below.

iii. Ethics

Conflicts of interest

To the Company's knowledge, there are no potential conflicts of interest between the duties of the members of the Board of Directors and the Chairman and Chief Executive Officer vis-à-vis the Company and their private interests and/or other duties.

Article 3.2 of the internal regulations of the Board of Directors sets out the measures applicable to the management of conflicts of interest of members of the Board of Directors. In particular, it stipulates that all members of the Board of Directors must:

- make every effort to avoid any conflict that may exist between their moral and material interests and those of the Company;
- inform the Board of Directors of any conflict of interest in which they may be involved, in particular as a member of the management bodies of companies in the same business sector; and
- in cases where they cannot avoid having a conflict of interest, refrain from taking part in discussions and any decisions on the matters in question.

Service contracts

Two exceptional engagement agreements were entered into between the Company and Christopher Sorensen, Independent Director, on 22 December 2024 and 4 July 2025. These agreements are described in greater detail in paragraph 2.4.2.3 of the Annual Financial Report

To the Company's knowledge, as of the date of the Annual Financial Report there are no other service contracts binding the members of the Board of Directors and the Chairman and Chief Executive Officer to the Company or to any of its subsidiaries which provide for the granting of benefits.

iv. Diversity policy

In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code, when the Board of Directors of a company whose shares are admitted to trading on a regulated market has eight members or fewer, the difference between the number of Directors of each gender may not exceed two.

As of the date of the Annual Financial Report the Board of Directors, as described above and without taking into account the Observers, comprises four men and three women, and is therefore in compliance with legal requirements.

The average age of Directors is 52.

2.2.2. Organisation and functioning of the Board of Directors and committees

2.2.2.1. Organisation and functioning of the Board of Directors

i. Meetings and chairmanship

Proceedings of the Board of Directors

The Board of Directors meets as often as necessary to ensure the Company's interests, at the Chairman's invitation.

The Chief Executive Officer, when not acting as Chairman of the Board of Directors, or at least two Directors, may ask the Chairman to convene a meeting of the Board of Directors for a specific agenda.

The Chairman is bound by the requests made to him under the above paragraph.

Meetings of the Board of Directors are held at the registered office or at any other place indicated in the notice of meeting. Notices of meetings are sent by any written means (including email) at least five days before the date of the meeting. Meetings may also take place verbally and immediately if all the Directors agree and are present, deemed to be present or represented, or in case of an emergency duly justified by exceptional circumstances. The notice of meeting includes all documents necessary for the Directors to perform their duties and take informed decisions.

The Board of Directors is validly in session only if at least one-half of the Directors are present (or deemed to be present).

Decisions of the Board of Directors are taken by a simple majority of the Directors present (or deemed to be present) or represented.

The Chairman, or in his absence the meeting chairman, casts the deciding vote.

The Board of Directors appoints a secretary who may or may not be chosen from among the Directors. The secretary is replaced by a simple decision of the Board of Directors. The Board of Directors adopts internal regulations.

Directors participating in a meeting of the Board of Directors by means of telecommunication that enable the participants to be identified and ensure they can participate effectively, in accordance with the conditions provided for by current laws and regulations at the time of their use, are deemed present for the purpose of calculating quorum and majorities. The internal regulations of the Board of Directors may, as the case may be, provide that certain decisions cannot be taken during a meeting held under these conditions.

The proceedings of the Board of Directors are recorded in minutes drawn up in accordance with the legal provisions in force. The minutes are signed by the meeting chairman and a Director. If the meeting chairman is unable to do so, the minutes are signed by at least two Directors.

v. Training of Board members

A training plan for Board members has been developed for their entire current term of office, i.e. three years. This training plan includes awareness of regulations on market abuse, a presentation of the resolutions concerning capital increases, sessions related to certain IFRS topics or electricity supply management.

Decisions of the Board of Directors may, where appropriate, be taken by way of written consultation or postal vote, in accordance with the provisions of the Articles of Association and the internal regulations of the Board of Directors.

Chairman of the Board of Directors

The Board of Directors elects the Chairman, who must be a natural person, from among the Directors. It determines the Chairman's term of office, which may not exceed that of his directorship. The Board of Directors may remove him at any time.

No person over the age of seventy may be appointed Chairman. If the Chairman in office exceeds this age, he is automatically deemed to have resigned.

The Chairman represents the Board of Directors. He organises and directs the Board's work and gives an account of said work to the General Meeting. He ensures that the Company's bodies are working properly and that the Directors are able to perform their duties.

The Chairman's remuneration is determined by the Board of Directors.

In case of the Chairman's absence or incapacity, the Board of Directors appoints the meeting chairman.

When general management of the Company is assumed by the Chairman, the provisions of paragraph 2.3.1 of the Annual Financial Report apply to him.

ii. Responsibilities of the Board of Directors

The Board of Directors determines the policies related to the Company's business and ensures that they are implemented. Subject to the powers expressly granted by law to general meetings and within the limits of the corporate purpose, the Board deals with all matters concerning the proper operation of the Company and, through its proceedings, settles matters concerning it.

Sureties, guarantees and security given by the Company to third parties must be authorised by the Board of Directors in accordance with the provisions of Article L. 225-35 paragraph 4 of the French Commercial Code.

The Board of Directors conducts any audits and verifications that it deems appropriate. The Chairman or the Chief Executive Officer of the Company is required to provide each Director with all documents and information needed to perform their duties.

The Board of Directors may grant to one or more of its members or to third parties, whether or not they are shareholders, any special powers for one or more specific purposes.

The Board of Directors may decide to set up committees to examine matters that it or its Chairman submits to them for their opinion. It determines the composition and responsibilities of the committees that operate under its responsibility.

The Board of Directors makes the necessary amendments to the Articles of Association to conform with legislative and regulatory provisions, subject to ratification of these amendments by the next Extraordinary General Meeting.

2.2.2.2. Composition, responsibilities and functioning of Committees

The table and paragraphs below show the Board Committees set up in accordance with the internal regulations of the Board of Directors as of the date of the Annual Financial Report.

Composition of Board Committees

	Alena Fargere ⁽¹⁾	Bruno Le Jossec ⁽¹⁾	Amaury Bierent	Jana Kley ⁽¹⁾	Christopher Sorensen ⁽¹⁾	Proportion of Independent Directors
Audit Committee	Member	Chairman	Member			2/3 (67%)
Appointment and Remuneration Committee		Member ⁽²⁾		Member ⁽³⁾	Chairman	3/3 (100%)
Social and Environmental Responsibility Committee	Chairwoman			Member ⁽⁴⁾		2/2 (100%)

⁽¹⁾ Independent Director.

⁽²⁾ Christopher Sorensen replaced Bruno Le Jossec as Chairman of the Appointment and Remuneration Committee pursuant to a decision of the Board of Directors on 23 May 2025.

⁽³⁾ Jana Kley has replaced Alena Fargere as a member of the Appointment and Remuneration Committee pursuant to a decision of the Board of Directors on 23 May 2025.

⁽⁴⁾ Jana Kley has replaced Maria Pardo Saleme as a member of the Social and Environmental Responsibility Committee pursuant to a decision of the Board of Directors on 23 May 2025.

i. Audit Committee

Composition

The Audit Committee is composed of three to five members, at least two-thirds of whom are Independent Directors.

At least one of the independent members of the Audit Committee must have specific expertise in finance, accounting or statutory auditing.

The Chairman of the Audit Committee is appointed by the Board of Directors, on the recommendation of the Appointment and Remuneration Committee, from among the independent members following a special review.

As of the date of the Annual Financial Report, the members of the Audit Committee were Bruno Le Jossec (Independent Director and Chairman of the Committee), Alena Fargere (Independent Director) and Amaury Bierent.

Responsibilities

The role of the Audit Committee is to monitor matters relating to the preparation and audit of accounting and financial information and ensure the effectiveness of the risk monitoring and operational internal control system, in order to help the Board of Directors perform its audit and verification duties in this area.

To this end, the responsibilities of the Audit Committee are as follows:

- monitoring the financial reporting process;
- monitoring the effectiveness of the internal control, internal audit and risk management systems relating to financial and accounting information;
- monitoring the statutory audit of the company and consolidated financial statements by the Company's Statutory Auditors; and
- monitoring the Statutory Auditors: selection and reappointment procedure and independence.

Operating procedures

The Audit Committee meets as often as necessary and, in any event, at least twice a year at the time of preparation of the annual and half-yearly financial statements.

Meetings are held before the Board of Directors' meeting and, if possible, at least two days before this meeting when the Audit Committee's agenda concerns the review of the half-yearly and annual financial statements prior to their review by the Board of Directors.

ii. Appointment and Remuneration Committee

Composition

The Appointment and Remuneration Committee is composed of three to five members, the majority of whom are Independent Directors. They are appointed by the Board of Directors from among its members on the basis of their independence and expertise in the selection or remuneration of executive corporate officers of listed companies. The Appointment and Remuneration Committee may not include any executive corporate officers.

The composition of the Appointment and Remuneration Committee may be modified by the Board of Directors acting at the Chairman's request, and must, in any event, be modified in case of a change in the general composition of the Board of Directors.

The Chairman of the Appointment and Remuneration Committee is appointed from among the independent members by the Board of Directors.

As of the date of the Annual Financial Report, the members of the Appointment and Remuneration Committee were Christopher Sorensen (Independent Director and Chairman of the Committee), Jana Kley (Independent Director) and Bruno Le Jossec (Independent Director).

Responsibilities

The main role of the Appointment and Remuneration Committee is to assist the Board of Directors in selecting the

members of the Company's and the Group's management bodies and in determining and regularly assessing all remuneration and benefits of the Group's executive corporate officers and/or senior managers, including any deferred benefits and/or voluntary or compulsory severance payments made by the Group.

To this end, its main responsibilities are as follows:

- proposals for the appointment of members of the Board of Directors, senior managers and Board Committee members;
- annual assessment of Directors' independence; and
- review and proposal to the Board of Directors concerning all components and conditions of the remuneration of the Group's executive corporate officers.

Operating procedures

The Appointment and Remuneration Committee meets as often as necessary and, in all cases, prior to any meeting of the Board of Directors called to decide on the remuneration of senior managers, the appointment of members of the Board of Directors or the distribution of the total annual package allocated to the Board of Directors.

iii. Social and Environmental Responsibility Committee

Composition

The Social and Environmental Responsibility Committee is composed of two to five members, at least one of whom is an Independent Director. They are appointed by the Board of Directors from among its members on the basis of their independence and expertise in corporate social and environmental responsibility.

The Committee's composition may be modified by the Board of Directors acting at the request of its Chairman.

The Chairman of the Social and Environmental Responsibility Committee is appointed from among the independent members by the Board of Directors.

As of the date of the Annual Financial Report, the members of the Social and Environmental Responsibility Committee were Alena Fargere (Independent Director and Chair of the Committee) and Jana Kley.

Responsibilities

The role of the Social and Environmental Responsibility Committee is as follows:

- reviewing and making recommendations regarding the Group's strategy, ambitions, policies and commitments in terms of social and environmental responsibility, particularly in the areas of the environment and sustainable development, ethics and compliance, human rights, health and personal safety;
- monitoring the Group's social and environmental responsibility initiatives and their implementation;
- examining environmental and social risks in conjunction with the Audit Committee, and the impact of environmental and social issues in terms of investment, performance and image; and
- annually reviewing a summary of the Group's non-financial ratings.

Operating procedures

The Social and Environmental Responsibility Committee meets as often as necessary and, in any event, before the Company's corporate governance report is drawn up.

2.2.2.3. Assessment and meetings of the Board of Directors and Committees

i. Assessment of the functioning of the Board of Directors and Committees

Once a year, an item on the Board of Directors' agenda must be dedicated to assessing its operating procedures.

A formal assessment of the Board of Directors and Committees must also be carried out at least every three years, possibly under the management of an Independent Director and, where applicable, with the help of an external consultant. The following points are taken into consideration:

- whether the frequency and length of Board meetings are adequate for the Board of Directors to perform its duties and whether the information available to the Board and each of its members enables them to deliberate effectively;

- the quality of the preparatory work of the Committees and their composition, which must ensure that they can objectively review matters they are asked to examine;
- whether certain categories of decisions should be reserved for the Board of Directors; and
- any failures by members of the Board of Directors to perform their duties.

At the meeting held on 30 March 2026, at the invitation of the Chairman and Chief Executive Officer, the members of the Board of Directors discussed the functioning of the Board of Directors and Committees, and the preparation of the Board's work.

ii. Meetings and work of the Board of Directors and Committees in 2025

The table below shows the number of meetings of the Board of Directors and its Committees and the attendance rate of its members during the year ended 31 December 2025:

	Board of Directors		Audit Committee		Appointment and Remuneration Committee		Social and Environmental Responsibility Committee	
Number of meetings	8		2		1		1	
Member of the Board of Directors	Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate	Number of meetings attended	Attendance rate
Matthieu Guesné	8	100%						
Amaury Bierent	6	75%	2	100%				
Alena Fargere	8	100%	2	100%	1	100%	1	100%
Jana Kley	5 ⁽¹⁾	100% ⁽¹⁾						
Bruno Le Jossec	8	100%	2	100%	1	100%		
Maria Pardo Saleme	8	100%					1	100%
Christopher Sorensen	8	100%			1	100%		
Christophe Guillaume ⁽²⁾	8	100%						
Makoto Kan ⁽²⁾	7	88%						
Average attendance rate⁽³⁾		96%		100%		100%		100%

(1) As Jana Kley was appointed as a Director at the general meeting of 23 May 2025, she has only attended Board meetings held since that date.

(2) Observers of the Board of Directors.

(3) The attendance rate does not take into account the presence of observers.

In accordance with Recommendation No. 14 of the Middenext Code, to which the Company refers, the Board of Directors analysed the votes of minority shareholders following the general meeting held on 23 May 2025.

2.3. General management

2.3.1. Chairman and Chief Executive Officer

Depending on the method chosen by the Board of Directors, the Chairman or the Chief Executive Officer is responsible for general management of the Company.

The Chief Executive Officer is appointed by the Board of Directors, which determines his term of office, the length of which may not exceed that of his directorship.

The Board of Directors determines his remuneration.

To carry out his duties, the Chief Executive Officer must be under seventy years of age. If this age limit is reached during

his term of office, the Chief Executive Officer is automatically deemed to have resigned and a new Chief Executive Officer is appointed.

A Chief Executive Officer placed under supervision is automatically deemed to have resigned.

The Chief Executive Officer may be removed at any time by the Board of Directors. The removal of the Chief Executive Officer may give rise to damages if it is found that he was removed without just cause.

2.3.1.1. Appointment and biography

The Company is managed by Matthieu Guesné. The functions of Chairman of the Board of Directors and Chief Executive Officer are not separated.

Matthieu Guesné was appointed by the Board of Directors on 11 March 2022, and his term of office was renewed by the Board of Directors on 23 May 2025 for the duration of his directorship, i.e. for a period of three years.

Matthieu Guesné's biography is presented in paragraph 2.2.1.2 of the Annual Financial Report.

The Chief Executive Officer's business address is the Company's registered office located at 66 boulevard de Berlin, 44000 Nantes, France.

2.3.1.2. Powers

The Chief Executive Officer has the broadest powers to act under all circumstances on behalf of the Company. He exercises these powers within the limits of the corporate purpose and subject to the powers expressly granted by law to general meetings and the Board of Directors.

He represents the Company in its dealings with third parties. The Company is bound even by the actions of the Chief Executive Officer that are outside the scope of the corporate purpose, unless it can prove that the third party knew that the action in question was outside the scope of such purpose or

could not have been unaware thereof given the circumstances, it being specified that the publication of the Company's Articles of Association alone is not sufficient to constitute such proof.

In accordance with the provisions of Articles L. 225-149 and L. 232-20 of the French Commercial Code, the Chief Executive Officer is authorised to update the Company's Articles of Association, based on delegation from the Board of Directors, following a share capital increase resulting from the issuance of securities or payment of the dividend in shares.

The Chief Executive Officer may be authorised by the Board of Directors, if the latter deems this appropriate, to give sureties, guarantees and security, in the aggregate and in an unlimited amount, to guarantee commitments made by companies under the exclusive control of the Company. He may also be authorised to do so in an unlimited amount and for an unlimited time; however, in this case he must report to the Board of Directors on the use of this authorisation at least once a year.

Limitations imposed by the Board of Directors on the powers of the Chief Executive Officer and, where applicable, the Deputy Chief Executive Officers

In accordance with Article 4.2 of the internal regulations of the Board of Directors, the following decisions relating to the Company that the Chief Executive Officer and, where applicable, the Deputy Chief Executive Officers wish to take are subject to the prior approval of the Board of Directors:

- approval of the Company's annual budget and any off-budget commitments in excess of 30% of the budget;
- approval of the remuneration of the Company's senior managers or changes thereto;
- any issuance and allocation by the Company of shares or other securities giving the right, immediately or in the future, by conversion, exchange, redemption, presentation or exercise of a warrant or in any other manner, to the allocation of securities representing a portion of the Company's share capital or voting rights;
- the creation of any incentive plan or plan to allocate options, free shares or securities giving immediate or future access to the Company's share capital for the benefit of senior managers and/or employees of the Company and its subsidiaries;
- any acquisition or disposal (including by way of sale, merger, demerger or spin-off) by the Company or one of its

subsidiaries of a shareholding in excess of €100,000,000 (with the exception of any transactions to be completed by the Company or one of its subsidiaries on the shares of subsidiaries that are, in each case, directly or indirectly wholly-owned by the Company);

- any transfer or disposal of all or substantially all of the Company's assets or any merger, demerger, winding-up or liquidation of the Company (with the exception of any transactions with one of its subsidiaries that are merely internal reorganisation transactions with no impact on the rights and obligations of shareholders);
- any equity investment by the Company or one of its subsidiaries, immediately or in the future, or any expenditure relating to a project not included in the budget in a unit amount of more than €50,000,000;
- any investment or expenditure by the Company or one of its subsidiaries relating to a project included in the budget or authorised by the Board of Directors, in an amount that results in an increase of more than 15% in the equity provided for in the budget or authorised by the Board of Directors, for said project;
- any loan or corporate financing to a person other than a subsidiary or one of its shareholders and any guarantee, surety or other similar commitment to pay made by the Company that increases the Company's total debt by more than €150,000,000;
- any change to the Company's corporate form or corporate purpose;
- any decision to transfer the registered office outside France (or to move the main decision-making centres outside France);
- approval of the Company's annual and half-yearly financial statements and the annual and half-yearly consolidated financial statements;
- any distribution of dividends by the Company;
- prior authorisation of any related-party agreement within the meaning of Article L. 225-38 of the French Commercial Code, in accordance with the provisions of said article; and
- the decision to (a) change the Company's stock market listing, (b) carry out the initial public offering of the Company on another regulated market or multilateral trading facility, or (c) carry out the initial public offering of a subsidiary of the Company on a regulated market.

2.3.2. Deputy Chief Executive Officers

At the proposal of the Chief Executive Officer (whether this function is assumed by the Chairman or by another person), the Board of Directors may appoint up to three Deputy Chief Executive Officers to assist the Chief Executive Officer.

The Deputy Chief Executive Officer must always be a natural person. He may or may not be chosen from among the Directors.

If the Chief Executive Officer ceases to hold office, the Deputy Chief Executive Officer will, unless the Board of Directors decides otherwise, remain in office until the appointment of a new Chief Executive Officer.

The Deputy Chief Executive Officer may be removed at any time at the proposal of the Chief Executive Officer. The removal of the Deputy Chief Executive Officer may give rise to damages if it is found he was removed without just cause.

2.3.2.1. Appointment and biographies

As of the date of the Annual Financial Report, there is no Deputy Chief Executive Officer in office at the Company.

2.3.2.2. Powers

In consultation with the Chief Executive Officer, the Board of Directors determines the scope and duration of the powers of the Deputy Chief Executive Officers. Such powers may not exceed those of the Chief Executive Officer or be held longer than the Chief Executive Officer's term of office. The Board of Directors determines the remuneration of the Deputy Chief Executive Officers.

The Deputy Chief Executive Officers have the same powers vis-à-vis third parties as the Chief Executive Officer.

In particular, the limitations imposed by the Board of Directors on the powers of the Chief Executive Officer, as described in paragraph 2.3.1.2, apply to the Deputy Chief Executive Officers.

In accordance with the provisions of Articles L. 225-149 and L. 232-20 of the French Commercial Code, the Deputy Chief Executive Officers are authorised to update the Company's Articles of Association, based on delegation from the Board of Directors, following a share capital increase resulting from the issuance of securities or payment of the dividend in shares.

2.4. Remuneration and benefits of corporate officers

In this section, corporate officers are defined as the Chairman and Chief Executive Officer (executive corporate officer), on the one hand, and the Directors (non-executive corporate officers), on the other.

The General Meeting of 22 May 2026 (the “**General Meeting**”) will be asked to deliberate:

- “*ex ante*” on the remuneration of the corporate officers for financial year 2026, and
- “*ex post*” on the remuneration of the corporate officers for financial year 2025.

This Section describes the remuneration policy for the Company’s corporate officers in accordance with Articles L. 22-10-8, L. 22-10-9 and L. 22-10-34 of the French Commercial Code and the recommendations of the Middlednext Code.

This Section includes the provisions of Articles L. 22-10-8, L. 22-10-9 and L. 22-10-34 of the French Commercial Code (and the corresponding regulatory section). These principles were adopted by the Board of Directors at its meeting on 30 March 2026, on the recommendation of the Appointment and Remuneration Committee.

This Section presents:

- the remuneration policy for the Company’s corporate officers for financial year 2026 (“*ex ante*”); and
- the fixed, variable and exceptional components of the total remuneration and benefits in kind paid during financial year 2025 or allocated for that same year to the corporate officers (“*ex post*”).

2.4.1. Remuneration policy for corporate officers for financial year 2026

2.4.1.1. General description

This Section contains the information specified in Articles L. 22-10-8 and R. 22-10-14 of the French Commercial Code, as well as additional information that the Board of Directors considers useful for providing an overview of the remuneration of corporate officers.

The implementation of the remuneration policy for corporate officers for 2026 described below is subject to the adoption by the General Meeting of the resolutions on the overall remuneration policy.

The Board of Directors refers in particular to the recommendations of the Middlednext Code when determining the remuneration policy for corporate officers.

Information on the remuneration policy applied to all corporate officers is summarised in the table below:

Criteria defined in Article R. 22-10-14 I. of the French Commercial Code	
Respect for the Company’s interests, contribution to its business strategy and continuity	The remuneration policy for corporate officers respects the Company’s interests and contributes to its business strategy and continuity by providing for periodic reviews based on feedback and observation of the practices of other comparable companies.
Decision-making process for its determination, review and implementation	The remuneration policy is established by the Board of Directors in accordance with applicable laws and regulations after obtaining proposals from the Appointment and Remuneration Committee.
Consideration of the remuneration and employment conditions of the Company’s employees	The Company publishes equity ratios that are used to establish the level of remuneration of the Chairman and Chief Executive Officer and the Deputy Chief Executive Officers in relation to the average and median remuneration on a full-time equivalent basis of the Company’s employees, other than the corporate officers (see Section 2.4.2.1 below).
Assessment methods - fulfilment of performance criteria for variable and share-based remuneration	The Appointment and Remuneration Committee reviews the fulfilment of the performance criteria and informs the Board of any observations it may have before the Board decides on the level of fulfilment of the performance criteria.
Change of governance	In the event of a change of governance, the remuneration policy will be applied to the Company’s new corporate officers, with any necessary adjustments.
Deviations from the application of the remuneration policy	In accordance with the applicable laws and regulations, the Board of Directors reserves the right to temporarily deviate from this policy under exceptional circumstances, but only after a determination by a majority of the Directors, including a majority of the independent Directors, provided that such deviation from the remuneration policy is necessary to serve the long-term interests and continuity of the Company as a whole or to ensure its viability.

It should be noted that the remuneration policy for corporate officers for 2026 described below is subject to an overall vote, which has no bearing on the result of the individual votes on the remuneration of the Chairman and Chief Executive Officer and the Directors for financial year 2026.

2.4.1.2. Remuneration policy of the Chairman and Chief Executive Officer

The Board of Directors has adopted the following general principles for determining the remuneration and benefits of the Chairman and Chief Executive Officer:

Fixed remuneration	The amount of fixed remuneration is determined by the Company's Board of Directors on the recommendation of the Appointment and Remuneration Committee, taking into account market practices and the remuneration observed for similar positions in French listed companies in the sector of a comparable size. The Appointment and Remuneration Committee analyses the remuneration of the Chairman and Chief Executive Officer once a year, without this review necessarily resulting in an adjustment of the remuneration.
Variable remuneration	The Chairman and Chief Executive Officer receives variable remuneration in respect of his corporate office equal to 50% of his fixed remuneration, based on quantitative and qualitative criteria. For each criterion, the performance of the Chairman and Chief Executive Officer is assessed by comparing the target set with the result obtained. Payment of the components of variable remuneration allocated for the previous financial year is subject to approval by the ordinary General Meeting of the components of the remuneration and benefits of any kind of the Chairman and Chief Executive Officer paid during the previous financial year or allocated for said financial year (individual <i>ex post</i> vote).
Long-term remuneration	The Company's long-term remuneration policy is based on a strategy of giving the Chairman and Chief Executive Officer a stake in the Company's capital in a way that is competitive with market practices and in line with the objectives of the remuneration policy established by the Board of Directors, namely respect for the Company's interests and contribution to the Group's strategy and long-term development. Allocations of free shares or other instruments giving access to the Company's share capital (BSPCE or stock options) are decided by the Board of Directors under the terms of the authorisation granted to it by the General Meeting of shareholders.
Other remuneration	The Chairman and Chief Executive Officer does not have an employment contract with the Company. In addition, he does not receive any other remuneration in respect of his corporate office, such as multi-year variable remuneration, exceptional remuneration, supplementary pension scheme or severance pay. He receives some benefits in kind, as described below.

The components of the total remuneration and benefits of any kind that may be granted to the Chairman and Chief Executive Officer in respect of his corporate office for financial year 2026 are as follows (8th resolution of the General Meeting):

Fixed remuneration	The Chairman and Chief Executive Officer receives annual fixed remuneration of €250,000 gross, paid monthly, i.e. €20,833 gross per month.
Variable remuneration	The Chairman and Chief Executive Officer receives annual variable remuneration of a maximum gross amount equal to 50% of his annual fixed remuneration, i.e. €125,000, based on the following criteria: ○ for 1/3, on the basis of a quantifiable criterion related to a consolidated revenue and other financial revenue target for 2026; ○ for 1/3, on the basis of a quantifiable criterion related to a lost-time injury frequency rate target in 2026; and ○ for 1/3, on the basis of a quantifiable criterion based on the financial means necessary for the Company to ensure its activities over a specific period of time, with the portion of variable remuneration allocated under each of these criteria (with the exception of the last criterion) being proportional to the degree of achievement of the related target, it being specified that no variable remuneration under a criterion will be allocated if the degree of achievement of the related target is less than 70%. The above quantifiable criteria have been pre-set and precisely defined by the Board of Directors on the recommendation of the Appointment and Remuneration Committee, but are not made public for confidentiality reasons.
Long-term remuneration	The Chairman and Chief Executive Officer will not receive any long-term remuneration in respect of the 2026 financial year.
Non-compete compensation	In case of involuntary termination only, a lump-sum monthly payment equal to 12 months of fixed monthly remuneration applicable for the financial year during which notice of involuntary termination is given.
Benefits in kind	The Chairman and Chief Executive Officer is entitled to the same collective rights and benefits as the Company's employees (supplementary health insurance, communication media, business expenses and travel expenses), even though he has no employment contract with the Company. The Chairman and Chief Executive Officer also benefits from provident insurance (death, disability and/or long-term illness) and directors & officers liability insurance.

2.4.1.3. Remuneration policy for members of the Board of Directors

The general meeting of 23 May 2025 decided to set the total remuneration package allocated to members of the Board of Directors at €200,000 for the financial year 2025.

For financial year 2026, the Board of Directors will propose to the General Meeting that this budget be decreased to €150,000 (9th resolution of the General Meeting).

The Board of Directors complies with the recommendations of the Middlednext Code by defining a method for distributing the

remuneration of Directors, which benefits Independent Directors only, that takes into account the duties actually performed by each of them (whether or not they are members of a Board committee) and their attendance record.

The table below shows the breakdown of remuneration per Director applicable for financial year 2026, unchanged from the Remuneration policy for financial year 2025:

Board of Directors meetings	
Fixed remuneration	€10,000 per financial year
In-person participation in a Board of Directors meeting	€3,000 per meeting
Remote participation in a Board of Directors meeting	€1,500 per meeting
Committee meetings	
Fixed remuneration of the committee Chairman	€5,000 per financial year
In-person participation in a committee meeting	€2,500 per meeting
Remote participation in a committee meeting	€1,500 per meeting

Observers and Directors other than independent Directors do not receive any remuneration.

All Directors and Observers may be reimbursed for reasonable expenses incurred in the course of their duties by providing receipts.

Special assignments entrusted to members of the Board of Directors under Article L. 225-46 of the French Commercial Code

The Board of Directors may entrust special paid assignments to members of the Board of Directors, in accordance with the provisions of Article L. 225-46 of the French Commercial Code. The corresponding agreements will be subject to the provisions of Articles L. 225-38 et seq. of the French Commercial Code.

2.4.1.4. Information on employment contracts with the Company

With the exception of Maria Pardo Saleme (Chief Financial Officer), the Company's corporate officers do not have employment contracts with the Company.

2.4.2. Components of remuneration and benefits of any kind paid or allocated to corporate officers for financial year 2025

This Section contains the information specified in Article L. 22-10-9 of the French Commercial Code, as well as additional information that the Board of Directors considers useful for providing an overview of the remuneration of corporate officers.

2.4.2.1. Remuneration ratios

Pursuant to sections I.6 and 7 of Article L. 22-10-9 of the French Commercial Code, the following tables show the average and median remuneration paid on a full-time equivalent basis to employees of the Company other than the corporate officers (benchmark), as well as the “equity” ratios between these benchmarks and the minimum wage (SMIC), on the one hand, and the remuneration paid to the Chairman and Chief Executive Officer (sole executive corporate officer), on the other.

Summary of gross remuneration used to calculate equity ratios				
Financial year	2025	2024	2023	2022
Remuneration of the Chairman and Chief Executive Officer, Matthieu Guesné	€374,042	€619,096 ⁽¹⁾	€333,333	€7,976,900 ⁽¹⁾
Average employee remuneration	€79,453 ⁽²⁾	€90,315 ⁽²⁾	€79,215 ⁽²⁾	€94,142 ⁽²⁾
Median employee remuneration	€70,242 ⁽²⁾	€70,473 ⁽²⁾	€66,697 ⁽²⁾	€66,550 ⁽²⁾
Gross average minimum wage (SMIC)	€21,622	€21,272	€20,815	€19,744

⁽¹⁾ Including the allocation of free shares or BSPCE during the financial year, as detailed in the methodology below.

⁽²⁾ Including fixed, variable and exceptional remuneration, free shares or BSPCE allocated during the financial year and benefits in kind.

Ratio calculation methodology

The methodology used by the Company is based on the guidelines updated by the AFEF in February 2021.

The employees included in the calculation of the ratio are employees of the Company in France who worked there throughout 2025, excluding interns, work-study employees and people on long-term absence. Annual fixed and variable remuneration is determined on a full-time basis.

The numerator should include the remuneration and benefits of any kind due or allocated to each executive corporate officer during the financial year. The denominator should include the remuneration paid or allocated to employees during the financial year:

- **Calculation of the numerator** - Inclusion of the components allocated during financial year 2025: fixed portion, annual variable portion, exceptional remuneration, remuneration

linked to the position of Director, long-term remuneration instruments and benefits in kind;

- **Calculation of the denominator** - Inclusion of the components allocated during financial year 2025: fixed portion, annual variable portion, exceptional remuneration, long-term remuneration instruments, employee savings schemes and benefits in kind.

The Company's shares have only been admitted to trading on the Euronext Paris regulated market since 23 May 2022. Prior to the Company's conversion into a public limited company (société anonyme) by a decision of the General Meeting on 3 March 2022 which took effect on 11 March 2022, the Company was a simplified joint stock company (société par actions simplifiée) whose sole corporate officer was its Parent Company, Fresh Future. Accordingly, the information presented below applies only to financial years 2022, 2023, 2024 and 2025.

Chairman and Chief Executive Officer - Matthieu Guesné				
Financial year	2025	2024	2023	2022
Change (as a %) in the remuneration of the Chairman and Chief Executive Officer, Matthieu Guesné	-40% ⁽¹⁾	86% ⁽²⁾	-96% ⁽³⁾	N/A
Information for the Company as a whole				
Change (as a %) in the average remuneration of employees	-12%	14%	-16%	N/A
Ratio to the average remuneration of employees	4.71	6.85	4.21	84.73
Change in the ratio (as a %) compared with the previous year	-31%	63%	-95%	N/A
Ratio to the median remuneration of employees	5.33	8.78	5.00	119.86
Performance of the Company				
Consolidated revenue (in thousands of euros)	9,770	5,099	1,317	570
Change (as a %) compared with the previous year	92%	287%	131%	N/A
Independent reference				
Ratio to the minimum wage (SMIC)	17.30	29.10	16.01	404.02

⁽¹⁾ This decrease is explained by the absence of long-term remuneration in financial year 2025.

⁽²⁾ This increase is explained by the granting of long-term remuneration during financial year 2024.

⁽³⁾ This decrease is explained by the absence of long-term remuneration in financial year 2023.

2.4.2.2. Components of remuneration and benefits of any kind paid or allocated to the Chairman and Chief Executive Officer (Matthieu Guesné) for financial year 2025

Components of remuneration paid during financial year 2025 or allocated for the same financial year to Matthieu Guesné, Chairman and Chief Executive Officer, in respect of his corporate office (6 th resolution of the General Meeting)		
Components of remuneration	Financial year 2025	
	Amounts allocated ⁽¹⁾	Amounts paid
Fixed remuneration	€250,000	€250,000
Variable remuneration (see details below)	€124,042	€71,096
Long-term remuneration	-	-
Total	€374,042	€321,096

(1) These components comply with the remuneration policy approved by the general meeting of 23 May 2025 (10th resolution).

On the recommendation of the Appointment and Remuneration Committee, at its meeting on 30 March 2026, the Board of Directors noted the achievement of the variable remuneration

criteria as detailed below, it being noted that no variable remuneration under a criterion is allocated if the degree of achievement of the related target is less than 70%:

Criteria	Weighting	Percentage of achievement ⁽¹⁾	Corresponding amount
Quantifiable criterion related to a consolidated revenue and other financial revenue target for 2025	1/3	97.7%	€40,708
Quantifiable criterion related to a lost-time injury frequency rate target in 2025	1/3	100%	€41,667
Quantifiable criterion based on the financial means necessary for the Company to ensure its activities over a specific period of time	1/3	100%	€41,667
Total	-	-	€124,042

(1) No variable remuneration under a criterion is allocated if the achievement of the related target is less than 70%.

2.4.2.3. Components of remuneration paid or allocated to members of the Board of Directors for financial year 2025

The general meeting of 23 May 2025 decided to set the total remuneration package allocated to the Board of Directors at €200,000 for financial year 2025.

Observers and Directors other than Independent Directors do not receive any remuneration for their duties.

The table below shows the total amount of remuneration allocated to each Independent Director for financial year 2025, based on the breakdown approved for that year.

Non-executive corporate officers	Financial year 2025 ⁽¹⁾⁽²⁾		Financial year 2024	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Alena Fargere				
Director's remuneration	€45,000	€38,000	€38,000	€27,788
Other remuneration	N/A	N/A	N/A	N/A
Jana Kley				
Director's remuneration	€21,110	N/A	N/A	N/A
Other remuneration	N/A	N/A	N/A	N/A
Bruno Le Jossec				
Director's remuneration	€45,445	€45,417	€45,417	€44,521
Other remuneration	N/A	N/A	N/A	N/A
Christopher Sorensen				
Director's remuneration	€22,753	N/A	N/A	N/A
Other remuneration ⁽³⁾	€23,303	€23,303	€697	€697
Total	€157,611	€121,970	€99,364	€109,006

(1) Components of remuneration subject to ex-post vote under the 5th resolution of the General Meeting.

(2) These components comply with the remuneration policy approved by the general meeting of 23 May 2025 (11th resolution).

(3) Christopher Sorensen received exceptional remuneration, as detailed below.

Exceptional remuneration for Christopher Sorensen

As indicated in paragraph 2.4.1.3 of the Annual Financial Report, the Board of Directors may entrust special paid assignments to members of the Board of Directors, in accordance with the provisions of Article L. 225-46 of the French Commercial Code.

In this regard, at its meetings on 12 December 2024 and 1 July 2025, the Board of Directors decided to assign Christopher Sorensen a special assignment to provide advice and assistance in the area of international development and the establishment of strategic partnerships.

The corresponding service agreements were approved in accordance with the procedure for regulated agreements and are presented:

- for the agreement authorised on 12 December 2024 and signed on 22 December 2024, in the statutory auditors' report on regulated agreements presented to the general meeting of 23 May 2025, and

report on regulated agreements presented to the general meeting of 23 May 2025, and

- for the agreement authorised on 1 July 2025 and signed on 4 July 2025, in the statutory auditors' report on regulated agreements presented to the General Meeting and included in paragraph 2.5.1 of the Annual Financial Report.

The first agreement, which lasted five months from 22 December 2024, was remunerated in the amount of €12,000, of which €11,303 was paid in the 2025 financial year.

The second agreement, concluded until 31 December 2025, was remunerated in the amount of €12,000 for the financial year.

This remuneration constituted a temporary derogation from the remuneration policy for the 2025 financial year, as permitted by this policy, in accordance with the applicable legal and regulatory provisions.

2.4.3. Standard tables

This Section contains the remuneration tables that the Middlednext Code recommends for publication.

Table 1 : summary table of the remuneration and options granted to each executive corporate officer

(amounts in euros)	Financial year 2025		Financial year 2024	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Matthieu Guesné, Chairman and Chief Executive Officer				
Fixed remuneration	€250,000	€250,000	€250,000	€250,000
Annual variable remuneration	€124,042	€71,096	€71,096	€83,333
Multi-year variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Remuneration allocated in respect of directorship	-	-	-	-
Benefits in kind	-	-	-	-
BSPCE or options granted during the financial year	-	-	€298,000 ⁽¹⁾	-
Free shares allocated during the financial year	-	-	-	-
Total	€374,042	€321,096	€619,096	€333,333

(1) 1,000,000 BSPCE 2024 D allocated to Matthieu Guesné, valued as at 31 December 2024, year of their allocation by the Board of Directors. For further details on this plan, please refer to paragraph 3.4.2.2 of the Company's 2024 universal registration document filed with the Autorité des marchés financiers on 29 April 2025 under number D. 25-0338.

Table 2 : summary table of the remuneration received by non-executive corporate officers in their capacity as directors

Please refer to the table in Section 2.4.2.3 of the Annual Financial Report.

Table 3 : summary table of allowances or benefits for executive corporate officers

Executive corporate officers	Employment contract		Supplementary pension scheme		Compensation or benefits due or potentially due as a result of the termination or change in duties		Compensation related to a non-compete clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Matthieu Guesné, Chairman and Chief Executive Officer		X		X		X	✓	

2.5. Related-party and similar agreements

2.5.1. Statutory auditors' special report on related-party agreements

To the Lhyfe General Meeting

In our capacity as Statutory Auditors of your Company, we hereby report to you on regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other such agreements, if any. It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code (*code de commerce*), to assess the interest involved in respect of the conclusion of these agreements for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R. 225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the General Meeting, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors ("*Compagnie Nationale des Commissaires aux Comptes*") relating to this engagement.

These procedures consisted in agreeing the information provided to us with the relevant source documents.

Agreements submitted to the approval of the General Meeting

Pursuant to Article L. 225-40 of the French Commercial Code, we were advised of the following agreements entered into during the year and previously authorized by the Board of Directors.

Membership of a shareholders' agreement dated 22 May 2025

Person concerned: Mrs. Maria Pardo Saleme, Director.

Date of the agreement: 4 June 2025.

Nature and purpose: shareholders' agreement governing the conditions of sale by certain employees of Lhyfe who are shareholders and/or holders of instruments granting access to the Company's share capital, as described in publication no. 22500898 available on the website of the French Financial Markets Authority (Autorité des marchés financiers). This agreement was authorised by your Board of Directors on 23 May 2025.

Terms and conditions: agreement in effect until 31 March 2030, excluding a temporary extension tied to a current liquidity event.

Expense in respect of the fiscal year: N/A.

Agreement for exceptional services

Person concerned: Mr. Christopher Sorensen, Director.

Date of the agreement: 4 July 2025.

Nature and purpose: agreement covering exceptional consulting and support services for international development and the set-up of strategic partnerships, assigned by your Board of Directors to Mr. Christopher Sorensen, Director, in accordance with Article L. 225-46 of the French Commercial Code. This agreement was authorised by your Board of Directors on 1 July 2025.

Terms and conditions: agreement in effect until 31 December 2025, in exchange for a fee of €2,400 per month, i.e. a total of €12,000.

Your Company incurred an expense of €12,000 excluding tax in respect of this agreement in fiscal 2025.

Agreements previously approved by the General Meeting

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed that the following agreements, previously approved by General Meetings of prior years, had continuing effect during the year.

Exceptional consulting and support engagement

At its meeting of 12 December 2024, your Company's Board of Directors authorised an agreement between Lhyfe SA and Mr. Christopher Sorensen, Director, with the following features:

Date of the agreement: 22 December 2024.

Nature and purpose: agreement covering exceptional consulting and support services for international development and the set-up of strategic partnerships, assigned by your Board of Directors to Mr. Christopher Sorensen, Director.

Terms and conditions: agreement with a term of 5 months as of its signature date, in exchange for a fee of €2,400 per month, i.e. a total of €12,000.

Your Company incurred an expense of €11,303.23 excluding tax in respect of this agreement in fiscal 2025.

La Roche sur Yon and Nantes, on 29 April 2026

The Statutory Auditors

Accior Audit

Sébastien Caillaud

Deloitte & Associés

Guillaume Radigue

2.5.2. Procedure for assessing ordinary course agreements

In accordance with Article L. 22-10-12 of the French Commercial Code, at its meeting on 14 December 2022 the Board of Directors adopted a procedure for assessing whether agreements relating to day-to-day operations entered into on an arm's length basis meet these conditions.

The purpose of this procedure is to identify and qualify, based on criteria, ordinary course agreements entered into on an arm's length basis to which the Company is a party. It applies prior to the conclusion, amendment, renewal or termination of an agreement. The Board of Directors is informed annually of the implementation of the assessment procedure.

2.5.3. Agreements entered into by senior managers or shareholders and companies controlled by the Company

Pursuant to Article L. 225-37-4 of the French Commercial Code, the corporate governance report must mention any agreements entered into, directly or through an intermediary, between the Chief Executive Officer, a Director or a shareholder holding more than 10% of the Company's voting rights, on the one hand, and

another company controlled by the Company within the meaning of Article L. 233-3 of the French Commercial Code, on the other, except where such agreements relate to day-to-day operations and were entered into on an arm's length basis.

The Company is not aware of any such agreements.

2.6. Other information

2.6.1. Participation in general meetings

Notice of meeting

Shareholders' meetings are convened and deliberate under the conditions set out in the laws and regulations in force and the Company's Articles of Association.

Meeting place

Shareholders' meetings may be held at the Company's registered office or at any other place in mainland France indicated in the notice of meeting.

Agenda

In principle, the agenda for a shareholders' meeting is set by the person who convenes the meeting.

Participation

All shareholders who own shares of the Company have the right to participate in general meetings and to cast their votes in accordance with the terms and conditions set out in the laws and regulations in force.

All shareholders have the right to participate, in person or by proxy, in shareholders' meetings, subject to proof of identity and of ownership of their shares under the conditions set out in the laws and regulations in force.

All shareholders may vote by post in accordance with the terms and conditions set out in the laws and regulations in force.

Shareholders may, by decision of the Chairman of the Board of Directors included in the meeting notice and/or convening notice, participate in and vote at a shareholders' General Meeting by mean of telecommunication that enables them to be identified in accordance with the conditions provided for by current laws and regulations at the time of their use. Any shareholder participating in a shareholders' meeting using the aforementioned mean is deemed to be present for the purposes of calculating the quorum and majorities

Holding of meetings

Shareholders' meetings are chaired by the Chairman. Failing this, the meeting itself elects the meeting chairman.

The duties of vote tellers are performed by the two (2) members of the meeting who are present and accept these duties and have the largest number of votes.

The officers of the meeting appoint the secretary, who may or may not be a shareholder.

An attendance sheet duly signed by the participants and certified as accurate by the officers of the meeting is kept.

The deliberations of shareholders' meetings are recorded under the conditions set out in the laws and regulations in force.

Minutes of meetings are signed by the officers of the meeting. Copies or excerpts of these minutes are validly certified by the Chairman, a Director or the secretary of the meeting.

Voting rights

Voting rights attached to shares are proportional to the percentage of share capital they represent, and each share gives a right to one vote at shareholders' meetings, regardless of how long or the form in which the share is held.

As an exception, double voting rights will be granted to shares that are fully paid-up and for which proof is provided of registration in the name of the same shareholder for a period of at least two years.

Ordinary General Meeting

The Ordinary General Meeting, when convened the first time, is validly in session only if the shareholders present or represented own at least one-fifth (1/5) of the shares with voting rights.

The ordinary General Meeting, when convened the second time, is validly in session regardless of the number of shares held by the shareholders present or represented.

Decisions of the ordinary General Meeting are taken by a majority of the votes held by the shareholders present or represented.

The ordinary General Meeting deliberates on all proposals that do not fall within the exclusive remit of the extraordinary General Meeting. It meets at least once a year, within six (6) months of the end of each financial year, to approve the financial statements for that year and, where applicable, the consolidated financial statements.

Extraordinary General Meeting

The Extraordinary General Meeting, when convened the first time, is validly in session only if the shareholders present or represented own at least one-fourth (1/4) of the shares with voting rights.

The extraordinary General Meeting, when convened the second time, is validly in session only if the shareholders present or represented own at least one-fifth (1/5) of the shares with voting rights.

Decisions of the extraordinary General Meeting are taken by a two-thirds (2/3) majority of the votes held by the shareholders present or represented.

The extraordinary General Meeting is solely authorised to amend any provision of the Articles of Association.

The extraordinary General Meeting may under no circumstances, unless unanimously approved by the shareholders, increase the shareholders' commitments or undermine the equality of their rights.

2.6.2. Factors that may have an impact in the event of a takeover bid or exchange offer

Pursuant to Article L. 22-10-11 of the French Commercial Code, the Company must present and, where applicable, explain factors that may have an impact in the event of a takeover bid or exchange offer.

Structure of the Company's share capital and direct or indirect interests in the Company's share capital

The structure of the Company's share capital and the direct or indirect interests of which the Company is aware are described in paragraph 1.4.1 of the Annual Financial Report.

Statutory restrictions on the exercise of voting rights and share transfers

There are no statutory restrictions on the exercise of voting rights or share transfers that could have an impact in the event of a takeover bid or exchange offer, with the exception of the sanction provided for in Article L. 233-14 of the French Commercial Code, applicable by reference to Article 11 of the Company's Articles of Association, in case of failure to comply with the obligation to notify the Company of any crossing of the thresholds set out in the Articles of Association (2% of the share capital or voting rights or any multiple thereof).

This sanction results in the shareholder concerned being stripped of the voting rights attached to the shares in excess of the fraction not duly notified, at the request, recorded in the minutes of the General Meeting, of one or more shareholders holding at least 5% of the Company's share capital or voting rights.

The rules governing the crossing of legal or statutory thresholds are described in paragraph 1.4.7 of the Annual Financial Report.

Agreements brought to the Company's attention pursuant to Article L. 233-11 of the French Commercial Code

The Company has been informed of a shareholders' agreement containing clauses referred to in 2° of Article L. 22-10-11 of the French Commercial Code [notice of the *Autorité des marchés financiers*, No. 225C0898].

Under the terms of this agreement:

- with the exception of transfers made in the context of a takeover bid, an exchange offer or a compulsory delisting, or transfers made outside the market with a commitment by the transferee to assume the obligations under the agreement, or transfers made in accordance with the terms of the agreement, the Company's shares held by the parties to the agreement are subject to a lock-up period running until 31 March 2030, with possible temporary extension in the event of a liquidity event occurring at that time. The

parties are, however, authorised to sell shares in the Company up to a daily limit determined by the Company, in six-month periods, based on past liquidity;

- in the event that the Company considers carrying out a capital increase that may be accompanied by a secondary sale, or if the Company is approached by a third party wishing to purchase a block of the Company's shares, the Company undertakes to notify the parties to the agreement of this liquidity event. The parties may inform the Company of their wish to sell all or part of their shares in connection with the event in question, and the Company undertakes to use its best endeavours to ensure that such a sale takes place; and
- in the event that the Company has implemented a share repurchase programme, and if the Company decides to carry out repurchases to fulfil the objectives of that programme, it undertakes to offer to repurchase the parties' shares in the Company from them before repurchasing them on the market. Such repurchases shall be made at the volume-weighted average price on the day of the repurchase, provided that such price shall not exceed the price limit set by Delegated Regulation (EU) 2016/1052 of 8 March 2016.

List and description of holders of securities with special control rights

Article 18.6 of the Company's Articles of Association provides for double voting rights for shares that are fully paid-up and for which proof is provided of registration in the name of the same shareholder for at least two years. Subject to this condition, there are no securities with special control rights.

Control mechanisms provided for in an employee share ownership scheme, where control rights are not exercised by employees

As of the date of the Annual Financial Report, the Company has not set up an employee share ownership scheme other than free share allocations and BSPCE and stock option grants.

Agreements between shareholders that may result in restrictions on share transfers and the exercise of voting rights

With the exception of the agreement set out above (Agreements brought to the Company's attention pursuant to

Article L. 233-11 of the French Commercial Code, to the Company's knowledge, there are no agreements between shareholders that may result in restrictions on share transfers and the exercise of voting rights.

Rules applicable to the appointment and replacement of members of the Board of Directors and to amendments to the Company's Articles of Association

The rules applicable to the appointment and replacement of members of the Board of Directors are the legal and statutory rules described in paragraph 2.2.1.4 above.

Similarly, the Company's Articles of Association are amended in accordance with the laws and regulations, the main components of which are described in paragraphs 2.3.1.2, 2.3.2.2 and 2.6.1 of the Annual Financial Report.

Powers of the Board of Directors

The powers of the Board of Directors to issue or repurchase shares, in accordance with the delegations granted by the shareholders' General Meeting, are described in paragraph 1.4.5 of the Annual Financial Report.

Agreements entered into by the Company that may be amended or terminated in the event of a change of control of the Company

The financing agreements and the syndicated loan agreement contain change of control clauses.

Agreements providing for compensation for members of the Board of Directors or employees

There are no agreements providing for compensation for members of the Board of Directors or employees in the event that they resign or are dismissed without just cause, or if their employment is terminated as a result of a takeover bid or exchange offer.

3

Financial statements

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3.1. Consolidated financial statements

3.1.1. Consolidated profit and loss account

<i>In thousands of euros</i>	<i>Notes</i>	31/12/2025 (12 months)	31/12/2024 (12 months)
Turnover	2.1.2	9,770	5,099
Revenue		9,770	5,099
Purchases consumed	2.1.4	-2,222	-891
External expenses	2.1.5	-16,001	-12,482
Personnel expenses	2.1.6	-19,398	-16,944
Taxes, duties and similar payments	2.1.7	-433	-230
Other current operating income and expenses	2.1.8	-3,910	585
Depreciation and amortisation of fixed assets	2.1.9	-7,362	-3,533
Provisions for liabilities and expenses	2.1.9	158	-337
Current operating result		-39,397	-28,733
Other non-current operating income and expenses	2.1.10	-8,199	-271
Non-current operating result		-8,199	-271
Operating result		-47,596	-29,004
Cost of financial debt	2.2	-3,682	-1,411
Other financial income and expenses	2.2	980	2,619
Financial result		-2,703	1,208
Earnings before tax		-50,299	-27,796
Income taxes	2.3	-	-
Share of earnings of companies accounted for under the equity method	3.2	-659	-1,389
Consolidated net result		-50,957	-29,185
Minority interests		-88	-94
Net result (Group share)		-50,869	-29,091
Earnings per share (in euros)	2.4	-1.06	-0.61

3.1.2. Consolidated statement of comprehensive income

<i>In thousands of euros</i>	<i>Notes</i>	31/12/2025 (12 months)	31/12/2024 (12 months)
Net result for the period		-50,957	-29,185
Change in the fair value of hedging instruments		-	-
Currency translation adjustments		-41	-48
Change in the fair value of debt securities		-	-
Gains and losses recognised in equity that can be recycled to profit or loss		-41	-48
Actuarial gains and losses on employee benefits		-	-
Tax effect		-	-
Gains and losses recognised in equity that cannot be recycled to profit or loss		-	-
Comprehensive income		-50,999	-29,233

3.1.3. Consolidated statement of financial position

ASSETS	Notes	31/12/2025	31/12/2024
<i>In thousands of euros</i>			
Intangible assets	3.1.1	21,910	18,254
Property, plant and equipment	3.1.2	87,880	74,571
Right-of-use assets	3.1.3	40,171	30,530
Equity method investments	3.2	362	965
Non-current derivative instruments	3.9	-	-
Other non-current assets	3.5	6,933	2,288
Deferred tax assets	3.14	-	-
Non-current assets		157,256	126,608
Inventory	3.3	236	248
Trade receivables	3.4	3,161	2,048
Current derivative financial instruments	3.9	-	430
Other current assets	3.5	18,534	20,994
Cash and cash equivalents	3.6	74,698	72,124
Current assets		96,628	95,844
Assets held for sale	3.7	3,967	-
Assets		257,851	222,452
LIABILITIES AND EQUITY	Notes	31/12/2025	31/12/2024
<i>In thousands of euros</i>			
Capital	3.8.1	481	480
Premiums	3.8.1	163,883	163,850
Reserves	3.8.1	-91,778	-63,401
Net result		-50,869	-29,091
Equity (Group share)		21,718	71,838
Minority interests		-251	-163
Equity		21,467	71,675
Non-current provisions	3.14	357	3,528
Non-current borrowings and financial liabilities	3.9	112,047	71,040
Non-current derivative financial instruments	3.10	2,221	599
Deferred tax liabilities	3.15	-	-
Other non-current liabilities	3.12	60,332	24,189
Non-current liabilities		174,957	99,356
Current provisions	3.14	3,359	20
Current borrowings and financial liabilities	3.9	8,912	9,134
Current derivative financial instruments	3.10	2,671	402
Trade payables	3.11	28,027	21,195
Other current liabilities	3.12	18,459	20,670
Current liabilities		61,428	51,421
Liabilities and equity		257,851	222,452

3.1.4. Consolidated statement of changes in equity

EQUITY <i>In thousands of euros</i>	Notes	Share capital	Capital reserves	Treasury shares	Consolidated reserves and income	Profits and losses recognised directly in equity	Equity (Group share)	Equity (Minority interests)	Total equity
Shareholders' equity on 31 December 2023	3.8.1	479	163,824	-409	-61,407	-	102,487	-69	102,418
Share capital increases		1	26	-	-	-	27	-	27
Share-based payments		-	-	-	-1,373	-	-1,373	-	-1,373
Currency translation adjustment		-	-	-	-48	-	-48	-	-48
Change in treasury shares		-	-	-163	-	-	-163	-	-163
Net result		-	-	-	-29,091	-	-29,091	-94	-29,185
Shareholders' equity on 31 December 2024	3.8.1	480	163,850	-572	-91,920	-	71,838	-163	71,675
Share capital increases		1	33	-	-	-	35	-	35
Share-based payments		-	-	-	510	-	510	-	510
Currency translation adjustment		-	-	-	-42	-	-42	-	-42
Change in treasury shares		-	-	246	-	-	246	-	246
Net result		-	-	-	-50,869	-	-50,869	-88	-50,957
Shareholders' equity on 31 December 2025	3.8.1	481	163,883	-326	-142,320	-	21,718	-251	21,467

3.1.5. Cash flow statement

In thousands of euros

	Notes	31/12/2025 (12 months)	31/12/2024 (12 months)
Consolidated net result		-50,957	-29,185
Share of earnings of companies accounted for under the equity method		659	1,389
Adjustments for:		-	-
○ Depreciation, amortisation and provisions	2.1.9	8,523	4,706
○ Net financial result	2.2	3,205	1,136
○ Expenses calculated related to share-based payments	2.1.6	510	-1,373
○ Change in fair value of financial instruments		4,798	846
○ Other changes		6,932	-566
Tax expense for the period		-	-
Impact of the change in WCR:		-	-
○ Change in inventory	3.3	-3	-71
○ Change in trade receivables	3.4	-1,111	-1,444
○ Change in current non-trade receivables	3.5	5,489	-8,274
○ Change in trade payables	3.11	2,768	693
○ Change in other current liabilities	3.12	-2,694	5,172
Net cash flows from operating activities		-21,882	-26,971
Purchase of intangible assets	3.1.1	-7,084	-7,991
Purchase of property, plant and equipment	3.1.2	-18,154	-27,081
Disposals of property, plant and equipment	3.1.2	8	5
Purchase of financial assets	3.5	143	441
Impact of changes in the scope of consolidation	3.2	-	-
Net cash flows from investment activities		-25,087	-34,626
Share capital increases, net of expenses	3.8.1	35	27
Issuance of new loans, net of expenses	3.9	32,234	15,736
Deposits linked to financing	3.5	-4,102	-
Repayable advances received	3.9	1,599	695
Subsidies received	3.12	33,837	12,156
Loan and current account repayments	3.9	-4,696	-2,268
Repayment of repayable advances	3.9	-433	-78
Repayment of lease liabilities		-2,941	-2,019
Sales/(purchases) of treasury shares		246	-164
Interest paid	3.9	-6,699	-4,607
Net cash flows from financing activities		49,080	19,478
Impact of changes in the foreign exchange rate		463	-9
Net change in cash and cash equivalents		2,574	-42,128
Cash and cash equivalents at beginning of the year	3.6	72,124	114,252
Cash and cash equivalents at end of the year		74,698	72,124

3.1.6. Notes to the consolidated financial statements

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Note 1 General notes

Note 1.1. General information

Lhyfe is a limited liability company incorporated in France and registered on the register of companies of Nantes under number 850 415 290 (and referred to as the "Company"). Its registered office is located at 66 boulevard de Berlin, 44000 Nantes, France. Lhyfe's consolidated financial statements include the Company and its subsidiaries (referred to together as the "Group"). Lhyfe's shares are traded on the Euronext Paris regulated market.

These notes are an integral part of the Group's IFRS consolidated financial statements for the financial year to 31 December 2025.

All amounts are in thousands of euros, unless otherwise indicated. Numbers have been rounded for ease of presentation. The calculations, however, are based on exact figures. As a result, the sum of the numbers in a column of a table may not match the total figure displayed in the column.

The Group's consolidated financial statements were approved by the Board of Directors of the Company on 29 April 2026.

Note 1.2. Description of the Group's business

Lhyfe was established in 2017 in Nantes, and produces and supplies renewable green hydrogen for mobility and industry. Its production sites and its pipeline of projects should make it possible to have access to renewable green hydrogen in industrial quantities, and establish a virtuous energy model aimed at environmental benefits.

Lhyfe opened its first industrial green hydrogen production site in September 2021. Located in Bouin in Vendée, it has an

electrolysis capacity of 1 MW. In 2024 and 2025, the Group also commissioned two new hydrogen production sites in Buléon in Morbihan and in Bessières in Haute-Garonne, each with a capacity of 5 MW.

Lhyfe also has several sites throughout Europe that are being developed, built or extended, with capacities of between 5 MW and 100 MW.

Note 1.3. Highlights of the financial year

Note 1.3.1. Financing

During the financial year to 31 December 2025, the Group continued to secure its cash position and the financing of its projects via various sources of funding.

○ Bank loans

Conclusion of financing of €53m for a portfolio of green hydrogen production plants, the first in Europe

Lhyfe announced that it had successfully completed, with three financial partners, the refinancing of the construction of four green hydrogen production sites located in France and Germany, for a total of €53 million. The sites include two that have already been built (Buléon in France and Schwäbisch Gmünd in Germany) and two under construction (Le Cheylas and Croixrault in France).

This transaction, which concerns (i) refinancing of part of the capex already invested by Lhyfe in these sites, and (ii) financing of the remaining investments, comprises a mix of unsubordinated senior bonds and loans, maturing in 2034, subscribed by Edmond de Rothschild Asset Management, Triodos Bank and Sienna Investment Managers, supplemented by bridge financing (subsidies and VAT) provided by Groupe BPCE, through BPCE Energeco and BPGO, one of the Group historical partners.

This debt financing transaction strengthens the Group's balance sheet and cash position, and confirms the strategy of solid, replicable financing, combining debt, subsidies and equity to finance the sites.

At the end of 2025, the amount of debt recognised in the consolidated financial statements in respect of this new funding was €34m, including €26m to finance investments for sites, and €7.5m linked to bridge financing.

Crowdfunding campaign

In the first half of 2025, Lhyfe paved the way for crowdfunding in the Green hydrogen sector by asking the general public to help it to build production units. This fundraising campaign made it possible to collect a total of €2.5m in the form of bonds.

○ Subsidies

During the period, the Group received several significant subsidies.

After being awarded the subsidy for the Green Horizon project for a total amount of €149m in April 2025, the Group received €18.6m in May 2025, part of which was used to finance expenditure incurred since the launch of this project in 2022.

The Group's German subsidiary, Lhyfe Schwäbisch Gmünd, received two milestone payments in connection with the subsidy to finance its production equipment, totalling €5.8m in 2025.

Lastly, Lhyfe Vaggeryd, the Group's Swedish subsidiary, received pre-financing totalling €9m linked to the subsidy to finance investments at this production site.

○ Lease financing

In 2025, the Group contracted new funding in the form of leasing agreements and operating leases for its hydrogen transport and storage assets. This funding, which was restated in the financial statements under IFRS 16, amounts to a total of €3.2m.

Note 1.3.2. Restructuring

In connection with the decision made at the end of 2025 to refocus its deployment priorities, the Group launched:

- the reorganisation of its activities and operational structure, in order to strengthen its commercial and operating activities while refocusing the engineering on its core businesses;
- a cost-cutting plan to bring the company's resources into line with its level of business and its market prospects;
- a policy of prioritising investment based on the most mature European projects (mobility, industry in the UK, refineries in Europe)

For instance, in 2026 the Group aims to reduce its costs by around 30% and has designed a leaner project development process, based on more selective allocation of resources, simplification of organisations and greater discipline as regards operating expenses and investments.

These measures should enable the Group to accelerate the achievement of the planned break-even and profitability of the company.

The effects of this decision were therefore taken into account in the Group's consolidated financial statements from 2025 in two respects.

Firstly, a provision was recognised for a total of €3.4m for Group employee redundancy costs, following the redundancy programme implemented by the Group in France, combined with job losses at its subsidiaries outside France. Implementation of this reorganisation of the workforce could

lead to the net loss of about 60 jobs. In France, this project was the subject of an information-consultation procedure with the employee representative bodies. Within this framework, a draft redundancy programme was presented to the representative trade unions and approved by the Regional Directorate for the Economy, Employment, Labour and Solidarity (DREETS) on 2 March 2026.

Secondly, the Group has drawn the conclusions from the adaptation of the development process, and decided to stop certain projects, leading to an impairment loss of €4.8m.

The corresponding costs and impairment losses were recognised in non-current income.

In connection with the restructuring, the Group also decided to sell some of the land originally intended for the projects that have now been abandoned. The value of this land was therefore reclassified under "assets held for sale" for a total of €4m.

Note 1.3.3. Deployment of renewable hydrogen production units

During the period, the Group continued to invest heavily in the construction and development of its future onshore hydrogen production sites. This heavy investment resulted in purchases of property, plant and equipment for a total of €22m, mainly for production equipment. Furthermore, the Group also devoted €7m of its internal and external resources to developing its sites.

Note 1.3.4. Change of registered office

In connection with the relocation of the Group's registered office in the summer of 2025, a lease agreement was signed for the new premises for a period of 9 years. This represents a gross right-of-use asset valued at €11.3m on the balance sheet.

Note 1.4. Post-balance sheet events

N/A

Note 1.5. General accounting principles

Note 1.5.1. Accounting standards

The Group's consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) as published by the International Accounting Standards Board (IASB). As the Company's shares are listed on Euronext Paris, in accordance with Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002, the Group's consolidated financial statements for the financial year to 31 December 2025 were prepared in accordance with IFRS as adopted by the European Union on the date they were prepared, including the International Accounting Standards (IAS and IFRS) and the interpretations of the Standing Interpretations Committee (SIC) and of the International Financial Reporting Interpretations Committee (IFRIC).

The standards applied are available on the website of the European Commission (<https://eur-lex.europa.eu/legal-content/FR/TXT/?uri=CELEX%3A02002R1606-20080410>).

The accounting policies and rules for application used to prepare the consolidated financial statements are the same as those used in the most recent annual consolidated financial statements.

The following standards, amendments and interpretations, which are mandatory for financial years from 1 January 2025, did not have a significant impact on the financial statements:

- Amendment to IAS 21 - Lack of Exchangeability.

The Group has not anticipated any of the new standards, amendments and interpretations mentioned below that may

affect it, application of which is not mandatory on 1 January 2025:

- Amendments to IFRS 9 and IFRS 7 - Amendments to the Classification and Measurement of Financial Instruments;
- Amendment to IFRS 9 and IFRS 7 - Renewable Power Purchase Agreements;
- Amendment to IAS 21 - Translation to a Hyperinflationary Presentation Currency;
- Annual improvements to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7;
- IFRS 18 - Presentation and Disclosure in Financial Statements;
- IFRS 19 - Subsidiaries without Public Accountability: Disclosures.

The Group does not anticipate that the application of the amendments indicated above will have a material impact on its financial statements in future financial years, except for those resulting from IFRS 18 - Financial statements.

IFRS 18 introduces new requirements to:

- Present specified categories and defined subtotals in the statement of profit or loss;
- Provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements;
- Improve aggregation and disaggregation.

The Group is required to apply IFRS 18 for the financial year from 1 January 2027. Earlier application is permitted. The amendments to IAS 7 and IAS 33, as well as the revised versions of IAS 8 and IFRS 7, will come into force when the Group applies IFRS 18. That standard must be applied retrospectively, and transitional provisions are planned. The Group is continuing its analysis of the impacts of the standard, linked in particular to modification of the presentation of the consolidated profit and loss account, information on management-defined performance measures in the notes to the financial statements, and improvements to the grouping and breakdown of information.

Note 1.5.2. Significant accounting estimates and judgements

In order to prepare the consolidated financial statements, the management must use estimates and assumptions that are considered reasonable, and are liable to have an impact on the amounts of assets, liabilities, equity, revenue and expenses included in the financial statements, and on the information included in the notes to the financial statements.

These estimates are based on the going concern assumption and on the information available when they are made.

As at 31 December 2025, the Group had cash and cash equivalents of €74.7m.

Management has prepared business and cash flow projections covering a period of at least twelve months from the balance sheet date. These projections were shared with the Board of Directors at its meeting on 30 March 2026, which was able to assess the main assumptions. These projections are based in particular on the financing already secured and on the assumption that additional financing will be obtained to support the Group's development plan.

As at the balance sheet date, discussions are ongoing with potential investors with a view to securing this additional financing. Given the current state of discussions, management has no reason to believe that the financing will not be secured in accordance with the plan.

Nevertheless, management has drawn up an alternative scenario in which this additional financing would not be secured, would be secured only partially, or would be delayed. This scenario notably provides for the deferral of development expenditure and investments in a project at a less mature stage and considered non-priority, as well as an adjustment to certain operating costs. On this basis, management believes that the Group will be able to meet its payment obligations and continue its operations over a twelve-month period.

Beyond this timeframe, and in line with its business model as a company in a growth phase, the Group will need to secure new sources of funding in order to continue implementing its growth plan and to remain in a position to meet its commitments.

It is against this backdrop that the consolidated financial statements as at 31 December 2025 have been prepared on a going concern basis.

The main judgements made by the management of the Group when preparing the consolidated financial statements relate to:

- Meeting the criteria for capitalising the various research and development projects in progress with regard to IAS 38, and the assumptions used to carry out impairment tests (see Notes 1.7.1 and 3.1.1);
- Fair value measurement of share-based payments (BSPCE, BSA, SO and AGA) granted to the founders, directors, employees and external service providers. Measurement of the fair value is based on models that require the use of assumptions (volatility, revenue, exercise period, etc.) (see Notes 1.7.16, 3.8.2 and 3.8.3);
- The methods of applying IFRS 16, including in particular the determination of the discount rates and the period of lease to be used to measure the lease liability for contracts with renewal or termination options, and the determination of the components relating to the periodic maintenance of logistics assets (see Notes 1.7.4 and 3.1.3);
- The valuation of derivative financial instruments linked to forward sales contracts for the supply and sale of electricity (see Note 1.7.14);
- The valuation of provisions for risks and charges, in particular those relating to the restructuring initiated at the end of 2025 (see Notes 1.7.13 and 3.14);
- Capitalisation of any deferred tax relating to loss carry-forwards (see Note 3.15);

Details are provided in the note on significant accounting principles. Depending on changes in these assumptions or different economic conditions, the final amounts may differ from these estimates.

These estimates may be revised if the circumstances on which they are based change or as a result of new information.

Note 1.5.3. Segment reporting

IFRS 8 requires operating segments to be identified based on the internal reporting used by the chief operating decision maker to make decisions about allocating resources and assessing the

Group's performance. Lhyfe is organised in-house to report to its Board of Directors, the chief operating decision maker, based on information consolidated at Group level. The Board of Directors makes strategic decisions and measures business performance quarterly, based on data consolidated at Group level.

Consequently, all of Lhyfe's business constitutes a single operating segment under IFRS 8.

For more information on the financial performance indicators, see Note 1.7.23.

Note 1.6. Scope and methods of consolidation

Note 1.6.1. Scope of consolidation

During the 2025 financial year, the Group continued to expand by creating a subsidiary in Sweden which is included in the

scope of consolidation by means of full consolidation. It should also be noted that the interest in the Finnish company Flexens was deconsolidated, and 7 French companies were acquired by Lhyfe SA. The Group comprised 38 companies on 31 December 2025.

Company	Location	31/12/2025			31/12/2024		
		% control	% interest	Consolidation method	% control	% interest	Consolidation method
Lhyfe SA	France	Parent	Parent	Full consolidation	Parent	Parent	Full consolidation
Lhyfe Bouin SAS	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Sombrero SAS	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Territoires x Lhyfe SAS	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Buléon SAS	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Bessières SAS	France	80%	80%	Full consolidation	80%	80%	Full consolidation
Lhyfe Sorigny	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Production 2	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Le Cheylas	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Bussy-Saint-Georges SAS	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Production 5	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Production 6	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Production 7	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Production 8	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Production 9	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Production 10	France	0%	0%	Acquired by Lhyfe SA	100%	100%	Full consolidation
Lhyfe Croixrault	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Ingrandes SAS	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Ingrandes PS SAS	France	50%	50%	Equity method	50%	50%	Equity method
Lhyfe Gonfreville-l'Orcher	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Green Power Traceability France	France	100%	100%	Full consolidation	100%	100%	Full consolidation
HoldCo Sparkle	France	100%	100%	Full consolidation	100%	100%	Full consolidation
FinCo Sparkle	France	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Germany GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Schwäbisch Gmünd GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Niedersachsen GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Wasserstoff GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Hydrogen Bay GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Duisburg Hydrogen GmbH	Germany	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Oostende BV	Belgium	0%	0%	Exit	100%	100%	Full consolidation
Hydrogen Lhyfe Canada	Canada	100%	100%	Full consolidation	100%	100%	Full consolidation
Hydrogène Lhyfe Montréal-Est	Canada	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Denmark ApS	Denmark	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Lakrids ApS	Denmark	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Skive ApS	Denmark	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Hidrogeno SL	Spain	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Finland	Finland	100%	100%	Full consolidation	100%	100%	Full consolidation
Flexens	Finland	0%	0%	Exit	49%	49%	Equity method
Lhyfe Netherlands BV	Netherlands	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Delfzijl BV	Netherlands	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe UK Ltd		100%	100%	Full consolidation	100%	100%	Full consolidation

Company	Location	31/12/2025			31/12/2024		
		% control	% interest	Consolidation method	% control	% interest	Consolidation method
	United Kingdom						
Lhyfe Wallsend	United Kingdom	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Kemsley	United Kingdom	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Sweden AB	Sweden	100%	100%	Full consolidation	100%	100%	Full consolidation
Lhyfe Trelleborg AB	Sweden	100%	100%	Full consolidation	100%	100%	Full consolidation
Botnia Hydrogen	Sweden	33%	39%	Equity method	32.5%	39.2%	Equity method
Lhyfe Vaggeryd	Sweden	100%	100%	Full consolidation			

Note 1.6.2. Balance sheet date of the consolidated companies

The consolidated financial statements cover a 12-month period and are drawn up on 31 December of each year.

Note 1.6.3. Consolidation methods

Note 1.6.3.1. Subsidiaries

Subsidiaries are consolidated from the date they were taken over. Intercompany transactions, assets and liabilities between consolidated companies have been eliminated. The earnings from intercompany transactions with controlled companies have been fully eliminated.

Subsidiaries are all entities controlled by the Group. Control is defined according to three criteria: the power exercised over the entity, exposure to the entity's variable returns and the ability to influence the entity's returns. This definition of control implies that the power held over an entity can be exercised in several ways and not only by holding voting rights. The existence and effect of potential voting rights are considered when assessing control if they are substantive. Control generally involves directly or indirectly holding more than half of the voting rights, but may also exist with a smaller holding.

Note 1.6.3.2. Associate companies

Associate companies comprise all entities over which the Group exercises significant influence over their management and financial policy, without having control or joint control, which generally involves holding 20% to 50% of the voting rights. Associate companies are accounted for using the equity method. They are initially valued at their acquisition cost, unless they were previously controlled by the Group. The securities are then measured at fair value through profit or loss on the date of loss of control.

Thereafter, the Group's share of the associate company's profits or losses is recognised in profit or loss under "Share of earnings of companies accounted for under the equity method". The share of other comprehensive income from associate companies is recognised under a separate item in the statement of comprehensive income. If the Group's share

of an associate company's losses equals or exceeds its stake in the associate company, the Group no longer recognises its share of the losses, unless it has a legal or constructive obligation or has made payments on behalf of the associate company. Goodwill relating to an associate company is included in the book value of the holding, shown on a single line in the balance sheet under "Investments in companies accounted for under the equity method". Earnings from intercompany transactions with associates accounted for under the equity method are eliminated to the extent of the Group's stake in these companies.

Note 1.6.4. Foreign currency translation

Note 1.6.4.1. Functional currency and reporting currency

The financial statements are presented in thousands of euros (€k), the functional currency of the parent company Lhyfe S.A. For the presentation of the consolidated financial statements, the assets and liabilities of foreign subsidiaries whose functional currency is not the euro are translated into euros using the exchange rates prevailing at the end of each financial year. Revenue and expenses are translated at the average exchange rate for the financial year. Where appropriate, the resulting foreign exchange gains or losses are recognised in own funds under "Currency translation reserves" in the Consolidated Statement of Changes in Equity.

Note 1.6.4.2. Foreign currency transactions and accounts

The activities of foreign subsidiaries included in the scope of consolidation are considered to be an extension of those of the parent company. For that purpose, the subsidiaries' financial statements are translated using the monetary/non-monetary method. Applying this method results in an impact on the financial situation and results similar to what would have been observed if the parent company had carried out the business abroad itself. On the balance sheet date, the monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate of the foreign currency on the balance sheet date. Non-monetary items are translated at the historical rate. All currency translation adjustments are entered in the profit and loss account.

Note 1.7. Accounting methods and valuation rules used

Note 1.7.1. Development costs

Note 1.7.1.1. Technology development costs

In accordance with IAS 38 Intangible Assets, research costs are recognised as an expense in the financial year in which they are incurred.

Expenses relating to in-house development of technologies by the Group are only recognised as intangible assets if all of the following six criteria are met:

- a) Technical feasibility required to complete the intangible asset so that it can be brought into service or sold,
- b) Intention of the Group to complete the intangible asset and use or sell it,
- c) Ability of the Group to use or sell the intangible asset,
- d) Demonstration of the probability of future economic benefits attached to the asset. The entity must demonstrate, among other things, the existence of a market for the output of the intangible asset or for the intangible asset itself or, if it will be used in-house, its usefulness,
- e) Availability of appropriate technical, financial and other resources to complete the development and use or sell the intangible asset, and
- f) Ability to reliably assess the expenses attributable to the intangible asset during its development.

Capitalised development costs include external costs (commitments made to suppliers or external service providers - invoices, invoices receivable, etc.) and internal costs (valued based on the working time allocated to the projects).

Amortisation of intangible assets is calculated to fully write off the cost of the intangible asset, using the straight-line method over the estimated useful life (3 years), from the time the asset is usable, and is recognised under "Depreciation and amortisation of fixed assets".

The Group assesses the recoverability of intangible assets if there is an indication of impairment. For unamortised intangible assets, an impairment test is carried out at least once a year, and whenever there is an indication of impairment (see Note 1.7.5 Impairment of fixed assets).

Note 1.7.1.2. Capitalised costs on projects under development

Expenses relating to the development of the future renewable hydrogen production sites are capitalised if all of the criteria of IAS 38 listed above are met.

Direct external development costs (commitments made to suppliers or external service providers - invoices, invoices receivable, statements of account etc.) and internal development costs (valued based on the working time allocated to the projects), are capitalised as soon as the corresponding projects are likely to succeed.

The Group generally considers that the criteria of IAS 38 have been met when a project enters the Tender Ready stage in the project portfolio, i.e. when the conditions defined by the

Group as described below have been met. These criteria differ depending on whether the project is:

- linked to an industrial application: request by the potential customer to submit an "attractive" offer, or else submission of the offer is necessary for the process of obtaining subsidies,
- a mobility application: strategic investment decision after analysis of the demand in a geographical area, the ability to meet the demand and the possible subsidies.

All projects are reviewed on each balance sheet date. If the conditions for recognising an internally generated fixed asset are not met, the project development expenses are recognised as expenses in the financial year in which they are incurred.

The expenses linked to these projects are no longer capitalised when the hydrogen production sites are commissioned. When the project is brought into service, impairment is calculated on a straight-line basis over the estimated useful life of the underlying asset.

If the Group considers that there is less likelihood of success as a result of unusual external factors, the development expenses are written down and recognised under "Impairment of non-current assets". When a project is abandoned, the related development costs are entered as expenses under "Other non-current operating income and expenses" if the impact of abandoning it is material.

Note 1.7.2. Other intangible assets

Other intangible assets are initially recognised at their acquisition cost.

They mainly comprise software and licence fees, as well as the capitalised onshore research and development costs on bulk sites (sites for producing green hydrogen delivered in bulk by containers). Other intangible assets acquired are entered on the balance sheet at their acquisition cost, where appropriate, less accumulated amortisation and impairment losses.

The estimated useful life for the current period is 36 months for concessions, software and patents.

Onshore research and development costs are amortised over 36 months.

The depreciation methods, useful lives and residual values are reviewed on each balance sheet date and adjusted if necessary.

Note 1.7.3. Property, plant and equipment

Property, plant and equipment are valued at acquisition cost (purchase price and incidental expenses) less accumulated depreciation and any impairment losses. Subsequent expenses are included in the book value of the asset or, where appropriate, recognised as a separate asset if it is probable that the Group will receive the future economic benefits associated with the asset and that the cost of the asset can be reliably measured. All repair and maintenance costs are recognised as expenses.

They are not revalued.

Depreciation is calculated on a straight-line basis according to the estimated useful life. Residual values are not taken into account as their impact is not material. The most commonly used depreciation periods are as follows:

- Plant and equipment: 1 to 20 years,
- General installations, miscellaneous fixtures and fittings: 3 to 9 years,
- Transport equipment: 4 to 5 years,
- Office and IT equipment: 3 to 10 years.

Note 1.7.4. Leases

As regards IFRS 16, when the Group is the lessee, it recognises a right-of-use asset from the time it has the right to use the underlying asset, and a liability related to the lease obligation, under current and non-current "Loans and borrowings".

On initial recognition of a contract, the right of use and the lease liability are measured by discounting the future lease payments over the term of the lease, taking into account the assumption that leases will be renewed or terminated early if there is a reasonable certainty that these options will be exercised. The rents in question only relate to the fixed component of the contracts. Any variable component is treated as an operating expense for the period (the Group did not have this type of contract on 31 December 2024).

The Group has used the optional exemptions provided for short-term contracts (lease term as defined by the standard of less than one year) and those relating to low-value items (value of the underlying asset less than \$5,000). As a result, the lease payments relating to these contracts are entered in the profit and loss account on a straight-line basis over the term of the lease. See Note 2.1.5 on external expenses.

The lease term was determined taking into account both the contractual terms and the economic environment of the contract (in particular if it is linked to a project). The term of the leases held by the Group is the non-cancellable term.

The terms were defined individually for each contract, based on the term of the contract and according to the type of asset:

- From 3 to 9 years for commercial leases for offices;
- From 7 to 20 years for transport and storage assets;
- From 2 to 20 years for land.

The discount rate used to calculate the rent liability is the rate implicit in the contract where this can be determined. Otherwise, the incremental borrowing rate on the effective date of the contract is used. This rate corresponds to the interest rate that the lessee would obtain, at the start of the lease, to borrow the funds required to acquire the asset for a similar period, with similar security and in a similar economic environment.

As regards subleases, these are analysed by the Group in its capacity as intermediate lessor. At the commencement date of the sublease, the Group classifies the lease as a financial or operating sublease by reference to the right-of-use asset under the main lease, and not by reference to the underlying asset. A sublease is considered to be financial when it transfers to the subtenant substantially all the risks and benefits inherent in the right of use. In this case, the corresponding right-of-use asset is derecognised and replaced by a lease receivable for an amount equal to the net investment in the sublease, while the finance income is

recognised using the effective interest method. If the sublease is classified as operating, the right-of-use asset is capitalised and amortised over its useful life, and the rent received is recognised as income on a straight-line basis over the term of the sublease, unless another systematic basis is more representative of the pattern of consumption of the economic benefits. The judgements made to assess the substantial transfer of risks and benefits take into account, in particular, the relative duration of the sublease compared with the residual term of the main lease, and the present value of the sublease payments compared with the book value of the right-of-use asset.

From the financial year-end on 31 December 2025, the Group has identified and recognised separate components within certain right-of-use assets relating to logistics assets. These components correspond to the costs of major overhauls required to maintain these assets in operational condition. In accordance with the component-based approach, these items are recognised separately from the main right-of-use asset where they have different useful lives and are depreciated over their own useful lives, corresponding to the period between two major overhauls.

The impact of applying IFRS 16 is presented in Note 3.1.3.

Note 1.7.5. Impairment of fixed assets

In accordance with IAS 36, the Group uses the following process to assess the recoverability of its long-term assets:

- The Group assesses whether there is an indication of impairment for depreciated property, plant and equipment and intangible assets at each balance sheet date. These indications are identified based on external or internal criteria, such as a change in technology or a cessation of activity.
- For unamortised intangible assets (projects under development and under construction), an impairment test is carried out at least once a year, and whenever there is an indication of impairment.

Where appropriate, the Group identifies the cash-generating unit (CGU) to which the asset belongs if it is not possible to estimate the recoverable amount of the individual asset. A CGU is the smallest group of assets that includes the asset to be tested, continuing use of which generates cash inflows that are largely independent of the cash inflows generated by other groups of assets.

The Group has recognised each project as a CGU.

The value in use of a CGU is determined with reference to the value of the discounted future cash flows expected from these assets, based on the economic assumptions and operating conditions anticipated by the Company's management. Where appropriate, an impairment test is performed by comparing the net book value of the CGU with the recoverable amount, which is the fair value less the disposal cost, or the value in use, whichever is higher. If the recoverable amount of the CGU exceeds its book value, the CGU and the goodwill allocated to it must be considered as not impaired. If the book value of the CGU exceeds its recoverable amount, an impairment loss is recognised. In practice, impairment tests are carried out regarding the value in use which corresponds to the present value of the estimated cash flow from use of the CGU.

Future cash flows are based on the fifteen-year business plan drawn up and approved by the management. Cash flow

forecasts are made without taking into account the restructuring not yet begun, growth investments or the capital structure, in accordance with the standard. Cash flows are discounted using a discount rate that corresponds in practice to the weighted average cost of capital determined by the company after tax.

Impairment losses are reversed through profit or loss when the updated tests result in a recoverable amount higher than the net book value.

The key assumptions used to determine the recoverable amount of the various CGUs, including a sensitivity analysis, are presented and explained in greater detail in Note 3.1.1.

Note 1.7.6. Inventory

Inventory is valued at the cost price or the net realisable value, whichever is lower. The cost price is calculated using the weighted average unit cost.

The net realisable value is the estimated sales price in the ordinary course of business, less the estimated costs of completion and the estimated sales costs.

Note 1.7.7. Subsidies

In accordance with IAS 20, state subsidies are recognised when there is reasonable assurance that the subsidy will be received and that all related conditions will be met.

Note 1.7.7.1. Subsidies

The Group receives state subsidies for its innovative projects or future renewable hydrogen production sites. They are recognised once the Group has reasonable assurance that the conditions attached to the subsidies can be met and that the subsidy will be received.

The subsidy is recognised as a liability (under "Other non-current liabilities"), until the related costs are (i) recognised in the profit and loss account if the subsidies are linked to non-capitalised projects (external expenses and personnel expenses), or (ii) the asset to which it relates is brought into service (in which case the subsidy will be systematically recognised over the useful life of the asset, i.e. at the rate at which it is depreciated). These subsidies are recognised in the profit and loss account under "Other current operating income".

Subsidies receivable are recognised under "Other current assets" and "Other non-current assets" according to the recovery schedule.

Note 1.7.7.2. Conditional advances

The Group also receives financial aid in the form of conditional advances, which may be repayable in full or in part based on the recognition by the funding entity of the technical or commercial success of the related project.

The amount resulting from the deemed benefit due to its interest-free nature is considered to be a subsidy for accounting purposes. The deemed benefit is determined by applying a discount rate equal to the effective interest rate during the repayment period of the advances.

On initial recognition of conditional advances, the difference between their fair value (value of future cash flows

discounted at the market rate) and the amount of cash received is recognised as a state subsidy under "Other revenue" as and when the expenses financed by these advances are recognised, in accordance with IAS 20.

In the event of a change in the stipulated repayment schedule of the conditional advances, the Group recalculates the net book value of the debt by discounting the new expected future cash flows. The resulting adjustment is recognised in the profit and loss account for the financial year in which the change is recognised, under financial result.

If the project is declared unsuccessful, the waiver granted is recorded under "Other revenue".

Note 1.7.7.3. R&D tax credit

The R&D tax credit (CIR) can be used to pay income taxes, and is granted to companies by the tax authorities to encourage them to carry out technical and scientific research.

The characteristics of the CIR are such that it is always repaid by the French State to the company, either by offsetting against the income taxes to be paid, or directly if the company has no taxable income or a tax loss. The CIR therefore falls within the scope of IAS 20 and is equivalent to a subsidy.

The portion of the CIR relating to research expenses that does not meet the conditions for capitalisation is recognised under "Other current income".

The portion of the CIR relating to development expenses that are capitalised is initially recognised under "Other non-current liabilities", then recognised as income at the same rate as the amortisation of the capitalised costs to which it relates.

Details of the subsidies and conditional advances are given in Notes 3.9.4 and 3.12.

Note 1.7.8. Borrowing costs

In accordance with IAS 23, general and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are recognised as part of the cost of the assets if it is likely that they will generate future economic benefits and the costs can be reliably measured.

Qualifying assets are those that require a long period of preparation to be completed for their intended use. They are no longer capitalised when all material aspects of the activities required to complete the asset have been completed.

All other borrowing costs are recognised as expenses.

The impact of contract borrowing costs is indicated in Note 2.2.

Note 1.7.9. Financial assets

In accordance with IFRS 9 - Financial Instruments, the main financial assets are classified in one of the following three categories:

- Financial assets measured at amortised cost;
- Financial assets measured at fair value through other comprehensive income (FVOCI);
- Financial assets measured at fair value through profit or loss (FVPL).

The classification applied determines the accounting treatment of these assets. It is determined by the Group on

the date of initial recognition, according to the contractual characteristics of the cash flow from these assets and the purpose for which they were acquired (management business model).

Purchases and sales of financial assets are recognised on the transaction date.

Note 1.7.9.1. Assets at amortised cost

These are financial assets held in order to collect contractual cash flows which solely comprise interest and repayment of principal at specific dates. These assets are initially recognised at fair value and subsequently at amortised cost using the effective interest method. This category mainly includes cash, trade receivables and deposits and guarantees (mainly comprising security deposits and security granted in connection with commercial leases).

The recoverable amount is reviewed if there is any indication that the asset may have suffered a loss in value, and at least on each balance sheet date. If the recoverable amount is less than the book value, an impairment loss is recognised immediately in the consolidated statement of net income.

Note 1.7.9.2. Assets at fair value through profit or loss

A financial asset is classified as at fair value through profit or loss if it is classified as held for trading or designated as such upon initial recognition, or if the contractual cash flows do not consist exclusively of interest and repayment of principal at specific dates (e.g. derivatives). Financial assets are classified as at fair value through profit or loss if the Group manages such investments and makes purchase and sales decisions based on their fair value in accordance with the Group's risk management policy or investment strategy. Directly attributable transaction costs are recognised in profit or loss on the date of initial recognition of the assets. Financial assets at fair value through profit or loss are measured at fair value, and any resulting variation, which takes into account dividend income, is recognised in profit or loss.

However, derivatives documented as hedges of future cash flows are also classified in this category.

On 31 December 2024, forward contracts for the supply and sale of electricity are classified as assets at fair value through profit or loss.

Note 1.7.9.3. Impairment

The Group applies the expected loss model to financial assets carried at amortised cost. Trade receivables are measured using the simplified approach of IFRS 9 - Financial Instruments. Impairment losses are calculated using the historical loss rate observed, adjusted for prospective events, taking into account both individualised credit risks and the economic outlook for the market in question.

Note 1.7.10. Cash and cash equivalents

Cash and cash equivalents include liquid assets, short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are included in current liabilities in the statements of financial position, under short-term loans and borrowings. Investments

with an original maturity of more than three months from the date of acquisition and no possibility of early redemption are excluded from cash and cash equivalents.

Note 1.7.11. Assets held for sale

In accordance with IFRS 5, a non-current asset (or group of assets) is classified as "assets held for sale" if its book value will be recovered principally from sale rather than continuing use. This classification is used when the asset is available for immediate sale in its present condition, subject to terms that are usual and customary for this type of sale, and the sale is highly probable, i.e. in particular a plan to sell has been initiated by an appropriate level of management, an active programme to locate a buyer is under way, and the sale is expected to take place within twelve months. Assets held for sale are presented separately in the balance sheet and measured at the lower of the book value and fair value less costs to sell. From the date of classification, these assets are no longer depreciated and any impairment resulting from measurement is recognised immediately in profit or loss.

Note 1.7.12. Capital and capital issuance costs

Equity instruments are recorded upon issue at the transaction price less transaction costs. Equity instruments are not revalued. If the equity instrument is cancelled or redeemed, the consideration paid is deducted directly from equity and no profit or loss is recognised in profit or loss.

Expenses directly attributable to share capital increases are recognised as a deduction from the share premium, i.e. as a deduction from equity in accordance with IAS 32.

Note 1.7.13. Provisions

In accordance with IAS 37, the Group recognises provisions if there are current legal or constructive obligations resulting from prior events, it is likely that an outflow of resources embodying economic benefits will be required to settle the obligations resulting from past or current events, and a reliable estimate can be made of the amount of the outflow of resources.

The amount of the provision recognised is the estimate of the expense required to settle the obligation, discounted if necessary on the balance sheet date. Provisions for contingencies include provisions for ongoing disputes. The amount of the provisions corresponds to the most likely estimate of the risk.

The Group assesses provisions on the basis of the facts and circumstances of current obligations on the balance sheet date, according to its experience in this area and to the best of its knowledge, possibly after consulting the Group's lawyers and legal advisers on the balance sheet date.

Contingent liabilities are not recognised but are disclosed in the notes to the financial statements unless it is very unlikely that there will be an outflow of resources and the impact is immaterial.

Note 1.7.14. Financial liabilities

Note 1.7.14.1. Liabilities at amortised cost

In accordance with IFRS 9, these are initially recognised at the fair value of the consideration transferred, and subsequently at amortised cost, using the effective interest method. Transaction costs and premiums directly attributable to the issue of a financial liability are deducted from its initial fair value. They are then amortised actuarially over the life of the liability, using the effective interest rate.

This category mainly comprises bond issues (debt components), bank loans and overdrafts, trade payables and conditional and repayable advances.

Note 1.7.14.2. Derivatives

This category mainly comprises derivative instruments documented in a fair value hedging relationship and other derivative instruments that do not qualify for hedge accounting.

The effective portion of changes in the fair value of derivative instruments documented in a cash flow hedging relationship is recognised under other comprehensive income (with subsequent recycling). Other changes in fair value (ineffective portion) are recognised in profit or loss.

During the financial year, the Group recognised for the first time changes in the fair value of forward contracts relating to the supply and sale of electricity contracted for its production requirements, and meeting the qualification criteria of IFRS 9 "Financial Instruments". The change in fair value results in the capitalisation of a derivative financial instrument when the change in fair value is positive, or recognition of a liability when the change in fair value is negative (see Note 3.13.). The contra entry is entered in the profit and loss account for the period under Other current operating income and expenses (see Note 2.1.8.).

Note 1.7.15. Convertible bond loans (OCA)

Bonds issued by the Group were recognised in accordance with IAS 32 Financial Instruments: Presentation. Depending on the characteristics of the embedded conversion option, convertible bonds may result in the recognition:

- either of a debt component and an equity component (if it is specified that conversion will be carried out by the delivery of a fixed number of equity instruments in exchange for a fixed amount of cash);
- or of a debt component and a liability derivative (in all other cases).

On 31 December 2024, the Group only had convertible debenture loans for which the conversion option is recognised as a derivative financial instrument liability.

The conversion option on convertible loans has been separated, recognised as a derivative liability due to the variable conversion parity, and measured at fair value with changes in fair value recognised in profit or loss in accordance with IFRS 9.

Derivative instruments are recognised at fair value. Profits or losses resulting from revaluation at fair value are recognised immediately in the consolidated statement of income as and when they arise.

Note 1.7.16. Share-based payments

Since its creation, the Group has introduced several equity-settled remuneration plans in the form of 'founder's share warrants' (BSPCE), 'share warrants' (BSA), 'free shares allocation' (AGA) or 'stock options' (SO) allocated to employees, consultants and/or directors.

In accordance with IFRS 2, the cost of equity-settled transactions is expensed with an offsetting increase in equity during the vesting period of the rights to benefit from the equity instruments.

The Group applied IFRS 2 to all equity instruments granted to executive corporate officers, external service providers and employees. The amount recognised as an expense is adjusted to reflect the number of rights for which it is estimated that the service and off-market performance conditions will be met, so that the amount ultimately recognised is based on the actual number of rights that meet the service and off-market performance conditions on the vesting date. For share-based payment rights with other conditions, measurement of fair value on the awarding date reflects these conditions, and no subsequent adjustment is made for differences between the estimate and the actual amount. The characteristics of the instruments and the impact of IFRS 2 are presented in Notes 2.1.6, 3.8.2 and 3.8.3.

Note 1.7.17. Pension liabilities and other post-employment benefits

The Group may be required to recognise pension liabilities in respect of French retirement indemnities.

In this connection, the Group recognises its pension obligations using the projected unit credit method as required by IAS 19 - Employee Benefits. This valuation includes assumptions regarding mortality rates, staff turnover and forecasts of future salaries.

The liability recognised in the balance sheet on each closing date is the present value of the defined benefit obligation: the present value means the present value of expected future payments to settle the obligation arising from current and previous services, less the fair value of plan assets.

Actuarial gains and losses are recognised in other comprehensive income. The cost of services rendered during the period is recognised under provisions for liabilities and charges and the financial cost is recognised under other financial income and expenses.

These consist of retirement benefit commitments due under the Syntec collective bargaining agreement in France. The acquisition of rights based on length of service gives entitlement to retirement indemnities.

Note 1.7.18. Turnover

The Group's revenue results from the sale of goods or services and reflects the fair value of the consideration which the Group expects to be entitled to. IFRS 15 requires the Group to assess revenue recognition using a five-step model.

Consequently, for its contracts with customers, the Group identifies distinct performance obligations (goods or services), determines the transaction price, allocates the contract transaction price to the performance obligations, and recognises revenue if (or as and when) the performance

obligations are met.

A performance obligation is considered to be met when the customer obtains control of the asset sold. Control is defined as the present ability to determine the use of the asset and to obtain substantially all the residual economic benefits from it.

The rate of turnover recognition is determined for each contract, by examining the terms and performance obligations in each specific contract. Based on each specific contract and their obligations, revenue under IFRS 15 is either recognised at a given time, or over time. Revenue is recognised over time using the method that best depicts the pattern of transfer of control over time. The input cost method is used, adjusted as and when the time and goods are delivered to the customer.

The transaction price does not include a significant financing component given that the time limits for payment are reasonably short. It also does not include any significant variable consideration. Furthermore, the contract costs are expensed as incurred.

The turnover comprises revenue from the supply and delivery of hydrogen, as well as revenue from the provision of hydrogen storage equipment to customers. The Group's customers simultaneously receive and consume the benefits of the hydrogen supply service or its availability. Consequently, turnover from these contracts is recognised as and when the gas is supplied or the reserved capacity is made available. Lhyfe supplies the hydrogen with its own equipment (containers). Customers do not have any right to control the identified assets within the meaning of IFRS 16 Leases.

Consequently, the hydrogen supply contracts do not contain any leases, and the turnover is recognised as follows:

- Hydrogen supply: turnover from these contracts is recognised as and when the gas is supplied or the reserved capacity is made available.
- Provision of services (supply of containers): turnover is recognised as and when the services are provided.

As the Group's teams have key expertise in green hydrogen production, turnover also includes engineering consultancy services, for which the turnover is recognised as and when the services are provided.

Note 1.7.19. Income taxes

Income tax comprises current and deferred tax. It is recognised in net income. A tax group was formed in 2025, of which Lhyfe SA is the parent company. The vast majority of French subsidiaries wholly-owned by Lhyfe SA are included in this tax consolidation group.

Note 1.7.19.1. Current tax expense

Current tax comprises the estimated amount of tax due (or receivable) in respect of the taxable profit (or loss) for a period and any adjustment to the amount of tax due in respect of previous periods. The amount of current tax due (or receivable) is determined based on the best estimate of the amount of tax that the Group expects to pay (or receive), reflecting, where appropriate, the related uncertainties. It is calculated using the tax rates that have been enacted or substantively enacted on the balance sheet date. Current tax also includes any tax arising from the declaration of dividends.

The company added-value contribution (CVAE) is treated as income taxes.

See Note 2.3 for more information on corporate income tax.

Note 1.7.19.2. Deferred tax

Deferred tax is recognised on the basis of temporary differences between the book value of assets and liabilities and their tax basis.

Deferred tax assets and unused tax credits are recognised if it is likely that the Group will have future taxable profits against which they can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period in which the asset will be realised or the liability will be settled, based on the tax rates that have been enacted or substantively enacted on the balance sheet date.

The measurement of deferred tax must reflect the tax consequences that would result from the way in which the Group expects, on the balance sheet date, to recover or settle the book value of its assets and liabilities.

Deferred tax assets and liabilities are shown as a net position (net deferred tax) for each tax entity.

Note 1.7.20. Earnings per share

Diluted earnings per share is calculated by dividing the net profit attributable to Group shareholders by the weighted average number of outstanding shares during the financial year, adjusted for the maximum impact of the conversion of dilutive instruments into ordinary shares using the share buyback method. Treasury shares are not taken into account in this calculation.

Dilution is defined as a reduction in the earnings per share, or an increase in losses per share. Consequently, if the consolidated net income attributable to Group shareholders is a loss, given that the exercise of any outstanding stock options, BSA, BSPCE, SO or AGA, or the conversion of any other convertible instruments would have the effect of reducing the loss per share, these instruments are considered to be antidilutive and excluded from the calculation of the loss per share (see Note 2.4).

Note 1.7.21. Related parties

Related parties presented in the consolidated financial statements are defined as:

- parties controlled by the Group or over which the Group exercises significant influence;
- parties controlling the Group, such as corporate shareholders;
- individuals who are managers of the Group or of parties that control the Group or exercise significant influence over it.

Financial assets and liabilities relating to related parties are presented as non-current financial assets or liabilities if they are settled or made payable within 12 months of the balance sheet date of the period presented, failing which they are presented as current financial assets and liabilities. Assets and liabilities relating to related parties are discounted for their non-current portion if the effect of the time value is material.

In accordance with IAS 24, related party disclosures are presented in Note 4.2.

Note 1.7.22. Cash flow statement

The cash flow statement has been prepared using the indirect method and presents the cash flows from (used in) operating, investing and financing activities separately.

Operating activities correspond to the entity's main revenue-generating activities and all other activities that do not meet the criteria for investing or financing. Cash flows from (used in) operating activities are calculated by adjusting the net income for changes in the working capital requirement, non-cash items (depreciation, amortisation, impairment, etc.), gains on disposals and other calculated revenue and expenses.

Cash flows from (used in) investment activities correspond to cash flows from acquisitions and the production of fixed assets, disposals of fixed assets and other investments.

Financing activities are transactions resulting from changes in the size and composition of the capital provided and borrowings of the entity. Share capital increases and the obtaining or redemption of convertible debenture loans and bank loans are included in this category. The Group has chosen to classify financial interest, repayable advances and subsidies in this category.

Note 1.7.23. Alternative performance measures

In addition to turnover, the two financial performance indicators defined by the Group are:

- Adjusted EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation), which means the consolidated current operating result before depreciation, amortisation and provisions, charges linked to equity-based compensation and fair value adjustments to derivative financial instruments;
- Net financial debt, which corresponds to the loans and borrowings less cash and cash equivalents (see Note 3.9).

These performance indicators do not replace the IFRS indicators and should not be seen as such. They are used in addition to the IFRS indicators. Although they are used by the Board of Directors as an important factor for setting the targets and measuring the performance of the Group, these indicators are neither required nor defined by IFRS.

As an internal measure of the Group's performance, these operational indicators have their limits and the management of the Group's performance is not restricted to these indicators alone.

Note 2 Profit and loss account

Note 2.1. Current operating activity items

Note 2.1.1. Segment reporting

The Group only reports on one operating segment on the basis of the reports that it examines regularly in order to make decisions about allocating resources to the segment and assessing its performance.

On 31 December 2025, a single customer individually accounted for over 10% of turnover.

Note 2.1.2. Turnover

The Group's consolidated turnover amounted to €9,770 k in 2025, compared with €5,099 k in 2024. The increase in income was mainly due to the expansion of the customer portfolio, with the signing of new contracts for the sale of green hydrogen, and the gradual contribution of volumes produced at the Buléon (Brittany) and Bessières (Occitanie) sites. In addition, the Group continued to develop its international business, in particular in Germany and Sweden.

Note 2.1.3. Adjusted EBITDA

Performance indicator

The main financial performance indicator monitored by the Group is the adjusted EBITDA, defined in Note 1.7.23. As the Group has only identified one operating segment for the two financial years presented, this indicator is monitored as a whole.

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Revenue	9,770	5,099
Purchases consumed	-2,222	-891
External expenses	-16,001	-12,482
Personnel expenses	-19,398	-16,944
Charges linked to equity-based compensation (elimination)	510	-1,373
Taxes, duties and similar payments	-433	-230
Other current operating income and expenses	-3,909	585
Change in fair value of derivative financial instruments (elimination)	4,321	571
Adjusted EBITDA	-27,363	-25,666

Note 2.1.4. Purchases consumed

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Purchases of non-inventory materials and supplies	-2,225	-962
Change in inventory	3	71
Purchases consumed	-2,222	-891

Purchases consumed include, in particular, the cost of purchasing the electricity and water needed to produce hydrogen, and the purchase of hydrogen from alternative

sources. Their increase is due to growth in the Group's business.

Note 2.1.5. External expenses

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Rent and rental charges	1,998	1,594
Maintenance and repairs	1,064	928
Insurance premiums	600	314
Other external services	490	256
Seconded staff	2,220	1,512
Fees	3,658	2,872
Advertising, publications, public relations	412	669
Transport	3,117	1,857

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Travel and reception expenses	1,590	1,864
Postal and telecommunications costs	204	174
Bank fees	556	297
Other external expenses	92	145
External expenses	16,001	12,482

Other external purchases and expenses increased by €3,519 k between 2024 and 2025 due to growth in the Group's business and the start-up of hydrogen production sites.

Transport costs, linked to hydrogen sales, therefore increased by €1,260 k.

The increase of €708k in costs relating to seconded staff is linked to the increase in the Group's production capacities, requiring the use of additional resources.

Insurance costs also increased by €286k due to the increase in business and in the hydrogen storage and transport assets.

Finally, fees rose by €608k, due in particular to expenses incurred by the Group on projects in the development stage.

These increases were partly offset by savings made by the Group on its external expenses.

Note 2.1.6. Personnel expenses and workforce

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Wages and salaries	13,595	13,204
Social security charges	5,293	5,113
Charges linked to equity-based compensation	510	-1,373
Personnel expenses	19,398	16,944

Personnel expenses for capitalised projects under development, amounted to €2,781 k in 2025, compared with €3,814 k in 2024. For more information on development costs, see Note 3.1.1.

The increase in personnel expenses was mainly due to the reversal of expenses recognised in previous financial years in

respect of equity-based remuneration plans in the first half of 2024, while an expense of €510k was recognised over the period. Furthermore, the net charge was also affected by the lower amount capitalised in 2025 than in 2024 for capitalised projects.

The Group's workforce is shown below in full-time equivalents:

<i>Number of employees</i>	31/12/2025	31/12/2024
Engineering	71	77
Business development	42	48
Operations	31	28
Support	48	46
Workforce - Full-time equivalents (FTE)	192	199

	31/12/2025	31/12/2024
Workforce - FTE	192	199
Workforce at year-end	188	199

Charges linked to equity-based compensation

On 31 December 2025, share-based payment plans consisted of share warrants (BSA), stock options (SO) and free shares allocation plans (AGA).

Expenses recognised under IFRS 2

The total cost of the plan to be recognised corresponds to the plan fair value. It is spread over the duration of the condition of presence to acquire the shares.

Note 2.1.7. Tax and duties

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Taxes on wages and salaries	226	175
Other taxes and duties	207	55
Taxes, duties and similar payments	433	230

The increase in taxes and duties is linked to threshold effects for taxes based on remuneration and to the increase in property taxes, in particular due to the new registered office.

Note 2.1.8. Other current operating income and expenses

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Income from subsidies	1,763	869
Other expenses	-1,991	-738
Other income	640	1,025
Change in fair value of derivative financial instruments	-4,321	-571
Other current operating income and expenses	-3,910	585

The other current operating income and expenses amounted to -€3,910 k in 2025, compared with €585k in 2024. This item mainly comprises income from subsidies and the profits and losses recognised in respect of electricity purchase and sales agreements.

The subsidies recognised in 2025 mainly relate to:

- R&D tax credit (CIR) totalling €115k, taking into account a total of €97k corresponding to the portion of CIR relating to capitalised development expenses recognised under "Other non-current liabilities";
- carbon offsets totalling €445k;
- the portion relating to operating expenses of the Swedish Klimatklivet subsidy totalling €219k, and subsidies relating to the HOPE offshore project totalling €421k;
- withdrawal of the BPI repayable advance for international prospecting for a total of €247k.

For more information on liabilities linked to subsidies, see Note 3.12.

Other expenses mainly relate to the financial impact on the financial year to 31 December 2025 of prior commitments made by the Group for its electricity purchases.

Changes in the fair value of derivative financial instruments during the period are due to the recognition of derivative financial instruments as balance sheet assets and liabilities, presented in Note 3.13. Changes in the fair value of these contracts are recognised in current operating result in the Group's financial statements. The decline in fair value of €4.3m over the period is due to the effect of changes in the scope of consolidation, with the downgrading of the Brachy PPA to a derivative financial instrument, and a price effect, with the overall fall in electricity prices on the futures markets.

Note 2.1.9. Current operating depreciation, amortisation and provisions

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Depreciation of property, plant and equipment	2,365	916
Amortisation of intangible assets	1,380	1,175
Amortisation of right-of-use assets	4,260	1,814
Provisions for liabilities and expenses	-158	337
Share of subsidies transferred to the profit and loss account	-643	-372
Current operating depreciation, amortisation and provisions	7,203	3,870

- **Depreciation of tangible assets:** depreciation of tangible assets corresponds mainly to the equipment installed on the hydrogen production sites (see Note 3.1.2). The increase observed in the period is mainly due to the commissioning of the Bessières site in 2025 and the full-year impact of the commissioning of the Buléon site.
- **Amortisation of intangible assets:** amortisation of intangible assets mainly relates to software developed in-house and research and development costs (see Note 3.1.1).
- **Amortisation of right-of-use assets:** there was a substantial increase in amortisation of right-of-use assets linked to the

refinancing operations carried out in 2024 and 2025, and the lease taken out in 2025 following the relocation of the Group's registered office.

- **Provisions for liabilities and charges:** the contribution of this item to expenses for the period is linked to the increase in hydrogen storage and transport assets, for which provisions for periodic maintenance were recognised. These regulatory inspections are now treated as an intangible asset, amortised over the validity period of the approval, within the right-of-use amounts relating to these assets.

Note 2.1.10. Other non-current operating income and expenses

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Gain or loss on disposal and scrapping of fixed assets	-4,768	-29
Restructuring income and expenses	-3,431	-
Other non-current operating income and expenses	-	-242
Other non-current operating income and expenses	-8,199	-271

Other non-current operating expenses in the 2025 financial year mainly relate to abandoned projects, and to provisions relating to the restructuring of the Group initiated at the end of 2025.

Note 2.2. Financial result

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Interest on loans	-345	-59
Interest expenses on lease liabilities	-2,860	-1,077
Change in fair value of financial debt	-477	-275
Cost of financial debt	-3,683	-1,411
Interest income	1,047	2,620
Other financial income and expenses	-67	-1
Other financial income and expenses	980	2,619
Financial result	-2,703	1,208

The financial result mainly comprises the cost of the Group's financial debt: interest paid, accrued interest, interest on lease liabilities, the amortisation expense for loan issue costs and the accretion expense for repayable advances. Other financial revenue and expenses comprise interest revenue and foreign exchange gains and losses on financial transactions.

The significant increase in the interest expense relating to lease liabilities in 2025 is due to the new leases taken out in

the period, in particular for the new registered office (see Note 3.1.3) and the full-year impact of the leases taken out in 2024.

In accordance with IAS 23 (see Note 1.7.8), borrowing costs relating to fixed assets, production of which is spread over a long period, are capitalised. They amounted to €3,582 k in 2025 and €3,446 k in 2024.

Note 2.3. Income taxes

The reconciliation between the theoretical income tax expense and the actual income tax expense is shown below:

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Profit before tax	-50,299	-27,796
Theoretical profit before tax	-50,299	-27,796
Theoretical tax rate	25%	25%
Theoretical tax income (expense)	12,575	6,949
Tax deficit not capitalised for the year	-12,247	-5,877
R&D tax credit (CIR)	72	78
Share-based payments (IFRS 2)	-127	343
Other taxes not recognised for temporary differences	405	-876
Tax rate differences	-291	-385
Other differences	-387	-232
Effective income tax expense	-	-

Note 2.4. Earnings per share

	31/12/2025	31/12/2024
Net result attributable to shareholders (in euros)	-50,957,010	-29,184,996
Weighted average number of outstanding shares	47,946,037	47,859,489
Basic earnings per share (in euros)	-1.06	-0.61
Diluted earnings per share (in euros)	-1.06	-0.61

Note 3 Balance sheet

Note 3.1. Property, plant and equipment and intangible assets

Note 3.1.1. Intangible assets

Changes in intangible assets were as follows in the financial year to 31 December 2025:

Gross value <i>In thousands of euros</i>	Development costs in progress	Development costs	Concessions, patents and licences	Other intangible assets	Total
Gross value on 31/12/2024	13,646	5,685	104	60	19,495
Acquisitions	7,066	-	18	-	7,084
Capitalisation of borrowing costs	693	-	-	-	693
Disposals	-1,895	-	-	-	-1,895
Other changes	-4,694	4,023	-	-	-671
Gross value on 31/12/2025	14,815	9,708	122	60	24,705
Amortisation <i>In thousands of euros</i>	Development costs in progress	Development costs	Concessions, patents and licences	Other intangible assets	Total
Amortisation and impairment on 31/12/2024	-	1,133	53	55	1,241
Amortisation	-	1,353	21	5	1,379
Reversals	-	-	-	-	-
Other changes	-	175	-	-	175
Amortisation and impairment on 31/12/2025	-	2,661	74	60	2,795
Net value <i>In thousands of euros</i>	Development costs in progress	Development costs	Concessions, patents and licences	Other intangible assets	Total
Net value on 31/12/2024	13,646	4,553	51	5	18,255
Acquisitions	7,067	-	17	-	7,084
Capitalisation of borrowing costs	693	-	-	-	693
Amortisation and provisions	-	-1,354	-21	-5	-1,380
Disposals/reversals	-1,895	-	-	-	-1,895
Other changes	-4,695	3,849	-	-	-846
Net value on 31/12/2025	14,815	7,048	47	-	21,910

Intangible assets mainly comprise the Group's development costs, which meet the criteria for capitalisation set out in IAS 38 (see Note 1.7.1). Intangible assets amounted to €21.9m on 31 December 2025. Acquisitions during the period, excluding the capitalisation of borrowing costs, totalled €7.1m and mainly related to internal and external resources used by the Group to develop the sites under construction (€4.1m) and under development (€3m).

Hydrogen production projects

The main development costs linked to hydrogen production projects amounted to €14.8m on 31 December 2025, including capitalisation of borrowing costs, compared with €12.1m on 31 December 2024. Other costs capitalised during the period relate to post-tender ready projects for which the Group has not yet started construction.

R&D projects

The Group's research and development is focused on the following 2 projects:

- Design of a standard onshore hydrogen production site

Based on the first 5 MW onshore production sites, Lhyfe's engineering teams continued to work on a new version of the design of standard 5 MW hydrogen production sites and on larger scale sites. The Group considers that the costs linked to the project meet the criteria for capitalisation, due to the outlook for expected business and profitability for the bulk sites.

- Development of proprietary software tools

The Group launched several projects to develop software tools aimed at improving the productivity of sites in operation or under construction or development. The Group considers that the costs linked to the development of proprietary software tools meet the criteria for capitalisation given that they are intended to optimise the hydrogen production and delivery process.

Impairment tests

Intangible assets in progress were tested for impairment. The operating assumptions (turnover, margin, cash flow forecasts) used to determine the impairment test are based on the data prepared in connection with the project business plans drawn up and validated by the management.

The values in use were estimated using the following method:

- future cash flows are derived from the business taken into account in the 15-year business plan (operating life of onshore production sites);
- the discount rate used is 11,7% or 9,7%, according to the expected level of security of the hydrogen sales contracts, depending on the type of site.

The analyses of capitalised projects by management did not lead to the recognition of impairment losses on 31 December 2025.

Sensitivity

The sensitivity of the valuation of CGUs (cash generating units) is shown if a reasonably possible change in a key assumption could result in the book value of the CGU exceeding its recoverable amount.

The sensitivity analysis carried out on the main key assumptions, i.e. revenue and its direct impact on profitability, and the discount rate (+100 bp), did not identify a risk of impairment.

Note 3.1.2. Property, plant and equipment

Changes in property, plant and equipment were as follows in the financial year to 31 December 2025:

Gross value <i>In thousands of euros</i>	Under construction	Land	Plant and equipment	Other property, plant and equipment	Total
Gross value on 31/12/2024	53,667	8,767	12,273	1,867	76,574
Acquisitions	21,710	69	287	318	22,384
Capitalisation of borrowing costs	2,320	-	-	-	2,320
Provision for restoration	-	-	-	-	-
Disposals	-2,596	-2,755	-51	-4	-5,406
Sale and leaseback	-	-	-	-	-
Other changes	-16,521	-4,270	15,207	1,954	-3,630
Gross value on 31/12/2025	58,580	1,811	27,716	4,135	92,242

Amortisation <i>In thousands of euros</i>	Under construction	Land	Plant and equipment	Other property, plant and equipment	Total
Amortisation and impairment on 31/12/2024	-	-	886	1,119	2,005
Amortisation	-	-	2,001	409	2,410
Reversals	-	-	-47	-6	-53
Sale and leaseback	-	-	-	-	-
Other changes	-	-	-	-	-
Amortisation and impairment on 31/12/2025	-	-	2,840	1,522	4,362

Net value <i>In thousands of euros</i>	Under construction	Land	Plant and equipment	Other property, plant and equipment	Total
Net value on 31/12/2024	53,667	8,767	11,388	748	74,570
Acquisitions	21,710	69	287	318	22,384
Capitalisation of borrowing costs	2,320	-	-	-	2,320
Provision for restoration	-	-	-	-	-
Amortisation and provisions	-	-	-2,002	-408	-2,410
Disposals/reversals	-2,596	-2,756	-3	2	-5,353
Sale and leaseback	-	-	-	-	-
Other changes	-16,521	-4,270	15,206	1,954	-3,631
Net value on 31/12/2025	58,580	1,810	24,876	2,613	87,880

Construction work in progress mainly comprises equipment acquired in connection with the construction of the onshore hydrogen production sites. During the financial year, this item included reversals totalling €2.6m following the decisions to abandon projects in connection with the restructuring carried out by the Group.

Two plots of land owned by the Group were reclassified as assets held for sale totalling €4m following the restructuring decision made at the end of 2025. At the same time, provisions totalling €2.7m for the clean-up of these plots were reversed, as the Group does not expect to complete these operations in connection with the planned sales.

Plant and equipment mainly relates to the equipment of hydrogen production sites that has been commissioned. Other

changes mainly relate to the commissioning of construction work in progress at the Bessières site.

The depreciation expense during the period of €2m for technical facilities relates to projects commissioned in previous years and commissioning of the Bessières site.

Indication of impairment

No indication of impairment was identified for property, plant and equipment.

Note 3.1.3. Leases

During the financial year to 31 December 2025, rights of use under leases, which relate to property leases and hydrogen transport and storage assets, changed as follows:

<i>In thousands of euros</i>	Right of use - Leasing	Property	Others
Net value on 31/12/2024	30,530	4,410	26,120
New leases	15,074	11,853	3,221
Sale and leaseback	-1,016	-1,016	-
Revaluations	451	451	-
Termination and early termination of contracts	-608	-608	-
Amortisation	-4,260	-2,275	-1,984
Net value on 31/12/2025	40,171	12,815	27,356

In 2025, the main change in the period relates to the leasing of the new registered office of the Group for a total of €11,342 k (see Note 1.3 Highlights of the financial year), and the entry of

new contracts relating to hydrogen transport and storage assets totalling €3,221 k.

Note 3.2. Equity method investments

On 31 December 2025, the Group held a 39.20% stake in Botnia Hydrogen. This entity is consolidated using the equity method.

<i>In thousands of euros</i>	Investments in companies accounted for under the equity method
Net value on 31/12/2024	965
Acquisitions	-
Profit or loss for the period	-57
Impairment write-downs during the period	-602
Currency translation adjustments	56
Net value on 31/12/2025	362

Note 3.3. Inventory

Inventory amounted to €236k on 31 December 2025 compared with €248k on 31 December 2024 and mainly comprised maintenance parts for the operating sites.

No inventory write-down was recognised in the financial year.

Note 3.4. Trade receivables and related items

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Trade receivables	2,078	2,014
Invoices to be issued	1,083	34
Gross value - End of period	3,161	2,048
Impairment	-	-
Net value - End of period	3,161	2,048

Gross trade receivables amounted to €3,161 k on 31 December 2025 and €2,048 k on 31 December 2024, the increase in this item being largely due to the increase in the Group's business.

No credit risk was identified on 31 December of each of the financial years presented. Consequently, the Group did not recognise any impairment.

Note 3.5. Other current and non-current assets

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Other financial assets	6,058	1,733
Other miscellaneous non-current assets	23	-
Subsidies receivable	853	555
Other non-current assets	6,933	2,288
Subsidies receivable	7,236	4,486
VAT receivables	8,589	13,134
Other tax and social security receivables	2	3
Advances and payments on account	1,475	472
Credit notes and accrued income	-	1,510
Prepaid expenses	513	1,384
Other current assets	718	5
Other current assets	18,534	20,994
Other assets	25,467	23,282

Other assets mainly comprise deposits, VAT receivables and subsidies receivable, for which the Group received a commitment from the third party or considers that it will meet the conditions for obtaining the subsidy.

Other financial assets mainly comprise guarantees and deposits granted. The increase was mainly due to the creation of deposits totalling €53m to finance the project portfolio.

State subsidies receivable amounted to €7,566 k on 31 December 2025, compared with €5,041 k on 31 December 2024. On 31 December 2025, the non-current portion, amounting to €853k, represented holdbacks on the subsidies received. The current portion relates to subsidies receivable in 2026 and the R&D tax credit ("CIR") receivable.

The Group benefits from the CIR in France. It is received during the financial year following its allocation, provided that the Group meets the criteria for exemption from the 3-year waiting period. A CIR receivable was recognised in the balance sheet for €212k on 31 December 2025 and €158k on 31 December 2024.

The decrease in VAT receivables is due to the impact of internal re invoicing within the Group at the end of 2024, generating non-recurring VAT receivables within the parent company. Prepaid expenses mainly relate to rental charges and annualised service charges. The decrease is due to non-recurring prepaid expenses on 31 December 2024 relating to financing transactions implemented in 2025.

Note 3.6. Cash and cash equivalents

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Cash	32,826	36,865
Cash equivalents	41,872	35,259
Cash and cash equivalents	74,698	72,124

Deposit accounts and cash surpluses are cash equivalents insofar as they constitute short-term monetary investments that can be accessed at very short notice, present a negligible risk of change in value, and can be converted into cash at an insignificant cost.

Note 3.7. Assets held for sale

In connection with the restructuring undertaken at the end of 2025, the Group decided to rationalise its project portfolio. The Group had acquired land in the past for some of these projects. These plots have now been put up for sale and have

therefore been reclassified as assets held for sale at their net book value after deducting decommissioning costs. The Group has not identified any indications of impairment in these assets.

Note 3.8. Equity

Changes in the Group's equity during the 2025 financial year are detailed in the statement of changes in equity.

Note 3.8.1. Share capital, reserves and premiums

The table below shows the changes in the Group's capital in the financial years presented:

	Number of shares	Nominal value (€)	In thousands of euros		
			Capital	Premiums	Total
On 31 December 2024	47,970,348	0.01	480	163,850	164,330
Share capital increase - 20 September 2025*	112,248	0.01	1	34	35
Share capital increase - 2 December 2025*	10,416	0.01	-	-	-
Share capital increase - 31 December 2025*	20,832	0.01	-	-	-
On 31 December 2025	48,113,844	0.01	481	163,883	164,364

* Date of recognition of the capital increase.

Following the exercise of BSPCEs and the allocation of free shares, capital increases were carried out for a total of €1,434.96, i.e. 143,296 shares with a share premium for the BSPCEs amounting to €33,890.40.

Note 3.8.2. Founder's share warrants (BSPCE) and stock options (SO) awarded to employees and a director and share warrants (BSA) awarded to a consultant

Monitoring of the number of outstanding BSPCE, SO and BSA

The table below summarises the number of outstanding BSPCE, SO and BSA and changes in them during the period.

Number	BSPCE Salariés 2021 *	BSPCE Premium 2021 *	BSA 2021 *	BSPCE 2023 ⁽¹⁾	SO 2023 ⁽²⁾	BSPCE Dirigeant 2024	BSPCE 2024	SO 2024	Total
On 31 December 2024	7,515	6,800	1,700	201,000	15,000	1,000,000	206,984	26,200	1,465,199
Allocated during the period									-
Exercised during the period	-810								-810
Lapsed	-155			-49,000			-49,300		-98,455
On 31 December 2025	6,550	6,800	1,700	152,000	15,000	1,000,000	157,684	26,200	1,365,934

(1) *Entitling allocation of the number of shares, after division of the nominal value by 100

(1) The BSPCE 2023 plan comprises two tranches, the first allocating 82,000 shares and the second 123,000 shares.

(2) The SO 2023 plan comprises two tranches, the first allocating 11,200 shares and the second 16,800 shares

Fair value measurement of BSPCE, SO and BSA

The following table summarises the authorised plans in the process of being vesting on 31/12/2025 and the methods used to measure the fair value of the associated options:

	BSPCE Salariés 2021 ⁽¹⁾	BSPCE Premium 2021 ⁽¹⁾	BSA 2021 ⁽¹⁾	BSPCE 2023 ⁽²⁾	SO 2023 ⁽³⁾	BSPCE Dirigeant 2024	BSPCE 2024	SO 2024
Date of authorisation by the GM	16/10/2019	16/10/2019	16/10/2019	23/05/2023	23/05/2023	23/05/2024	23/05/2023	23/05/2023
Awarding date	12/04/2021	12/04/2021	08/04/2021	23/05/2023	23/05/2023	17/06/2024	23/09/2024	23/09/2024
Number of instruments awarded	8,500	6,800	1,700	205,000	39,000	1,000,000	206,984	26,200
Vesting period	4 years per tranche	3.7 years	4 years	3 to 4 years	3 to 4 years	3 years	4 years	4 years
Vesting conditions	Presence	Performance	Performance	Performance	Performance	Performance	Performance	Performance
Exercise period	10 years	10 years	10 years	9 years	9 years	8 years	10 years	10 years
Measurement method used	Black and Scholes	Black and Scholes	Black and Scholes	Black and Scholes	Black and Scholes	Black and Scholes	Black and Scholes	Black and Scholes
Underlying share price*	€42.84	€42.84	€42.84	€7.00	€7.00	€3.49	€3.39	€3.39
Strike price	€42.84	€42.84	€42.84	€8.75	€8.75	€2.00	€8.75	€8.75
Expected volatility**	30.00%	30.00%	30.00%	34.70%	34.70%	38.11%	37.60%	37.60%
Risk-free rate***	-0.31% to - 0.44%	-0.31%	-0.35%	2.96% and 2.97%	2.96% and 2.97%	2.98%	2.83%	2.83%
Fair value of the option	€12.16	€12.76	€12.86	€2.20 and €2.33	€2.20 and €2.33	€0.30	€0.60	€0.60

* Share price on the allocation date.

** Based on the volatility usually observed for instruments of the same type

*** Risk-free bond (government loan) France 5- and 7-year fungible treasury bond (OAT)

(1) Following the division of the nominal value by 100 and the creation of 100 new shares for one old share on 11 March 2023, each BSA and BSPCE gives the right to subscribe for 100 shares for an inclusive price of €42.84.

(2) The BSPCE 2023 plan comprises two tranches, the first allocating 82,000 shares over a 3-year vesting period at an option fair value of €2.20, and the second allocating 123,000 shares over a 4-year vesting period at an option fair value of €2.33.

(3) The SO 2023 plan comprises two tranches, the first allocating 11,200 shares over a 3-year vesting period at an option fair value of €2.20, and the second allocating 16,800 shares over a 4-year vesting period at an option fair value of €2.33.

Note 3.8.3. Free shares allocation (AGA) plans

The Board of Directors implemented the following AGA plan:

- Issuance of 40,000 AGA PC 2025, giving the right to ordinary shares in the Company, using the delegation approved by the

General Meeting on 14 April 2022, as modified by the General Meeting on 23 May 2024. Their exercise period is 5 years. They were allocated to an employee of the Company.

Number	AGA Dirigeant 2022	AGA Cadres DGD 2022	AGA Cadres 2022	AGA NE1 2022	AGA PC 2022	AGA 2023 (1)	AGA PC 2024	AGA 2024	AGA 2025 PC	Total
On 31 December 2024	954,500	25,000	50,000	85,000	20,600	181,700	300,000	246,190	-	1,862,990
Allocated during the financial year									40,000	40,000
Acquired during the financial year		-20,832	-41,664							-62,496
Lapsed		-4,168	-8,336			-33,800		-40,440		-86,744
On 31 December 2025	954,500	-	-	85,000	20,600	147,900	300,000	205,750	40,000	1,753,750

(1) The AGA 2023 plan comprises two tranches, the first having allocated 78,480 shares and the second 117,720 shares.

Valuation of free shares allocation plans

The following table summarises the characteristics of the free shares plans and the valuation data of these plans.

Plan characteristics	AGA Dirigeant 2022	AGA Cadres DGD 2022	AGA Cadres 2022	AGA NE1 2022	AGA PC 2022	AGA 2023 (1)	AGA PC 2024	AGA 2024	AGA 2025 PC
Awarding date	20/09/2022	20/09/2022	20/09/2022	20/09/2022	20/09/2022	03/07/2023 03/07/2026 -	23/09/2024	22/11/2024	23/05/2025
Vesting date	31/12/2027	31/12/2025	19/09/2025	19/09/2027	19/09/2026	03/07/2027	23/09/2029	22/11/2028	23/05/2030
Number of shares allocated	954,500	25,000	62,500	85,000	33,000	209,300	300,000	247,190	40,000
Vesting period	5 years	3 years	3 years	5 years	4 years	3 to 4 years	5 years	4 years	5 years
Condition of presence	31/12/2026	31/12/2024	31/12/2024	31/12/2026	31/12/2025	03/07/2027	23/09/2029	22/11/2028	23/05/2030
Fair value calculation									
Share price used*	€8.20	€8.20	€8.20	€8.20	€8.20	€7.00	€3.61	€3.36	€3.26
Expected dividend**	0	0	0	0	0	0	0	0	0
Plan fair value in thousands of euros ***	€7,827	€205	€513	€697	€271	€1,465	€1,083	€835	€130

* Opening share price on the plan allocation date.

** Based on the previous dividends paid.

*** The plan fair value therefore corresponds to the number of shares allocated multiplied by the share price.

(1) The AGA 2023 plan comprises two tranches, the first allocating 83,720 shares over a 3-year vesting period at a fair value of €586k, and the second allocating 125,580 shares over a 4-year vesting period at a fair value of €879k.

Note 3.9. Loans and borrowings

The Group's net financial debt is as follows:

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Bank loans	45,230	35,522
Bond issues	28,075	9,916
Other loans	723	765
Lease liabilities	42,508	30,537
Conditional advances	3,544	2,723
Other financial debts	82	-
Interest accrued but not due	796	711
Financial debt (B)	120,958	80,174
Cash and cash equivalents (A)	74,698	72,124
Net financial debt (B - A)	46,260	8,050

The following table shows the changes in current and non-current financial debt:

	31/12/2024	Issues	New contracts - Sale and leaseback	New contracts - Operating leases	Revaluation of leases	Termination and early termination of contracts	Repayments	Reclassification	Other changes	31/12/2025
<i>In thousands of euros</i>										
Bank loans	32,320	12,684						-944	227	44,287
Bond issues	8,251	19,403						-1,814	149	25,989
Other loans	722						-43			679
Lease liabilities	27,633			15,073	451	-612		-4,628		37,917
Conditional advances	2,114	1,664						-332	-354	3,092
Other financial debts	-	83								83
Non-current financial debt	71,040	33,834		15,073	451	-612	-43	-7,718	22	112,047
Bank loans	3,202						-3,202	944		944
Bond issues	1,664						-1,393	1,814		2,085
Other loans	43									43
Lease liabilities	2,905						-2,942	4,627		4,590
Conditional advances	610						-492	336		454
Interest accrued but not due	710	423					-336	-2		795
Current financial debt	9,134	423					-8,365	7,718		8,911
Financial debt	80,174	34,257		15,073	451	-612	-8,408	-	22	120,958
Cash	72,124									74,698
Net cash position	-8,050									-46,260

Financial debt issues comprise:

- drawdowns on the €53m funding package for the portfolio of production plants totalling €29.8m, restated for borrowing costs. This amount comprises bank loans totalling €12.7m and bond loans totalling €17m;
- crowdfunding of the portfolio of four hydrogen production sites for a total of €2.4m restated for borrowing costs;
- payment of part of the repayable advance to finance the Bessières production site for a total of €1.6m.

Repayments of financial debts comprise:

- repayment of two short-term liquidity lines granted at the end of 2024 for a total of €2.4m;
- repayment of LB2 convertible bonds for €1.4m;
- repayment of lease liabilities relating to property leases and leases mainly for transport and storage assets, totalling €2.9m.

In addition, the increase in lease liabilities mainly relates to the leasing of the Group's new registered office for €11.3m.

The other changes relate to taking into account the EIR (effective interest rate) of bond issues, bank loans and repayable advances.

Note 3.9.1. Schedule of debt

The maturity of the financial debt is summarised in the table below:

<i>In thousands of euros</i>	Current	Non-current		Total
	Less than 1 year	1-5 years	More than 5 years	
Bank loans	944	37,279	7,007	45,230
Bond issues	2,086	15,105	10,885	28,075
Other loans	43	170	510	723
Lease liabilities	4,590	17,507	20,410	42,508
Conditional advances	453	2,009	1,082	3,544
Other financial debts	-	82	-	82
Interest accrued but not due	796	-	-	796
Financial debt on 31 December 2025	8,912	69,967	42,079	120,958
		112,047		

The contractual maturity dates are shown in the table below:

<i>In thousands of euros</i>	Less than 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	More than 5 years	Total
Bank loans	943	8,958	26,757	1,496	1,302	7,247	46,703
Bond issues	2,086	2,860	3,824	4,723	4,824	12,653	30,970
Other loans	43	43	42	42	43	510	723
Conditional advances	453	738	664	435	435	1,259	3,984
On 31 December 2025	3,525	12,599	31,287	6,696	6,604	21,669	82,380

Note 3.9.2. Convertible bond loans (OCA)

To finance its expansion, in the past the Group issued several convertible bond loans (OCA).

On 31 December 2025, financial debt in respect of the OCAs amounted to €8,566 k, corresponding solely to the OCA LB2 and OCA LB2 Bis convertible bonds. Both of these bonds carry a variable interest rate, calculated according to compliance with ESG criteria (tonnes of CO₂ avoided in the previous financial year), of between 8.8% and 9.2%.

The LB2 and LB2 Bis OCAs were classified as hybrid instruments, since the conversion option does not meet the definition of an equity instrument due to its variable parity. They were therefore recognised entirely as financial debt at amortised cost.

Note 3.9.3. Bank loans

The loans granted to the Group, net of issue costs, amounted to €45,953 k on 31 December 2025, compared with €36,288 k on 31 December 2024.

During the financial year to 31 December 2025, the Group took out the following new loans:

- financing, from three financial partners, of the construction of four green hydrogen production sites located in France and Germany, for a total of €53 million. On 31 December 2025, the debt recognised amounted to €34m, including €26m to finance investments at the sites at a rate excluding bank charges of 7.34%, and €7.5m for bridge

financing of VAT receivables and subsidies receivable at a variable rate;

- a crowdfunding campaign for a total investment of €2.5m. This campaign enabled the general public to invest in four of its sites in France and Germany. This funding takes the form of bonds maturing in July 2030 and bearing interest of 8.5% payable annually.

The syndicated loan agreement signed at the end of 2023 includes covenants. The covenants concern tests on the level of past and future liquidity, the debt-to-equity ratio and the installed capacities in MW. The covenants were met on 31 December 2025.

Note 3.9.4. Conditional advances

The Group receives several types of aid in the form of advances. They were recognised as financial debt since the Group considers it will reasonably have to repay them in full, in view of the repayment terms.

Conditional advances amounted to €3,546 k on 31 December 2025, compared with €2,724 k on 31 December 2024. The main change during the period was the receipt of part of the repayable advance received from the Occitanie Region in connection with the financing of the Bessières site, totalling €1,599 k.

This advance was discounted at a rate of 3.39% in accordance with IAS 20. The advance will be repaid to the Occitanie Region in monthly instalments over a period of 7 years from 2027.

Note 3.9.5. Lease liabilities - IFRS 16

The lease liability is initially measured at the present value of lease payments that have not been made on the date of entry

into force, discounted at the lessee's incremental borrowing rate, then repaid and accreted according to the schedule of rental payments. The assets concerned are those presented in Note 3.1.3, i.e. property leases and hydrogen transport and storage assets.

Note 3.10. Derivative instruments

Changes in the fair value of the Group's derivative financial instruments were recorded in the balance sheet under financial liabilities for a total of €4.9m (including €2.7m under

current financial liabilities). They involve forward energy contracts for the Group's electricity supply requirements, valued in accordance with IFRS 9.

Note 3.11. Trade payables and related items

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Trade accounts payable	9,943	6,154
Trade accounts payable for fixed assets	18,084	15,041
Trade payables	28,028	21,195

Trade payables represent short-term debt owed to the Group's suppliers, payable within one year. The increase in this item is linked in particular to the growth in business.

Fixed asset liabilities also rose due to significant investments by the Group, in particular in projects under development.

Note 3.12. Other current and non-current liabilities

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Subsidies	60,332	24,189
Other non-current liabilities	60,332	24,189
Subsidies	6,500	6,436
Social security liabilities	4,127	4,259
Tax liabilities	5,956	8,409
Other debt	1,876	1,566
Other current liabilities	18,459	20,670
Other liabilities	78,791	44,859

Other liabilities mainly comprise state subsidies recognised as advances on subsidies obtained. The Group records the subsidies obtained separately from the expenses and the fixed assets financed.

The Group classifies the subsidies according to the nature of the expenses included in the base amount of the subsidy, defined in the contract. Monitoring of the expenses incurred for each project makes it possible to estimate the share of the subsidy to be recognised in profit or loss, under "Other current operating revenue".

The marked increase in this item is linked to the receipt of the first instalment of the Green Horizon subsidy totalling €18.6m.

At the same time, VAT liabilities fell substantially, linked to significant internal invoicing within the Group at the end of 2024, and non-recurring on 31 December 2025.

The main subsidies received by the Group are as follows:

- Financing agreement - Green Horizon: in April 2025, Lhyfe confirmed the award of a total subsidy of €149m for its Green Horizon project, which involves the construction of a green hydrogen production site near Le Havre with an

installed electrolysis capacity of 100 MW. In May 2025, the Group received an initial advance of €18.6m to cover the investments made since 2022 and to continue to develop the project.

- Financing agreement - Schwäbisch Gmünd: The hydrogen production site in Germany has received total public funding of €6.4m, including €2.1m granted by the state of Baden-Württemberg and €4.3m granted by the European Union via the European Regional Development Fund (ERDF). For the 2025 financial year, the Group received €5.8m linked to the progress of the project.
- Agreement - Klimatklivet - Vaggeryd and Jordberga: at the end of 2024 and the beginning of 2025, Lhyfe contracted two financing agreements, each for around €11m, in connection with the Klimatklivet programme, supported by the Swedish Environmental Protection Agency. These subsidies are intended to finance the construction of two green hydrogen production sites in Vaggeryd, in the south of Sweden, and in Jordberga. Each of these sites will have an installed electrolysis capacity of 10 MW. In 2025, the Group received an advance of €8.9m for the second project, after having received €5.5m for the first project at the end of 2024.

- Clean Hydrogen Partnership – Hope financing agreement: this subsidy for a total of €9.8m granted by the European Commission concerns a project to develop and build an offshore green hydrogen production site with a capacity of 10 MW. During the year, the Group received an additional amount of €0.7m, bringing the total received in respect of this subsidy to €5.6m.
 - FTJ and ImagHyne – Le Cheylas financing agreements: the hydrogen production site at Le Cheylas, in the Rhône-Alpes region, has received several subsidies totalling €9.8m, including €8.3m granted by the Fonds de Transition Juste and €1.5m by the Clean Hydrogen Partnership. The company had received €1.5m in respect of these subsidies by the end of 2024, and the next instalments are scheduled in 2026.
 - VYhGO 2 Lorient financing agreement: this subsidy for a total of €3.1m relates to financing by the ADEME of equipment at the production site in Buléon, Morbihan. In 2025, the Group received €0.6m linked to the progress of the project, bringing the total amount received in respect of this subsidy to €2.3m.
 - R&D tax credit (CIR): the CIR received is treated as a state subsidy. It relates to research and development expenses incurred by the Group, and amounted to €210 k in 2025 compared with €158 k in 2024. It is allocated to projects according to the underlying expenditure.
- The Group recognised under other liabilities the amounts of subsidies for which it considers that it meets the conditions for obtaining and drawing on them.

Note 3.13. On-balance sheet financial instruments

In accordance with the amendment to IFRS 7, the levels in the fair value hierarchy are as follows:

- Level 1: fair value based on the quoted prices of the instrument in an active market;
- Level 2: fair value measured using observable market data (other than the quoted prices of the instrument included in level 1);

- Level 3: fair value determined using valuation techniques based on unobservable market data.

The financial instruments recognised in the balance sheet were as follows for the financial years presented:

On 31 December 2025
(In thousands of euros)

	Level	Net book value	Fair value through profit or loss ⁽¹⁾	Debt at amortised cost ⁽²⁾	Fair value
Financial ASSETS					
Net trade receivables	2	3,161	-	3,161	3,161
Other financial assets	2	23,469	-	23,469	23,469
Derivative instruments	2	-	-	-	-
Supplier accounts receivable	2	1,998	-	1,998	1,998
Cash and cash equivalents	2	74,698	74,698	-	74,698
Total financial assets		103,326	74,698	28,628	103,326
Financial LIABILITIES					
Long-term loans and borrowings	2	112,047	-	112,047	112,047
Short-term loans and borrowings	2	8,912	-	8,912	8,912
Derivative instruments	2	4,892	4,892	-	4,892
Trade payables and other liabilities	2	28,027	-	28,027	28,027
Other financial liabilities	2	76,915	-	76,915	76,915
Other accounts payable	2	1,876	-	1,876	1,876
Total financial liabilities		232,669	4,892	227,777	232,669

⁽¹⁾ Fair value through profit or loss: the fair value of the financial assets held for sale corresponds to the market value of the assets

⁽²⁾ Debt at amortised cost: the net book value of current financial assets and liabilities is considered to be an approximation of their fair value; the fair value of loans and borrowings was estimated using the discounted cash flow method at a market rate.

Note 3.14. Provisions

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Current provisions	3,359	20
Non-current provisions	357	3,528
Provisions	3,716	3,548

The current provisions made on 31 December 2025 relate to the restructuring undertaken by the Group. The costs taken into account relate to the Group employee redundancy costs totalling €3.4m following the redundancy programme implemented by the Group in France and the job losses planned at its subsidiaries outside France.

Non-current provisions mainly relate to obligations to restore the land of future production sites, most of which were reversed in 2025 following the Group's decision to sell the

underlying assets. These provisions also include the provision for retirement benefits for French employees for a total of €83k.

Provisions for periodic inspections of containers amounted to €307k at the end of 2024. From the 2025 balance sheet date, the Group restates the costs of major overhauls in accordance with IAS 16 by identifying a separate non-physical component within the fixed assets.

Note 3.15. Deferred tax assets and liabilities

No deferred tax assets were recognised in excess of deferred tax liabilities in the Group's consolidated financial statements on 31 December 2025 and 2024.

The loss carry-forwards are shown in the table below. They are mainly from French companies and can be carried forward indefinitely.

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Capitalised tax losses (taxable base)	-	-
Non-capitalised tax deficit (taxable base)	139,416	93,136
Total tax losses	139,416	93,136

Note 4 Other information

Note 4.1. Financial risk management

The Group's main financial instruments comprise non-current financial assets, trade receivables, financial debt, trade payables and cash. The purpose of managing these instruments is to make it possible to finance the Group's activities. The Group's policy is not to apply for financial instruments for speculative purposes.

The main risks to which the Group is exposed are liquidity risk, interest rate risk, foreign exchange risk and credit risk.

Liquidity risk

Liquidity risk refers to the risk that the Company will be unable to meet its cash flow requirements using its available resources. The Group's growth depends on securing financing to enable it to successfully complete its various construction projects.

As at the date of the Annual Financial Report, the Company assessed its liquidity risk on the basis of the following factors:

- the Group's cash and cash equivalents as at 31 December 2025, amounting to €74.7m;
- the repayment schedule for its financial debt, which totalled €121m as at 31 December 2025, of which €42m was due in more than five years (the portion relating to lease liabilities totalling €42.5m);
- its firm investment commitments totalling €59m (see section 1.2.2.4 of the Annual Financial Report); and
- the cash flow plan for the next 12 months, which is based in particular on current cash holdings, project financing already secured under contract, and the assumption that additional financing will be obtained. These additional financing arrangements are currently under negotiation, and management considers it highly likely that they will be finalised shortly. However, the Group has drawn up an alternative scenario in the event that this additional funding is not secured, or is only partially secured, leading to a reduction in development costs incurred on projects at a less mature stage or which are not a priority.

In this context, the Group considers that it is in a position to meet its obligations over the next 12 months. The Company would therefore be able to meet its commitments in terms of cash flow requirements.

The 2025 financial statements have been prepared on a going concern basis.

Beyond the current liquidity horizon, the Company will continue to have significant financing requirements to support the growth of its business. It is not certain that the Company will be able to generate sufficient cash flows in the future to meet these requirements.

Interest rate risk

Interest rate risk arises on variable-rate debt, term accounts and deposits.

On 31 December 2025, the Group's external financing detailed in Note 3.9 included a syndicated bank loan for a total of €25.2m, indexed to the Euro Interbank Offered Rate (Euribor), plus a margin.

As regards term accounts and deposits, in view of the current low level of return on this type of investment, the Group considers that any change of +/- 1% in the rate would have an immaterial impact on its net result, compared to the losses generated by its operating activities.

Foreign exchange risk

Subsidiaries located outside the euro zone (Denmark, Sweden, the United Kingdom and Canada) do not generate any material translation risk at Group level due to their limited activity at this stage.

Foreign exchange risk on operating transactions remains limited. All of the turnover and income from the business are in euros for all of the financial years, and the foreign currency expenses are immaterial.

The Group has not taken any hedging measures to protect its business against exchange rate fluctuations, in view of the insignificant nature of the foreign currency transactions.

According to the development of its business, the Group cannot rule out greater exposure to foreign exchange risk. The Group will then plan to implement a suitable hedging policy for these risks. If it fails to take effective hedging measures for exchange rate fluctuations in the future, its results could be adversely affected.

Credit risk

Credit risk arises from cash and cash equivalents, derivative instruments and deposits with banks and financial institutions, as well as from exposure linked to customer credit, in particular outstanding receivables and transactions initiated.

The credit risk linked to cash, cash equivalents and deposits at banks and financial institutions is not considered significant, as the Group only has cash and investments with top-tier banks.

The credit risk linked to customer credit is considered by the Group to be under control, as the customer portfolio is essentially made up of major industrial or public sector players.

Note 4.2. Related-party transactions

Related parties with whom transactions are carried out include associate companies and joint ventures held directly or indirectly by the Company, and entities that directly or indirectly hold a stake in the Group. There were no transactions of this type in 2025.

Executive remuneration

On 31 December 2025, the main executives are the employee member of the Board of Directors and the Chairman and Chief Executive Officer.

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Fixed remuneration	452	524
Variable remuneration	260	270
Post-employment benefits	-	-
Share-based payments	428	331
Benefits in kind	-	-
Executive remuneration	1,141	1,125

There are no post-employment benefits, other long-term benefits or termination benefits.

Note 4.3. Fees of statutory auditors and members of their networks

The table below shows the fees for the work carried out by the Statutory Auditors during the two financial years presented:

<i>In thousands of euros</i>	31/12/2025		31/12/2024	
	Accior - A.R.C.	Deloitte	Baker Tilly Strego	Deloitte
Statutory audit	40	117	33	85
Services other than the financial statements certification ⁽¹⁾	3	13	3	14
Statutory auditors' fees	43	130	35	98

⁽¹⁾ Services other than the financial statements certification relate to covenant certification and a review of the accounting rules applicable to PPA contracts.

Note 4.4. Off-balance sheet commitments

The commitments mentioned in this note include all off-balance sheet commitments to third parties identified as material by the Group. They are as follows:

- Personal sureties (guarantees);
- Collateral (mortgages, pledges).

<i>In thousands of euros</i>	31/12/2025	31/12/2024
Pledges	17 649	2 791
Guarantees given	67 201	24 931
Total commitments given	84 850	27 722
Guarantees received	33 083	31 295
Total commitments received	33 083	31 295
Net commitments	51 767	-3 573

Commitments given

In 2025, the Group primarily provided €57m in guarantees in connection with €53m in financing for a portfolio of green hydrogen production plants. These guarantees comprise €15m in pledges and €42m in various charges and assignments.

Commitments received

In 2025, the Group was granted a parent company guarantee of €1.8m by an energy supplier.

Medium to long-term renewable power purchase agreement

To guarantee its production costs against fluctuations in spot electricity prices and ensure the traceability of its supply, Lhyfe has signed five medium to long-term renewable electricity purchase agreements with commercial counterparties, called Corporate Power Purchase Agreements (CPPAs). In 2025, the Brachy wind farm contract no longer met the definition of an own-use purchase contract. Treated henceforth as a derivative under IFRS 9, the fair value of this contract on 31 December 2025 was recognised under other current operating expenses.

Production site	Country	Type	Start date	End date	Estimate of the power output (MWh/year)	Accounting treatment
Buléon wind turbines	France	Wind	01/01/2024	31/12/2039	31,700	IFRS 9 (derivatives)
Meuselwitz	Germany	Solar	01/01/2026	31/12/2040	57,921	Own-use purchase contract
Bouin wind farm	France	Wind	01/01/2022	31/12/2026	4,800	Own-use purchase contract
Brachy wind farm	France	Wind	01/09/2024	31/08/2039	46,127	IFRS 9 (derivatives)
Quadra (various assets)	Germany	Wind	01/01/2025	31/12/2025	200,000	IFRS 9 (derivatives)

3.2. Statutory auditors' report on the consolidated financial statements

To Lhyfe General Meeting,

Opinion

In compliance with the engagement entrusted to us by the General Meeting, we have audited the accompanying consolidated financial statements of Lhyfe for the year ended 31 December 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for statutory auditors, for the period from 1 January 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period, as well as our responses to those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon and we do not provide a separate opinion on specific items of the consolidated financial statements.

Measurement of assets relating to green hydrogen plants in the course of construction

Risk identified

Intangible assets and property, plant and equipment include development costs and other expenditure relating to various projects for future renewable hydrogen production sites. These costs are included in the balance sheet in the amount of €73.4 million at 31 December 2025 (€14.8 million in intangible assets and €58.6 million in property, plant and equipment in progress).

These development costs are capitalized when the six criteria of IAS 38 are all met.

For ongoing development costs of future projects for the construction of green hydrogen production sites, the Group mostly considers that these criteria have been met when the project enters into the "Tender Ready" phase. Once the project is commissioned, amortization is calculated on a straight-line basis over the estimated useful life of the underlying asset. Furthermore, when the Group deems that the likelihood of success is decreasing, development costs are impaired. When a project is abandoned, the related development costs are expensed under "Other non-current operating income and expenses".

Unamortized development costs are impaired based on their recoverable amount and tested annually for impairment based on future cash flows taken from the fifteen-year business plan drafted and approved by Management.

We considered the recognition and valuation of internally generated intangible assets relating to projects under development to be a key audit matter because of the level of judgment required by Management to assess whether the corresponding costs satisfy the capitalization criteria and the sensitivity of the estimates and assumptions used by Management to determine the recoverable amount.

Responses as part of our audit

Our work notably consisted in:

- obtaining an understanding of the internal control procedures set up to identify development costs that satisfy the capitalization criteria;
- assessing, in light of current accounting standards and the capitalization rules defined by the Group, the methods used to examine the capitalization criteria based on a sample of tested projects;
- testing, on a sampling basis, the consistency of amounts recorded under assets with the project monitoring files drafted by Group management and the consistency of these files with internal and external costs incurred for these projects recognized in the accounts;
- examining the compliance of the methodology applied by the Group to determine the recoverable amount of development costs with current accounting standards;
- reviewing the consistency of the methodology used to create the impairment tests performed on the main green hydrogen production site construction projects in progress and critically analyzing the main assumptions used for the tested projects;
- lastly, we verified the appropriateness of the disclosures in Notes 1.7.1 and 3.1.1 to the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Other Legal and Regulatory Verifications or Information

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Chairman and Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No. 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Lhyfe by the General Meetings of 21 December 2021 for Deloitte & Associés and 23 May 2025 for Accior Audit.

As at 31 December 2025, Deloitte & Associés and Accior Audit were in the 5th year and 1st year of total uninterrupted engagement, which are the 4th year and 1st year since the securities of the Company were admitted to trading on a regulated market, respectively.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration referred to in Article 6 of Regulation (EU) no. 537/2014, confirming our independence pursuant to the rules applicable in France as defined in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

La Roche sur Yon and Nantes on 29 April 2026

The Statutory Auditors

Accior Audit

Sébastien Caillaud

Deloitte & Associés

Guillaume Radigue

3.3. Individual financial statements

3.3.1. Assets

In thousands of euros	From 01/01/2025 to 31/12/2025			From 01/01/2024 to 31/12/2024
	Gross	Depr., Amort. (to deduct)	Net	Net
Uncalled subscribed capital (I)				
Incorporation fees (II)				
Fixed assets				
Intangible assets				
Development costs	4 887	1 932	2 955	1 945
Concessions, patents and other similar rights	174	129	45	52
Commercial fund				
Other intangible assets	9		9	
Intangible assets in progress, advances and down payments	52		52	1 498
Property, plant and equipment				
Land	714		714	2 920
Buildings				
Technical installations, industrial machinery and equipment	4 764	514	4 250	466
Other property, plant and equipment	3 865	1 397	2 468	577
Construction work in progress	1 972		1 972	1 435
Advances and payments on account				
Financial assets (1)				
Investments accounted for under the equity method				
Other investments	5 427	2 743	2 684	1 331
Receivables linked to holdings	18 594	3 402	15 192	14 223
Long-term portfolio investments				
Other long-term investments	76		76	267
Loans				
Other financial assets	511		511	366
TOTAL (III)	41 045	10 117	30 928	25 080
Current assets				
Inventory and work in progress				
Raw materials and other supplies	236		236	
Work in progress for production of goods	9 289		9 289	17 357
Work in progress for services				
Intermediate and finished products				
Goods				
Advances and payments on account in respect of orders	77		77	11
Receivables (2)				
Trade receivables	17 310		17 310	47 224
Others	63 488	3 282	60 206	52 300
Prepaid expenses	507		507	1 343
Subscribed capital - called up and unpaid				
Short-term investments				
Treasury shares				
Other securities				
Cash	38 486		38 486	59 303
TOTAL (IV)	129 393	3 282	126 111	177 539

	From 01/01/2025 to 31/12/2025			From 01/01/2024 to 31/12/2024
Issuance charges to be amortised (V)	594		594	750
Bond redemption premiums (VI)				
Translation losses (VII)				
GRAND TOTAL ASSETS (I to VII)	171 031	13 399	157 632	203 369
(1) including less than 1 year			-	16 188
(2) including up to 1 year			22 013	1 397

3.3.2. Liabilities

In thousands of euros	From 01/01/2025 to 31/12/2025	From 01/01/2024 to 31/12/2024
Share capital	481	480
Issuance, merger and contribution premiums	163 951	163 917
Revaluation adjustments		
Equity method goodwill		
Reserves:		
- Legal reserve		
- Statutory or contractual reserves		
- Regulated reserves		
- Other reserves		
Retained earnings/losses brought forward	- 65 665	- 45 708
Profit or loss for the financial year	- 34 519	- 19 957
Investment subsidies	2 508	2 824
Regulated provisions		
TOTAL (I)	66 756	101 556
Other equity		
Income from issuance of participating shares	68	216
Conditional advances	978	1 409
Others		
TOTAL (I a)	1 046	1 625
Provisions for liabilities and expenses		
Provisions for liabilities	2 596	137
Provisions for expenses	1 195	2 911
TOTAL (II)	3 791	3 048
Loans and borrowings (1)		
Convertible debenture loans	8 872	10 325
Other debenture loans		
Loans and borrowings from lending institutions	32 717	35 898
Miscellaneous loans and borrowings (2)	131	278
Cash instruments		
Advances and payments on account received on orders in progress		
Trade payables	23 891	19 205
Tax and social security liabilities	6 496	12 658
Fixed asset liabilities		
Other debt	3 091	2 484
Deferred revenue	10 841	16 290
TOTAL (III)	86 039	97 140
Translation gains (IV)		
GRAND TOTAL LIABILITIES (I to IV)	157 632	203 369
(1) including less than 1 year (excluding advances received)	41 839	3 640
(2) including participating debts		

3.3.3. Profit and loss account

In thousands of euros	Du 01/01/2025 au 31/12/2025		Du 01/01/2024 au 31/12/2024	
Operating revenue				
Sales of goods				
Sales of goods produced				
Sales of services		39 585		45 757
Net turnover		39 585		45 757
Change in inventories	-	4 089	-	5 644
Capitalised production		3 677		1 301
Operating subsidies received		1 178		1 216
Reversals of depreciation, amortisation and provisions, transfers of charges		2 214		1 201
Proceeds from the disposal of intangible and tangible fixed assets		3 225		
Other revenue		3		0
TOTAL (I)		45 793		43 832
Operating expenses				
Purchases of goods (including customs duties)				
Change in inventory (goods)				
Purchase of raw materials and other supplies		1 991		530
Change in inventory (raw materials & other supplies)	-	236		
Other external purchases and expenses *		41 015		41 595
Taxes, duties and similar payments		388		241
Wages and salaries		11 916		12 273
Social security expenses		5 031		5 218
Depreciation and amortisation of fixed assets				
Provisions for fixed assets		1 910		1 325
Provisions for current assets				
Provisions for liabilities and expenses		572		410
Book values of intangible and tangible fixed assets disposed of		5 430		
Other expenses		198		122
TOTAL (II)		68 215		61 714
* including:				
Equipment leasing fees		10		11
Property leasing fees		4 128		1 665
OPERATING RESULT (I - II)	-	22 422	-	17 882
Profit assigned or loss transferred (III)				
Loss incurred or profit transferred (IV)				
Financial revenue				
Investment revenue				
Revenue from other transferable securities and receivables from fixed assets				
Other interest and similar revenue		4 505		3 901
Reversals of provisions		43		
Foreign exchange gains				
Net proceeds from sales of financial assets		85		
Net proceeds from sales of short-term investments				
TOTAL (V)		4 633		3 901
Financial expenses				
Depreciation, amortisation and provision		7 474		2 193
Interest and similar expenses		2 952		3 370
Foreign exchange losses				

In thousands of euros	Du 01/01/2025 au 31/12/2025		Du 01/01/2024 au 31/12/2024	
Fair value of sold financial assets		85		
Net expenses on sales of short-term investments				
TOTAL (VI)		10 511		5 563
FINANCIAL INCOME (V - VI)	-	5 878	-	1 661
PROFIT BEFORE TAX AND EXTRAORDINARY ITEMS (I-II+III-IV+V-VI)	-	28 300	-	19 543
Exceptional and extraordinary profits (VII)				14 979
Exceptional and extraordinary expenses (VIII)		6 431		15 551
EXTRAORDINARY PROFIT OR LOSS (VII - VIII)	-	6 431	-	572
Employee profit-sharing (IX)				
Income taxes (X)	-	212	-	158
TOTAL REVENUE (I + III + V + VII)		50 426		62 712
TOTAL EXPENSES (II + IV + VI + VIII + IX + X)		84 945		82 670
PROFIT OR LOSS (total revenue – total expenses)	-	34 519	-	19 957
(1) including:				
- Equipment leasing fees		10		11
- Property leasing fees		4 128		1 665
(2) including income relating to affiliated entities		3 713		1 322
(3) including interest relating to affiliated entities		3		3

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Note 1 Highlights

Note 1.1. Funding

During the financial year ended 31 December 2025, the Company continued to secure its cash position and the financing of its projects through various sources of funding.

Bank financing

During the 2025 financial year, the Company did not seek any additional individual funding. Conditional supplementary grants (International Prospecting and Ademe) totalling €51k were received.

Lease financing

In 2025, the Company secured new financing in the form of finance leases and operating leases for its hydrogen transport and storage assets. This financing amounts to a total of €3.2m. The Company was able to finance its fleet of containers to the tune of €3.2m through an operating lease arrangement.

Note 1.2. Business development and monitoring of projects

Percentage of completion turnover recognition

In 2025, the Company continued to execute the EPC (Engineering, Procurement and Construction) contracts with its subsidiaries that were ongoing at the end of 2024, thereby generating revenue of €17m over the period.

At the same time, the Company expanded its service provision to its subsidiaries, primarily under maintenance and management service contracts, generating revenue of €2.7m over the period.

Furthermore, revenue generated by the company from its development activities on behalf of its subsidiaries rose sharply in 2025, reaching €10.2m.

Note 1.3. Monitoring of investments and project companies

Investments

During the 2025 financial year, several equity investments held by the company were written down by a cumulative total of €0.6m. This write-down is in addition to the €2.2m write-down recognised in 2024 in respect of Flexens.

At the same time, the group wrote down part of the receivables linked to equity investments by €3.4m, as well as related current accounts by a total of €3.3m. These write-downs are directly linked to the reorganisation undertaken by the company at the end of 2025.

Note 1.4. Research and development

As part of its research and development activities, the Company received a research tax credit of €212,000.

The research and development projects initiated in previous years were continued during the 2025 financial year.

Artificial intelligence and software

Research and development programmes relating to artificial intelligence and, more broadly, to the software developed by Lhyfe continued throughout the 2025 financial year. The Company allocated just over €0.6m of its internal and external resources to these projects, including application development.

Note 1.5. Restructuring

As part of the decision taken in late 2025 to refocus its deployment priorities, the Group has launched:

- a reorganisation of its activities and operational structure, with a view to strengthening its commercial and operational activities whilst refocusing engineering on its core business areas;
- a cost-cutting plan to align the company's resources with its level of activity and market outlook;

- an investment prioritisation policy focused on the most mature European projects (mobility, industry in the UK, refineries in Europe)

As such, from 2026 onwards, the Group aims to reduce its costs by around 30% and has adopted a leaner project development process, based on a more selective allocation of resources, organisational simplification and greater discipline regarding operational expenditure and investments. These measures should enable the Group to accelerate the achievement of the planned break-even point and the

company's profitability.

The implications of this decision have therefore been taken into account in the company's financial statements from 2025 onwards in two respects.

Firstly, a provision has been recognised for the severance costs of Group employees totalling €2.4 million, following the Job Protection Plan implemented by the company in France. This initiative was subject to an information and consultation procedure with the employee representative bodies. As part of this process, a job protection plan was presented to the representative trade unions and approved by the DREETS (Regional Directorate for the Economy, Employment, Labour and Solidarity) on 2 March 2026.

Furthermore, the Group has drawn conclusions from the adjustment of the development process and decided to discontinue certain projects, resulting in a charge of €4.0 million for the financial year. The Group also recognised impairment losses on securities, receivables relating to equity investments and partners' current accounts totalling €7.3m. The corresponding costs and write-downs were recognised as non current items.

As part of this restructuring, the Group also decided to put up for sale some of the land originally intended for projects that have now been abandoned.

Note 1.6. Change of registered office

As part of the Group's move to its new headquarters in the summer of 2025, a nine-year lease has been signed for the new premises.

Note 2 Post closing events

N/A.

Note 3 Accounting rules and methods

(Articles R. 123-195 and R. 123-198 of the French Commercial Code)

Notes to the balance sheet and profit and loss account for the financial year to 31 December 2025, for which the balance sheet total before allocation was €2158m, presented in the form of a list and showing a loss of €35m.

The financial year lasted for 12 months from 1 January 2025 to 31 December 2025.

The notes and tables below form an integral part of the annual financial statements.

The annual financial statements were prepared in accordance with the provisions of the French Commercial Code, the French General Chart of Accounts (PCG) and ANC Regulation No. 2020-11, as updated by the various supplementary regulations on the date of preparation of the annual financial statements, updated by the ANC regulation No. 2022-06.

General accounting conventions were applied, in line with the conservatism principle, in accordance with the following underlying assumptions:

- going concern,
- consistent accounting methods from one year to the next,
- time period assumption, and in accordance with generally accepted rules for the preparation and presentation of annual financial statements.

As at 31 December 2025, the entity Lhyfe SA had cash and cash equivalents of €74.7m.

Management has prepared business and cash flow projections at group level covering a period of at least twelve months from the balance sheet date. These projections were shared

with the Board of Directors at its meeting on 30 March 2026, which was able to assess the main assumptions. These projections are based in particular on the financing already secured and on the assumption that additional financing will be obtained to support the Group's development plan.

As at the balance sheet date, discussions are ongoing with potential investors with a view to securing this additional financing. Given the current state of discussions, management has no reason to believe that the financing will not be secured in accordance with the plan.

Nevertheless, management has drawn up an alternative scenario in which this additional financing would not be secured, would be secured only partially, or would be delayed. This scenario notably provides for the deferral of development expenditure and investments in a project at a less mature stage and considered non-priority, as well as an adjustment to certain operating costs. On this basis, management believes that the Group will be able to meet its payment obligations and continue its operations over a twelve-month period.

Beyond this timeframe, and in line with its business model as a company in a growth phase, the Group will need to secure new sources of funding in order to continue implementing its growth plan and to remain in a position to meet its commitments.

It is against this backdrop that the statutory financial statements as at 31 December 2025 have been prepared on a going concern basis.

The items entered in the accounts are valued on the basis of their historical cost.

Note 3.1. Information on balance sheet and profit and loss account transactions

Only material information is disclosed in the notes to the financial statements.

Note 3.2. Change in method

The company has applied ANC Regulation 2022-06 for the first time with effect from 1 January 2025. The balance sheet and income statement for the previous financial year, as adopted and published in accordance with the previous standard ANC 2014-03, are presented in paragraphs 1.1.4 to 1.1.6.

The impacts on the accounts are as follows:

Disposals of fixed assets:

For the 2025 financial year, disposals of tangible fixed assets generated disposal proceeds of €3,225,144.73 and a net book value of the assets disposed of €5,430,102.22, recognised in operating profit, whereas in previous financial years they were presented in extraordinary profit.

For the 2025 financial year, disposals of financial assets generated proceeds of €85,000 and a net book value of the assets disposed of €85,000, recognised in financial income, whereas in previous financial years these were presented in extraordinary income.

Capital grants:

The portion of capital grants transferred to profit or loss for the 2025 financial year amounts to €258,029.69 and is now presented in operating profit, whereas in previous financial years it was recognised in extraordinary profit or loss.

Re-invoicing and transfers of expenses:

Re-invoiced operating expenses recognised in 2025 amount to €464,634.90 and are presented as revenue, whereas in previous financial years they were recorded as transfers of expenses.

Fines and penalties:

Fines and penalties recognised during the 2025 financial year amount to €1,861.65 and are presented as operating expenses, whereas in previous financial years they were recognised as extraordinary items.

Note 3.3. Intangible assets - Technology development costs

Research costs are recognised as an expense in the financial year in which they are incurred. Expenses relating to in-house development of technologies by the Company are only recognised as intangible assets if all of the following six criteria are met:

- a) Technical feasibility required to complete the intangible asset so that it can be brought into service or sold,
- b) Intention of the Company to complete the intangible asset and use or sell it,
- c) Ability of the Group to use or sell the intangible asset,
- d) Demonstration of the probability of future economic benefits attached to the asset. The entity must demonstrate, among other things, the existence of a market for the output of the intangible asset or for the intangible asset itself or, if it will be used in-house, its usefulness,

e) Availability of appropriate technical, financial and other resources to complete the development and use or sell the intangible asset, and

f) Ability to reliably assess the expenses attributable to the intangible asset during its development.

Capitalised development costs include external costs (commitments made to suppliers or external service providers - invoices, invoices receivable, etc.) and internal costs (valued based on the working time allocated to the projects). Amortisation of intangible assets is calculated to fully write off the cost of the intangible asset, using the straight-line method over the estimated useful life (3 to 5 years), from the time the asset is usable, and is recognised under "Depreciation and amortisation of fixed assets".

The Company assesses the recoverability of intangible assets if there is an indication of impairment. For unamortised intangible assets (mainly projects that are not yet ready to be brought into service), an impairment test is carried out at least once a year, and whenever there is an indication of impairment.

Note 3.4. Property, plant and equipment

Other intangible assets are initially recognised at cost. They mainly comprise internally developed software, licence fees and research and development costs relating to the design of onshore hydrogen production sites. Other acquired intangible assets are stated in the balance sheet at their acquisition

cost, less any accumulated amortisation and impairment losses. Amortisation methods, useful lives and residual values are reviewed at each balance sheet date and adjusted if necessary.

Note 3.5. Tangible fixed assets

Property, plant and equipment are valued at acquisition cost (purchase price and incidental expenses) less accumulated depreciation and any impairment losses. Subsequent expenses are included in the book value of the asset or, where appropriate, recognised as a separate asset if

it is probable that the Company will receive the future economic benefits associated with the asset and that the cost of the asset can be reliably measured. All repair and maintenance costs are recognised as expenses. They are not revalued.

Note 3.6. Depreciation

Depreciation is calculated on a straight-line basis according to the estimated useful life. Residual values are not taken into account as their impact is not material. The most commonly used depreciation periods are as follows:

- Research and development costs: 3 to 5 years,
- Concessions, patents, licences: 3 years,

- Technical and industrial installations: 2 to 20 years,
- Fixtures and fittings for buildings: 2 to 9 years,
- Transport equipment: 4 to 20 years,
- Office and IT equipment: 3 years,
- Office furniture: 1 to 10 years.

Note 3.7. Financial assets

Equity Interests

Equity interests comprise the acquisition cost of securities held by the Company in companies that it controls or over which it

directly or indirectly exercises an influence.

The net book value of the equity interests is their acquisition or contribution cost on the date they were acquired by the Company.

At any date other than the date of acquisition, equity interests are valued at their utility value for the Company. The utility value is assessed by the Group's management on the basis of the equity at the end of the financial year of the entities concerned, adjusted to take account of profit forecasts, primarily using the discounted cash flow method, supplemented where necessary by the market value approach.

If their net book value is higher than their current value, an impairment loss is recorded for the difference.

Treasury shares and liquidity contract

Transactions relating to the liquidity contract entered into by the Company with a financial intermediary are accounted for

in accordance with Opinion CU CNC No. 98-D and Bulletin CNCC No. 137 - March 2005, i.e.:

- Treasury shares held are recorded in account 277 "Treasury shares". An impairment loss is recorded by reference to the average stock market price for the last month of the financial year if this is lower than the acquisition cost. The First In, First Out method is used to determine the gain or loss upon disposal
- Cash paid to the intermediary and not yet used is recorded in account 276 "Other capitalised accounts receivable"

Other financial assets

Loans, deposits and other financial assets are valued at their nominal value. They are written down if their present value is less than their book value.

Receivables linked to holdings

Receivables linked to holdings are valued at face value. They may also be subject to impairment if, based on the analyses carried out (expected cash flows), their recoverability is called into question.

Note 3.8. Inventory and work in progress

Expenses linked to the development of the future renewable hydrogen production sites are monitored and are intended for resale in connection with future contracts. Direct external development costs (commitments made to suppliers or external service providers - invoices, invoices receivable, statements of account etc.) and internal development costs (valued based on the working time charged to the projects) constitute work in progress as soon as the corresponding projects are likely to succeed. The Company generally considers that the criteria are met when a project

enters the Tender Ready stage in the project portfolio. These criteria differ depending on whether the project:

- is linked to an industrial application: request by the potential customer to submit an "attractive" offer, or else submission of the offer is necessary for the process of obtaining subsidies.
- is a mobility application: strategic investment decision after analysis of the demand in a geographical area, the ability to meet the demand and the possible subsidies.

All projects are reviewed on each balance sheet date. If there is no indication of impairment, no provision for impairment of work in progress is made at the closing date

Note 3.9. Receivables

Receivables are valued at their nominal value. A write-down for impairment is made if the inventory value is lower than the book value. Shareholders' current accounts may also be subject to impairment if, based on the analyses carried out (expected cash flows), their recoverability is called into question.

Note 3.10. Retirement obligations

The Company's obligations in respect of retirement benefits for its employees are recorded as financial commitments given, to the exclusion of any accounting recognition.

Retirement obligations are estimated retrospectively on a *prorata temporis* basis (individual rights vested on the date of retirement, prorated to the date of calculation) on the basis

of an assumption of retirement on the employee's initiative at the age of 65, taking into account the following elements:

- Factors specific to each of the Company's employees (age on the balance sheet date, seniority, status, mortality rate and gross annual salary),
- Data specific to the Company (collective bargaining agreement, assumption of an increase in the payroll, estimated staff turnover rate and rate of social security expenses),

- Discount rate of 3.54%.

Any amounts covered by a specific insurance policy are indicated under commitments received.

The financial statements for the period to 31 December 2025 also include for the first time and in accordance with CNC recommendation 2003-R01 and ANC recommendation 2013-02, the amount of the provision for a total of €83k.

Note 3.11. Deferred revenue and accrued revenue

On 31 December 2025, the Company recognised deferred revenue of €10,841k and accrued revenue of €13k in respect of

the percentage of completion of the expenses incurred, linked to the various subsidy contracts signed

Note 3.12. Subsidies

In financial year 2025, total net subsidies paid amounted to €837k excluding the holdbacks provided for under certain contracts. Subsidies were recognised as deferred or accrued revenue depending on the timing of the award and the

expenditure incurred on the balance sheet date. Furthermore, subsidies are recognised as operating or investment subsidies depending on the nature of the expenses they finance.

Note 3.13. Current and exceptional income

Items arising from ordinary activities, even if they are exceptional in terms of their frequency or amount, are included in the current income.

Only items that do not relate to the company's ordinary activities were recorded in the extraordinary profit or loss

Note 3.14. Foreign currency transactions

Foreign currency income and expenses are entered at their exchange value on the transaction date. Foreign currency debt, receivables and cash are included on the balance sheet at their exchange value at the rate at the end of the financial year. The difference resulting from discounting foreign

currency debt and receivables at this rate is included on the balance sheet under "Translation adjustment".

A provision for liabilities is made for some or all of the unrealised foreign exchange losses that are not offset

Note 3.15. Provisions

Provisions are recognised when, at the end of the financial year, the Company has an obligation to a third party that is likely or certain to result in an outflow of resources to the third party, without at least equivalent consideration expected from the third party

This obligation may be legal, regulatory or contractual, or result from the Company's practices.

The estimated amount of the provisions corresponds to the outflow of resources that the Company is likely to incur to settle its obligation.

Note 3.16. Deferred expenses

Loan issuance costs

The Company has opted to spread its loan issue costs.

The total amount of costs spread is €997.8k, allocated on a straight-line basis over the duration of the loans concerned:

- €34.8k over 7 years;
- €15.1k over 7 years;
- €34.4k over 7 years;

- €10k over 15 years;
- €783k over 5 years;
- €120.5k over 4.5 years

The amount of amortisation recognised as an expense was €196,2k on 31 December 2025.

The net amount still to be amortised is €594k, recorded in account 481600 - Loan issuance costs.

Note 3.17. Turnover recognition - Long-term contracts

Lhyfe has signed contracts with some of its project company subsidiaries to supply equipment, engineering and construction for the purposes of their future production sites (EPC contracts). The terms of these contracts cover several financial years. Turnover relating to these contracts is therefore recognised in the individual financial statements of Lhyfe.

These contracts are classified as long-term contracts, and the margin they generate is recognised in accordance with the percentage of completion method described in Article 622-2, paragraph 3 of the French General Chart of Accounts.

This method involves recognising income by applying the percentage of progress to the income upon completion

(Article 622-3 of the French General Chart of Accounts). The percentage of completion is determined using methods that make it possible to reliably measure the work or services carried out and accepted, according to their nature.

To do so, Lhyfe determines the ratio between the cost of the work and services performed on the balance sheet date and the estimated total cost of performance of the contract.

Where appropriate, a provision either for accrued revenue or deferred revenue is recognised.

If the estimated income on completion is negative, a provision for liabilities and expenses is recorded to immediately recognise the loss upon completion.

Note 3.18. Average workforce

	31/12/2025	31/12/2024
Executives	142	152
Supervisors	-	-
Employees	-	-
Workers	-	-
Contractual apprentices	8	3
TOTAL	150	156

Note 3.19. Composition of the share capital

ITEM CONCERNED	Number	Nominal value	Amount in euros
1-Shares comprising the share capital at the start of the financial year	47 970 348	0,01	479 703
2-Shares issued during the financial year	143 496	0,01	1 435
3-Shares redeemed during the financial year		0,01	
4-Shares comprising the share capital at the end of the financial year (1+2-3)	48 113 844	0,01	481 138

Note 4 Notes relating to certain balance sheet items

Note 4.1. Financial assets

Financial fixed assets consist of equity investments amounting to €5,427k, restricted receivables relating to these investments amounting to €18,594k, deposits, guarantees and miscellaneous fixed receivables amounting to €103k, and a liquidity agreement amounting to €484k.

In view of the growth prospects for the Company and its subsidiaries, a provision for impairment of equity securities

was recognised at the balance sheet date amounting to €2,742k. Restricted receivables were written down by €3,402k.

Liquidity contract and treasury shares

The contract had the following breakdown on 31 December 2025:

- Liquid assets: €409k

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○ Treasury shares: €76k

Change in treasury shares:

Number of treasury shares	
Held on 01/01/2025	96 888
Acquired during the period	328 730
Sold during the period	399 118
Held on 31/12/2025	26 500

No provision for impairment had been made for treasury shares at the balance sheet date. The provision from the previous financial year was reversed by €43k.

Name of the intermediary	Number of securities	Cost price	Historical value	Average price 2/2025	Value end of the period	Unrealised capital loss
ODDO BHF SCA	26 500	2,86 €	75 660	2,90 €	76 887	1 227

Note 4.2. Share capital, reserves and premiums

The table below shows the changes in the Company's capital in the financial years presented:

	Number of shares	Nominal value (€)	In thousands of euros		
			Capital	Premiums	Total
On 31 December 2024	47 970 348	0,01	479,7	163 910,1	164 389,9
Share capital increase - 20/09/2025	112 248	0,01	1,1	33,5	34,6
Share capital increase - 02/12/2025	10 416	0,01	0,1	- 0,1	-
Share capital increase - 31/12/2025	20 832	0,01	0,2	- 0,2	-
On 31 December 2025	48 113 844	0,01	481,1	163 943,3	164 424,5

Note 4.3. Founder's share warrants (BSPCE) granted to employees and a director and stock warrants (BSA) granted to a consultant

Monitoring of the number of outstanding BSPCE, SO and BSA

The table below summarises the number of outstanding BSPCE, SO and BSA and changes in them during the period.

Number	BSPCE Salariés 2021	BSPCE Premium 2021	BSA 2021	BSPCE 2023	SO 2023	BSPCE Dirigeant 2024	BSPCE 2024	SO 2024	Total
On 31 December 2024	7,515	6,800	1,700	201,000	15,000	1,000,000	206,984	26,200	1,465,199
Allocated during the period									-
Exercised during the period	-810								-810
Lapsed	-155			-49,000			-49,300		-98,455
On 31 December 2025	6,550	6,800	1,700	152,000	15,000	1,000,000	157,684	26,200	1,365,934

Fair value measurement of BSPCE, SO and BSA

The following table summarises the authorised plans in the process of being vesting on 31/12/2025 and the methods used to measure the fair value of the associated options:

	BSPCE Salariés 2021	BSPCE Premium 2021	BSA 2021	BSPCE 2023	SO 2023	BSPCE Dirigeant 2024	BSPCE 2024	SO 2024
Date of authorisation by the GM	16/10/2019	16/10/2019	16/10/2019	23/05/2023	23/05/2023	23/05/2024	23/05/2023	23/05/2023
Awarding date	12/04/2021	12/04/2021	08/04/2021	23/05/2023	23/05/2023	17/06/2024	23/09/2024	23/09/2024
Number of instruments awarded	8,500	6,800	1,700	205,000	39,000	1,000,000	206,984	26,200
Vesting period	4 years per tranche	3.7 years	4 years	3 to 4 years	3 to 4 years	3 years	4 years	4 years
Vesting conditions	Presence	Performance	Performance	Performance	Performance	Performance	Performance	Performance
<i>Exercise period</i>	<i>10 years</i>	<i>10 years</i>	<i>10 years</i>	<i>9 years</i>	<i>9 years</i>	<i>8 years</i>	<i>10 years</i>	<i>10 years</i>

Note 4.4. Free shares allocation (AGA) plans

The Board of Directors implemented the following AGA plan:

- Issuance of 40,000 AGA PC 2025, giving the right to ordinary shares in the Company, using the delegation approved by

the General Meeting on 14 April 2022, as modified by the General Meeting on 23 May 2024. Their exercise period is 5 years. They were allocated to an employee of the Company.

Number	AGA Dirigeant 2022	AGA Cadres DGD 2022	AGA Cadres 2022	AGA NE1 2022	AGA PC 2022	AGA 2023 (1)	AGA PC 2024	AGA 2024	AGA 2025 PC	Total
On 31 December 2024	954,500	25,000	50,000	85,000	20,600	181,700	300,000	246,190	-	1,862,990
Allocated during the financial year									40,000	40,000
Acquired during the financial year		-20,832	-41,664							
Lapsed		-4,168	-8,336			-33,800		-40,440		-86,744
On 31 December 2025	954,500	-	-	85,000	20,600	147,900	300,000	205,750	40,000	1,753,750

(1) The AGA 2023 plan comprises two tranches, the first having allocated 78,480 shares and the second 117,720 shares.

Valuation of free shares allocation plans

The following table summarises the characteristics of the free shares plans and the valuation data of these plans.

Plan characteristics	AGA Dirigeant 2022	AGA Cadres DGD 2022	AGA Cadres 2022	AGA NE1 2022	AGA PC 2022	AGA 2023	AGA PC 2024	AGA 2024	AGA 2025 PC
Awarding date	20/09/2022	20/09/2022	20/09/2022	20/09/2022	20/09/2022	03/07/2023 03/07/2026 -	23/09/2024	22/11/2024	23/05/2025
Vesting date	31/12/2027	31/12/2025	19/09/2025	19/09/2027	19/09/2026	03/07/2027	23/09/2029	22/11/2028	23/05/2030
Number of shares allocated	954,500	25,000	62,500	85,000	33,000	209,300	300,000	247,190	40,000
Vesting period	5 years	3 years	3 years	5 years	4 years	3 to 4 years	5 years	4 years	5 years
Condition of presence	31/12/2026	31/12/2024	31/12/2024	31/12/2026	31/12/2025	03/07/2026 - 03/07/2027	23/09/2029	22/11/2028	23/05/2030

Note 4.5. Conditional advances

The Company receives various forms of financial assistance in the form of advances.

Conditional advances amounted to €1,046k as at 31 December 2025, compared with €1,625k as at 31 December 2024.

The Company received grants in the form of advances in 2025 under the Canada exploration insurance scheme; an additional €34k was received in this regard in May 2025.

The advances recognised as at 31 December 2025 are as follows:

Deep Tech :

- A grant awarded by Bpifrance Financement in 2020 to fund research and development projects relating to the design of a standard onshore hydrogen production site, preliminary studies relating to offshore hydrogen production, and work relating to artificial intelligence, totalling €1,244k, the full amount of which is due to be received by the end of 2024;
- This advance is being repaid to BPI in quarterly instalments over a four-year period from 31 December 2024, following the amendment signed in 2023. By the end of 2025, €389k of this advance will have been repaid.

International prospecting insurance - Germany:

- An advance granted by Bpifrance Assurance Export in 2020 to insure the Company against the total or partial failure of

its market development efforts in Germany during the period from 1 July 2020 to 30 June 2023;

- €182,000 of this advance was written off during the year.

International prospecting insurance - Canada:

- An advance granted by Bpifrance Assurance Export on 24 May 2023 to protect the Company against the total or partial failure of its market development initiative in Canada during the period from 1 March 2023 to 28 February 2026. An additional advance of €34k was received in May 2025.
- This advance will be repaid to BPI in quarterly instalments over a period of four years from 1 March 2028, provided that the business venture in the country concerned is successful.

Financing of the Sealhyfe project by the French Environment and Energy Management Agency (ADEME):

- An advance of €246k was granted by ADEME in August 2022 as part of the funding for the Sealhyfe project, a pilot site for offshore renewable hydrogen production;
- the first annual payment of €123k was made in October 2025.

Note 5 Notes relating to certain items on the profit and loss account

Note 5.1. Disclosures required under Article R.123-198 - 9 of the French Commercial Code

The total amount of statutory auditors' fees included in the profit and loss account for the financial year was €157k for the statutory audit of the financial statements and for

advice and services included in the due diligence directly linked to the audit assignment.

Note 5.2. Operating subsidies

Operating grants decreased by €297,000 during the 2025 financial year.

The main grants received by the Company, which may be treated as either operating grants or capital grants, are as follows:

- **Clean Hydrogen Partnership – Hope funding agreement:** this grant, totalling €9,820k and awarded by the European Commission, relates to a project for the development and construction of an offshore green hydrogen production facility off the coast of Ostend, Belgium, with a capacity of 10 MW. During the financial year, the Group received an additional payment of €743k, bringing the total amount received under this grant to €5,089k.
- **Funding Agreement – Hope – Belgian State:** The Company had also entered into a grant agreement with the Belgian State regarding the Hope project for an amount of up to €13,053k. As at 31 December 2024, the Company had received an advance payment of €1,139k under this grant. During 2025, the Belgian State terminated the funding agreement relating to this project. The Group proceeded to repay part of the sums previously received, amounting to €422k.

- **Clean Hydrogen Partnership – TH2nicio Funding Agreement:** this grant of €4,400k has been formalised with the European Commission. This funding is intended to finance the construction of an onshore hydrogen production facility in Milan, Italy. The Company had received a total of €1,972k by the end of 2024, with a further €101k received during the financial year ended 31 December 2025.
- **H2 Ecosystem – Hy'Touraine Funding Agreement:** In early 2023, the Company entered into an agreement with ADEME for a grant totalling €1,560k, intended to fund the construction of a hydrogen production plant in Sorigny, Touraine. As the project has been abandoned, no receivables were recognised at the end of 2025.
- **Clean Hydrogen Partnership – Advanced H2 Valley Funding Agreement:** this grant agreement was signed in late 2023 with the European Commission for a total amount of €234k. These funds are intended to cover coordination costs incurred by Lhyfe in connection with the construction of the Hy'Touraine site, near Sorigny, and the ramp-up of the Bouin site. By the end of 2025, the Company had received €219k under this grant.

The Company recognised under accrued revenue the amount of subsidies for which it considers that it meets the conditions for obtaining and drawing on them.

Note 5.3. Financial result

The financial result stands at -€5.9m, driven by the impairment of equity investments, restricted receivables (see note 4.1) relating to associated companies, and current account advances totalling €7.3m, as well as financial expenses for the

period relating to new financing arrangements agreed at the end of 2023. These expenses are partially offset by higher returns on cash investments and interest on current account advances made to subsidiaries.

Note 5.4. R&D tax credit

In connection with its research activities, the Company incurred expenses eligible for the R&D tax credit, for which a claim has been made to the tax authorities, amounting to €212k recognised on the balance sheet date.

Note 6 Other information

Note 6.1. Consolidated financial statements

Pursuant to Article L. 233-1-6 of the French Commercial Code, the Company prepares consolidated financial statements, incorporating the accounts of its subsidiaries using the full consolidation method, with the exception of the subsidiaries Botnia Hydrogen and Ingrandes PS, which are accounted for using the equity method. Note the deconsolidation of the investments in Flexens and Oostende BV, as well as the

absorption of seven French companies by Lhyfe SA. The group comprises 38 companies as at 31 December 2025.

The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS).

A copy of the consolidated financial statements can be obtained from Lhyfe's registered office.

Note 6.2. Remuneration of management bodies

On 31 December 2025, the main executives are the employee member of the Board of Directors and the Chairman and Chief Executive Officer.

In thousands of euros	31/12/2025	31/12/2024
Fixed remuneration	452	524
Variable remuneration	260	270
Post-employment benefits	-	-
Benefits in kind	-	-
Executive remuneration	712	794

Note 6.3. List of transactions with related parties

No disclosure is required because the related party transactions specified in Article R123-198 of the French Commercial Code were entered into under normal market

conditions or with companies that are directly or indirectly wholly-owned.

Note 7 Off-balance sheet commitments

In thousands of euros	31/12/2025	31/12/2024
Pledges	960	373
Guarantees given	25 183	25 208
Total commitments given	26 143	25 581
Guarantees received	31 083	31 295
Total commitments received	31 083	31 295
Net commitments	-4 940	-5 714

Note 7.1. Commitments given

Commitments given

In 2025, Lhyfe SA renewed the pledge of a fixed-term deposit linked to the lease of its new premises, with the amount reduced to €0.6m.

Covenants

The syndicated loan agreement entered into at the end of 2023 contains covenants. These covenants relate to past and future liquidity tests, the debt-to-equity ratio, and installed capacity in MW. As at 31 December 2025, these covenants are being met.

Note 7.2. Commitments received

In 2025, the Group was granted a parent company guarantee of €1.8m by an energy supplier.

Note 7.3. Leasing

Leasing commitments	Paid fees		Fees outstanding			Residual purchase price
	for the year	cumulated	Up to 1 year	1 to 5 years	More than 5 years	
Land						
Buildings						
Technical installations, industrial machinery and equipment	3 933	5 959	4 329	17 273	13 719	1 657
Other property, plant and equipment						

Leasing fixed assets	Entry fee	Theoretical depreciation		Net value
		for the year	cumulated	
Land				
Buildings				
Technical installations, industrial machinery and equipment	29 783	1 537	2 315	27 467
Other property, plant and equipment				

Note 8 List of subsidiaries and holdings

	Capital	Share held	Gross val. securities	Loans/advances	Turnover
Subsidiaries	-----	-----	-----	-----	-----
Shareholders'					
	equity	Divid. Received	Net val. securities	Guarantees	Income
Lhyfe Bouin SAS 2 port du Bec 85230 Bouin – France RCS La Roche-sur-Yon 878 118 272	2 001 000	100	2 001 000	2 758 977	1 966 550
Lhyfe Germany GmbH Allensteinerstraße 20 77694 Kehl – Germany HRB 115218	25 000	100	25 000	11 402 154	2 742 495
Territoires x Lhyfe SAS 66 boulevard de Berlin 44000 Nantes – France RCS Nantes 901 153 098	331 447		2 001 000		-639 077
Lhyfe Denmark ApS c/o Christensen Kjaerulff Østbanegade 123 2100 København Ø, Denmark CVR 42675016	5 378	100	5 396	1 464 003	0
Lhyfe Lakrids ApS c/o Christensen Kjaerulff Østbanegade 123 2100 København Ø, Denmark CVR 42675024	-299 068		25 000		-2 918 411
Lhyfe Sweden AB c/o The Works Sverige AB Klarabergsgatan 60 111 21, Stockholm, Sweden 559334-3857	51 000	100	51 000	3 006	
Lhyfe Netherlands B.V. Westerstraat 10, UNIT A1093 3016DH Rotterdam, Netherlands RSIN 863101185	45 802		51 000		-1 010
Lhyfe Bessières SAS 66 boulevard de Berlin 44000 Nantes – France RCS Nantes 913 268 504	199 133		2 465		-373 337
Hydrogène Lhyfe Canada Inc. 3900-1 Place Ville-Marie Montréal (Québec) H3B4M7 – Canada 1177977304	1 000	100	1 000	833 104	107 245
Lhyfe Skive ApS c/o Christensen Kjaerulff Østbanegade 123 2100 København Ø, Denmark CVR 43716980	-586 655		1 000		-134 262
Lhyfe Sorigny SAS 66 boulevard de Berlin 44000 Nantes - France RCS Nantes 920 612 777	1 000	80	800	7 813 945	1 779 683
	777 757		800		-455 959
	14	100	14	28 246	0
	-26 384		14		-17 232
	5 378	100	5 401	1 021	0
	-5 438		5 401		-4 262
	1 000	100	1 000	622 117	
	-143 311		-		-76 318

Subsidiaries	Capital	Share held	Loans/advances	Turnover
--------------	---------	------------	----------------	----------

	Gross val. securities				
	-----	-----	-----	-----	-----
	Shareholders' equity	Divid. Received	Net val. securities	Guarantees	Income
Lhyfe Niedersachsen GmbH c/o Design Offices Erftstraße 15 - 17 50672 Cologne, Germany HRB 218723	25 000	100	25 000	1 148 705	167 732
	-----	-----	-----	-----	-----
	205 253		-----		-159 147
Lhyfe Hidrogeno, S.L 4 c.o. Audalia Nexia 28036-Madrid - Spain B09785304	3 000	100	3 000	2 782 945	452 095
	-----	-----	-----	-----	-----
	16 163				-903 443
Lhyfe Trelleborg AB c/o The Works Sverige AB Klarabergsgatan 60 111 21, Stockholm, Sweden 559399-7488	2 290	100	2 273	21 130	0
	-----	-----	-----	-----	-----
	2 310		2 273		-334 819
Lhyfe UK Ltd. 3 More London Riverside London SE1 2AQ - United Kingdom 14083786	1	100	1	3 047 907	127 145
	-----	-----	-----	-----	-----
	-2 946 682		1		-753 959
Lhyfe Production 6 SAS 66 boulevard de Berlin 44000 Nantes - France RCS Nantes 980 842 827	1 000	100	1 000	1 023	0
	-----	-----	-----	-----	-----
	- 599		1 000		-1 259
Lhyfe Production 7 SAS 66 boulevard de Berlin 44000 Nantes - France RCS Nantes 980 833 099	1 000	100	1 000	1 023	0
	-----	-----	-----	-----	-----
	-611		1 000		-1 271
Lhyfe Ingrandes SAS 66 boulevard de Berlin 44000 Nantes - France RCS Nantes 981 902 893	1 000	100	1 000	3 883 996	0
	-----	-----	-----	-----	-----
	- 325 819		1 000		-225 663
Lhyfe Gonfreville-L'Orcher SAS 66 boulevard de Berlin 44000 Nantes - France RCS Nantes 979 513 330	1 000	100	1 000	-	0
	-----	-----	-----	-----	-----
	3 293 740		1 000		191 654
Aspen Wasserstoff GmbH Robert-von-Ostertag-Straße 4 73525 Schwäbisch Gmünd Allemagne HRB 746030	25 000	100	25 000	1 053	0
	-----	-----	-----	-----	-----
	4 405		-		-5 779
Hydrogen Bay GmbH c/o orangery Timmerannsstrat 4b 18055 Rostock, Germany HRB 16479	12 500	100	12 500	324 182	18 044
	-----	-----	-----	-----	-----
	60 659		-		-234 134
Duisburg Hydrogen GmbH c/o Design Offices Erftstraße 15-17 50672 Cologne, Germany HRB 16479	12 500	100	12 500	1 266	0
	-----	-----	-----	-----	-----
	7 160		-		-3 817
Lhyfe Delfzijl BV Keurenplein 41, UNIT A3762 1069CD Amsterdam, Netherlands 559334-3857	1 000	100	1 000	2 760 975	42 500
	-----	-----	-----	-----	-----
	-122 870		1 000		-115 002

	Capital	Share held	Gross val. securities	Loans/advances	Turnover
	-----	-----	-----	-----	-----
Subsidiaries	Shareholders' equity	Divid. Received	Net val. securities	Guarantees	Income
Lhyfe Finland c/o HPP Asianajotoimisto Bulevardi 1 A 00100 Helsinki, Finland 2948023-9	1 000	100	1 000	11 476	0
	-----	-----	-----	-----	-----
	-10 941		-		-6 459
Lhyfe Kemsley 3 More London Riverside London SE1 2AQ, United Kingdom 15409060	1	100	1	501 640	0
	-----	-----	-----	-----	-----
	- 42 512		1		-31 905
Lhyfe Wallsend 3 More London Riverside London SE1 2AQ, United Kingdom 15409059	1	100	1	508 096	0
	-----	-----	-----	-----	-----
	- 25 214		1		- 16 784
HoldCo Sparkle 66 boulevard de Berlin 44000 Nantes – France RCS Nantes 935 355 271	28 001	100	28 001	31 471 143	0
	-----	-----	-----	-----	-----
	-382 599		28 001		-410 183
Lhyfe Green Power Traceability France 66 boulevard de Berlin 44000 Nantes – France RCS Nantes 984 593 178	1 000	100	1 000	1 189 024	747 783
	-----	-----	-----	-----	-----
	- 1 282 576				-1 261 637
Hydrogène Lhyfe Montréal-Est Inc. 3900-1 Place Ville-Marie Montréal (Québec) H3B4M7, Canada	7	100	7		
	-----	-----	-----	-----	-----
			7		
	2 285		2 285	112 839	0
Lhyfe Vaggeryd c/o The Works Sverige AB Klarabergsgatan 60 111 21, Stockholm, Sweden	-----	-----	-----	-----	-----
	2 310		2 285		-88 295

	Capital	Share held	Gross val. securities	Loans/advances	Turnover
	-----	-----	-----	-----	-----
Interest	Shareholders' equity	Divid. Received	Net val. securities	Guarantees	Income
Botnia Hydrogen AB Fredsgränd 11 LGH 1502 Stockholms län – Sweden 559303-0454	78 938	39,2	1 059 929	-	3 297
	-----	-----	-----	-----	-----
	-2 085 686		559 929		-101 926
Ingrandes PS SAS 66 boulevard de Berlin 44000 Nantes – France RCS Nantes 982 287 534	1 000	50	500	10 367	
	-----	-----	-----	-----	-----
	-2 232		500		-1 966

Note 9 Statement of fixed assets

Intangible assets	Gross value at start of year	Increase	
		Revaluation for the financial year	Acquisitions receivables transfers
Preliminary and development expenses			
Concessions, patents and other similar rights	2 806		2 081
Other intangible assets	156		17
Intangible assets in progress, advances and down payment	1 498		61
TOTAL	4 460	-	2 159
Property, plant and equipment			
Land	2 920		
Buildings on own land			
Buildings on leasehold land			
General installations, fixtures and fittings of buildings			
Industrial plant and equipment	539		7 452
Other property, plant and equipment	1 603		2 262
Construction work in progress, advances and payments on account	1 435		537
TOTAL	6 497		10 251
Financial assets			
Investments	3 481		2 030
Receivables linked to holdings	14 223		4 361
Long-term portfolio investments			
Other long-term investments	310		1 048
Other financial assets	366		13
TOTAL	18 380		7 452
TOTAL GENERAL	29 337		19 862

	Transfer	Reductions Disposal	Gross value of fixed assets at the end of the financial year
Intangible assets			4 887
Preliminary and development expenses			173
Concessions, patents and other similar rights			
Other intangible assets			9
Intangible assets in progress, advances and down payment	1 498		52
TOTAL	1 498	-	5 121
Property, plant and equipment			
Land		2 206	714
Buildings on own land			
Buildings on leasehold land			
General installations, fixtures and fittings of			

	Transfer	Reductions Disposal	Gross value of fixed assets at the end of the financial year
buildings			
Industrial plant and equipment		3 226	4 765
Other property, plant and equipment			3 865
Construction work in progress, advances and payments on account			1 972
TOTAL	-	5 432	11 316
Financial assets			
Investments		85	5 427
Receivables linked to holdings			18 593
Long-term portfolio investments			
Other long-term investments		1 282	76
Other financial assets		113	511
TOTAL	-	1 480	24 607
TOTAL GENERAL	1 498	6 912	41 044

Note 10 Statement of depreciation and amortisation

DEPRECIABLE FIXED ASSETS	Amount at start of year	Increase	Decrease	Amount at end of year
Preliminary and development expenses	861	1 071		1 932
Other intangible assets	104	25		129
Total intangible assets	965	1 096	-	2 061
Land				-
Buildings on own land				-
Building on leasehold land				-
General installations, fixtures and fittings of buildings				-
Industrial plant and equipment	73	443	2	514
Other fixed assets	1 026	371		1 397
Total fixed assets	1 099	814	2	1 911
Total	2 064	1 910	2	3 972

Note 11 Deferred expenses

Changes during the financial year affecting expenses spread over several years	Net amount at start of year	Increase	Depreciation expense	Net amount at end of year
Issuance charges to be amortised	750	40	196	594
Bond redemption premiums	-	-	-	-

Note 12 Statement of receivables

	Gross amount	Asset liquidity	
		Maturing in less than one year	Maturing in more than one year
Fixed asset receivables			
Receivables linked to holdings	18 594		18 594
Loans (1) (2)			
Other financial assets	511		511
Current asset receivables			
Bad and doubtful debt			
Other trade receivables	17 310	17 310	
Amounts due to and from employees	2	2	
Corporate income tax	212	212	
Value added tax	2 472	2 472	
Other taxes, duties and similar payments			
Current accounts due to or from group companies and shareholders (2)	58 488	58 488	
Sundry debtors (including receivables relating to repurchase agreements)	2 314	918	1 396
Prepaid expenses	507	507	
TOTAL	100 410	79 909	20 501

(1) Loans granted during the financial year

(1) Repayments received during the financial year

(2) Loans and advances granted to individual shareholders

Note 13 Statement of debt

Debt	Gross amount	Maturity of the liabilities		
		Maturing in less than one year	Maturing in	
			More than 1 year	More than 5 years
Convertible debenture loans (1)	8 872	2 086	6 480	
Other debenture loans (1)				
Loans and borrowings from lending institutions (1)				
originally for a maximum of 1 year	4	4		
originally for more than 1 year	32 713	827	28 513	3 373
Miscellaneous loans and borrowings (1) (2)	131	20	111	
Trade payables	23 891	23 891		
Amounts due to and from employees	1 841	1 841		
Social security and other benefits	1 424	1 424		
		-		
Corporate income tax				
Value added tax	3 092	3 092		
Guaranteed bonds				
Other taxes and duties	139	139		
		-		
Fixed asset liabilities	-			
Current accounts due to or from group companies and shareholders (2)	60	60		
Other liabilities (including liabilities relating to repurchase agreements)	3 031	3 031		
Debt representing borrowed securities				
Deferred revenue	10 841	10 841		
TOTAL	86 039	45 476	37 190	3 373

Note 14 Changes in shareholders' equity

Item	Amount in thousands of euros
Shareholders' equity at the start of the financial year	101 556
Changes in the share capital	1
Change in issuance, merger and contribution premiums	33
Change in investment subsidies and regulated provisions	-316
Shareholders' equity at year-end before appropriation of profit	101 275
Profit or loss for the financial year	-34 519
Shareholders' equity at year-end after appropriation of profit and before annual General Meeting	66 755

Note 15 Accrued expenses and revenue

ACCRUED EXPENSES INCLUDED IN THE FOLLOWING BALANCE SHEET ITEMS	Financial year to 31/12/2025	Financial year to 31/12/2024
Convertible debenture loans	306	367
Other debenture loans		
Loans and borrowings from lending institutions	62	185
Miscellaneous loans and borrowings		
Trade payables	18 720	14 054
Tax and social security liabilities	2 687	2 774
Fixed asset liabilities		
Other debt	1 268	359
TOTAL	23 043	17 740

ACCRUED REVENUE INCLUDED IN THE FOLLOWING BALANCE SHEET ITEMS	Financial year to 31/12/2025	Financial year to 31/12/2024
Receivables linked to holdings		
Other long-term investments		
Loans		
Other financial assets		
Trade receivables	15 982	12 025
Other receivables	806	969
Short-term investments		
Cash	26	110
TOTAL	16 815	13 103

Note 16 Deferred revenue and prepaid expenses

DEFERRED REVENUE	Financial year to 31/12/2025	Financial year to 31/12/2024
Operating revenue	10 841	16 290
Financial revenue	-	-
Exceptional and extraordinary profits	-	-
TOTAL	10 841	16 290

PREPAID EXPENSES	Financial year to 31/12/2025	Financial year to 31/12/2024
Operating expenses	507	1 343
Financial expenses	-	-
Exceptional and extraordinary expenses	-	-
TOTAL	507	1 343

Note 17 Statement of provisions and impairment

NATURE OF THE PROVISION	Amount at the start of the financial year	Increase in provisions during the year	Reductions / reversals at year-end	Amount at the end of the financial year
Provisions for litigation	20			20
Other provisions for liabilities and expenses	117	2 460		2 577
TOTAL OF PROVISION FOR RISKS	137	2 460		2 597
Provisions for pensions and obligations	91		8	83
Provisions for major maintenance and overhauls	307	498		805
Provisions for restoration	2 513		2 206	307
TOTAL OF PROVISIONS FOR CHARGES	2 911	498	2 206	1 195
TOTAL OF PROVISIONS	3 048	2 958	2 206	3 791

Reversals of provisions for the period are unused provisions.

NATURE OF THE IMPAIRMENT	Amount at the start of the financial year	Increase in provisions during the year	Reductions / reversals at year-end	Amount at the end of the financial year
Fixed assets - equity interests	2 150	593		2 743
Receivables relating to equity investments		3 402		3 402
Financial assets	43		43	
TOTAL OF FINANCIAL ASSETS	2 193	3 995	43	6 145
Other provisions for impairment		3 282		3 282
TOTAL OF CURRENT ASSETS		3 282		3 282
TOTAL	2 193	7 277	43	9 427
<i>Including provisions and reversals : - financial</i>		<i>7 277</i>	<i>43</i>	

Note 18 Breakdown of the extraordinary profit or loss

Breakdown of the extraordinary profit or loss	Expenses	Revenue
Exceptional provisions	2 386	
Other exceptional expenses	4 045	
TOTAL	6 431	-

3.4. Statutory auditors' report on the individual financial statements

To the Lhyfe General Meeting

Opinion

In compliance with the engagement entrusted to us by your General Meeting, we have audited the accompanying financial statements of Lhyfe for the year ended 31 December 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of 31 December 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for statutory auditors, for the period from 1 January 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Emphasis of matter

We draw attention to the change in accounting method resulting from the first-time application of ANC Regulation no. 2022-06 from 1 January 2025, as disclosed in Note 3.2 to the financial statements. Our opinion is not modified in respect of this matter.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we bring your attention to the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period, as well as our responses to those risks.

These matters were addressed in the context of our audit of the annual financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Inventories and work-in-progress

Risk identified

As stated in Note 3.8 "Inventories and work-in-progress" to the financial statements, expenses relating to the development of future renewable green hydrogen production sites, intended for resale under future contracts, were recorded in inventories and work-in-progress for €9.3 million as of 31 December 2025.

These expenses represent work-in-progress once the corresponding projects are likely to be successful.

The Company mostly considers that this criteria has been met when the project enters into the "Tender Ready" phase. This criteria differs depending on whether the project is:

- in connection with an industrial application: request from a potential client for an "attractive" offer or its delivery is required to obtain subsidies,
- specific to a mobility application: strategic investment decision following analyses of the request for a geographical area, the ability to meet the request and possible subsidies.

We considered the recognition and valuation of work-in-progress to be a key audit matter because of the level of judgment required by Management to assess whether the corresponding costs satisfy the capitalization criteria.

Responses as part of our audit

Our work notably consisted in:

- obtaining an understanding of the internal control procedures set up to identify development costs that satisfy work-in-progress recognition criteria;
- assessing, in light of current accounting standards and the capitalization rules defined by the Group, the methods used to examine the capitalization criteria based on a sample of tested projects;
- testing, on a sampling basis, the consistency of amounts recorded under assets with the project monitoring files drafted by Group management and the consistency of these files with internal and external costs incurred for these projects recognized in the accounts;
- lastly, we verified the appropriateness of the disclosures in the annual financial statements.

Measurement of equity investments, related receivables and current accounts

Risk identified

Equity investments, related receivables and current accounts are recognized as assets in the balance sheet at net carrying amounts of €2.7 million, €15.2 million and €55.2 million, respectively, as at 31 December 2025.

As indicated in Note 3.7 to the financial statements, the gross carrying amount of equity investments is assessed by comparison with their value in use. Value in use is assessed by Group management based on the equity of the relevant entities at the reporting date, adjusted to take account of forecast results, using the discounted future cash flows method as the preferred approach, supplemented where necessary by a market value approach. Furthermore, receivables related to equity investments may also be impaired if, based on these analyses, their recovery is called into question.

We considered the measurement of equity investments, other financial assets allocated to equity investments and related receivables to be a key audit matter because of:

- their materiality in your Company's financial statements;

- the judgements and assumptions required to determine their value, which are based in particular on the profitability outlook, achievement of which is inherently uncertain.

Responses as part of our audit

Our audit work consisted in:

- obtaining an understanding of the methods implemented by Management to determine the value in use of equity investments and related receivables;
- assessing the consistency and reasonableness of future cash flows, including the business plans prepared by Management, in light of budget data, historical results and the economic and financial environment in which the Group operates;
- reviewing the consistency of the methodology used to perform impairment tests on the main ongoing projects for the construction of green hydrogen production sites and critically examining the key assumptions used for the projects tested.

Beyond assessing the values in use of the equity investments, our work also consisted in assessing the recoverability of related receivables in light of the analyses performed on the equity investments.

Lastly, we verified the appropriateness of the disclosures in Note 3.7 to the annual financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law and regulations.

Information given in the management report and in the other documents addressed to shareholders with respect to the financial position and the financial statements

We have no matters to report on the fair presentation and consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to shareholders.

We attest the fair presentation and consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code.

Information relating to corporate governance

We attest that the Board of Directors' report on corporate governance contains the information required by Articles L. 225-37-4 and L. 225-10-10 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code relating to remunerations and benefits received by or awarded to the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from controlled enterprises included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your Company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code, we have agreed this

information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the Chairman and Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No. 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Lhyfe by the General Meetings of 21 December 2021 for Deloitte & Associés and 23 May 2025 for Accior Audit.

As at 31 December 2025, Deloitte & Associés and Accior Audit were in the 5th year and 1st year of total uninterrupted engagement, which are the 4th year and 1st year since the securities of the Company were admitted to trading on a regulated market, respectively.

Responsibilities of Management and those charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objective and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and

related disclosures made by management in the financial statements;

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration referred to in Article 6 of Regulation (EU) no. 537-2014, confirming our independence pursuant to the rules applicable in France as defined in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

La Roche sur Yon and Saint-Herblain on 29 April 2026

The Statutory Auditors

Accior Audit

Sébastien Caillaud

Deloitte & Associés

Guillaume Radigue

3.5. Events during financial year 2025

Over the financial year ended 31 December 2025, the Company continued to secure its cash position through the financing of its hydrogen transport and storage assets for a total amount of €3.2m.

The Company also expanded its activities with its subsidiaries, in particular through the development of its project development activities, which generated revenue of €10.2m. It also pursued engineering activities on behalf of its subsidiaries, project companies, thereby generating revenue of €17 million over the period.

Finally, the Company increased its revenue related to services provided to subsidiaries after the commissioning of the sites (operation and maintenance contracts, hydrogen transport services, storage asset leasing, management services, etc.). This revenue rose from €2.4m in 2024 to €4.5m in 2025, driven by the commissioning of the sites and the growth in hydrogen sales within the Group.

The Company also developed its revenue from hydrogen sales to customers outside the Group, which now amounts to €3.1m in 2025.

Financial income experienced a significant decline due to the impairments of shares and intercompany current accounts following the restructuring decision taken by the Group at the end of 2025.

Exceptional income was also impacted by €6.4m as a result of this same restructuring decision. On the one hand, a provision of €2.4m was recorded for employee severance costs following the Employment Protection Plan (*Plan de Sauvegarde de l'Emploi*) implemented by the Company in France. On the other hand, the Group adjusted its project development process and decided to discontinue certain projects, resulting in a charge of €4m for the period.

Personnel expenses experienced a slight decrease of 2% due to the reduction in headcount during the period.

Persons responsible

4.1. Person responsible for the Annual Financial Report and declaration

4.1.1. Person responsible

Matthieu Guesné, Chairman and Chief Executive Officer of the Company.

4.1.2. Declaration by the person responsible

"I certify that, to the best of my knowledge, the annual accounts and the consolidated accounts have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, the financial position and the profits or losses of the Company and all the undertakings included in the consolidation, and that the management report set out in Chapter 1 of the annual financial report presents a true and fair view of the development and performance of the Company and the financial position of the Company and all the undertakings included in the consolidation, as well as a description of the principal risks and uncertainties that they face."

Signed in Nantes, on 29 April 2026

Mr Matthieu Guesné, Chairman and Chief Executive Officer of the Company

4.2. Auditors

Accior Audit

Represented by Sébastien Caillaud

53 rue Benjamin Franklin, 85000 La Roche-sur-Yon, France

Member of the *Compagnie Régionale des Commissaires aux Comptes de Ouest-Atlantique*

Appointed by the general meeting of 23 May 2025 for a term of six financial years, until the general meeting called to approve the financial statements for the year ending 31 December 2030.

Deloitte & Associés

Represented by Guillaume Radigue

6 place de la Pyramide, 92908 Paris La Défense Cedex, France

Member of the *Compagnie Régionale des Commissaires aux Comptes de Versailles et du Centre*

Appointed by the general meeting of 21 December 2021 for a term of six financial years, until the general meeting called to approve the financial statements for the year ending 31 December 2026.

Glossary

"Annual Financial Report" refers to this annual financial report filed with the *Autorité des marchés financiers*

"Annual Financial Statements" refers to the annual financial statements produced by the Company for the fiscal year ending 31 December 2025, produced in accordance with French accounting standards

"Assets under management" refers to green hydrogen production sites managed by the Group under an asset management agreement

"Backbone" refers to the European hydrogen transport pipeline network

"Backbone project" refers to a project for a production site where the green hydrogen produced is primarily intended to be injected and transported to end customers via the proposed European gas pipeline network or a secondary gas pipeline network

"Blue hydrogen" refers to hydrogen produced from fossil fuels, by steam reforming of natural gas, but where the CO₂ emitted during its production is captured, then reused or stored

"Bulk project" refers to a green hydrogen production site project where the green hydrogen produced is primarily intended to be delivered to a diverse customer base via containers (previously referred to as Mobility projects)

"Company" refers to the company Lhyfe, a limited company (*société anonyme*) with registered office at 66 boulevard de Berlin, 44000 Nantes, France, registered with the trade and companies registry of Nantes under number 850 415 290

"Compressor" refers to a device which increases the pressure of hydrogen by reducing its volume, as required for the delivery of green hydrogen in containers

"Electrolyser" refers to a system comprising a water (H₂O) recipient containing electrolyte and two electrodes, in which a chemical reaction occurs on both sides of the electrolyte by applying an electrical current to the two electrodes, which enables the separation of hydrogen (H₂) from the oxygen (O) molecules

"Green hydrogen" refers to hydrogen produced by water electrolysis using renewable or low-carbon electricity

"Grey hydrogen" refers to hydrogen produced from fossil fuels, by steam reforming of natural gas, coal gasification or co-produced from hydrocarbons

"Group adjusted EBITDA" refers to the consolidated current operating result before amortisation and provisions, before charges linked to equity-based compensation and before fair value adjustment on derivative financial adjustments

"Group adjusted EBITDA margin" refers to the ratio of "Group adjusted EBITDA / Revenue"

"IFRS Financial Statements" refers to the annual consolidated financial statements produced by the Company for the fiscal year ending 31 December 2025, produced in accordance with IFRS standards as adopted by the European Union

"Lhyfe" or "the Group" refers to the group comprising the Company and its consolidated subsidiaries

"Low-carbon hydrogen" generally refers to hydrogen produced by a process which generates lower CO₂ emissions than grey hydrogen, but which does not satisfy the criteria to qualify as renewable hydrogen

"Net share of assets held by Lhyfe" refers to the ratio between the installed capacity of the assets under management and the percentage of the capital of the project companies held (directly or indirectly) by Lhyfe

"Offshore project" refers to a project for a green hydrogen production site installed at sea

"Onshore project" refers to a project for a green hydrogen production site installed on land

"On-site project" refers to a green hydrogen production site project where the green hydrogen produced is primarily intended to be delivered to a main customer via a direct link (previously referred to as Industry projects)

"Power purchase agreement" or "PPA" refers to an agreement by which an electricity producer sells all or part of its production to a buyer at a determined price

"Project company" or "SPV" refers to a company operating a green hydrogen production site project or a production site in operation

"Renewable hydrogen" refers to hydrogen satisfying the criteria set out in the delegated act to Directive (EU) 2018/2021 of the European Parliament and of the Council on Renewable Energies, defining renewable liquid and gaseous fuels of non-biological origin (including Renewable Fuels of Non Biological Origin - **"RFNBO"**) certified according to the voluntary certification schemes approved by the European Commission (3 schemes approved to date: CertifHy, RedCert and ISCC)

"Tender Ready" refers, for a given project, to the phase whose objective is to take the project from the 'feasible' stage to the 'financable' stage, notably by securing all components through the signing of binding long-term contracts. This phase aims to secure the implementation of the project and its operation over the lifetime of the planned plant, as set out in the business model. The key terms of all contracts are signed, with associated commitments that secure the Group's investment in the project.

"Total installed capacity" refers to the cumulative maximum capacity of Group production units in the Operations stage

Concordance tables

Annual financial report

To facilitate the readability of the Annual Financial Report, the concordance table below indicates the documents required under Article L. 451-1-2 of the French Monetary and Financial Code.

Required documents	Annual Financial Report
Group consolidated financial statements (IFRS)	3.1
Company financial statements (French standards)	3.3
Management report	See dedicated table below
Corporate governance report	See dedicated table below
Declaration by the person responsible	4.1.1.2
Statutory auditors' report on the consolidated financial statements	3.2
Statutory auditors' report on the financial statements of the Company	3.4
Statutory auditors' fees	6.1, Note 4.3
Sustainability report	N/A

Management report

The Annual Financial Report includes the information contained in the management report referred to in Article L. 232-1 of the French Commercial Code. To facilitate the readability of the Annual Financial Report, the concordance table below indicates the main information in the management report required by current laws and regulations.

Required documents	Annual Financial Report
Position and business activity	
The position of the Company during the past financial year and an objective and exhaustive analysis of the development of the Group's business, results and financial position, in particular its debt situation in relation to the volume and complexity of its business	1.2
Business activity and results of the Company, its subsidiaries and controlled companies by business segment	1.2.2
Key financial and, where applicable, non-financial performance indicators relating to the Group's specific business, including information on environmental and personnel issues	1.2.2
Main risks and uncertainties facing the Group	1.3
Impact of the company's activities on combating tax evasion	N/A
Information on actions to promote the link between the Nation and its armed forces and supporting engagement within the National Guard reserves	N/A
Information on actions to promote citizen engagement in local democracy	N/A
Hedging objectives and policy and the Group's exposure to price, credit, liquidity and cash flow risks (including the Group's use of financial instruments)	1.3.1.5
Reintegration of overheads and expenditure on luxury items	1.6.3 and 1.6.4
Research and development activities	1.2.2.1.iv. and 1.2.2.4
Significant events since the end of the financial year	1.2.3
Foreseeable developments in the position of the Company and the Group and outlook	1.1.8
Significant shareholdings or controlling interests in companies based in France	1.2.4.2
Activities of the Company's subsidiaries	1.2
Summary of the Company's results over the past five financial years	1.6.1
Information on the payment terms of the Company's suppliers and customers	1.6.5
Information and amounts relating to inter-company loans and Statutory Auditors' declaration	N/A
Legal and shareholder information	
Employees' shareholding as at the last day of the financial year	1.4.4
Identity of shareholders holding more than 5% of the share capital or voting rights and details of changes during the financial year	1.4.1
Names of companies directly or indirectly controlled by the Company and the percentage of the Company's capital they hold (treasury shares)	N/A
Disposal of cross-shareholdings	1.2.4.3
Information on share repurchases	1.4.6
Amount of dividends distributed in respect of the last three financial years and amount of income distributed in respect of the same financial years	1.6.2
Summary of transactions involving the Company's shares by directors and related parties	1.4.3.2
Existing branches	1.2.4.4
Mention of possible adjustments to securities giving access to the capital in the event of share repurchases or financial transactions	N/A

Corporate governance report

The Annual Financial Report includes all the information contained in the corporate governance report referred to in Article L. 225-37, paragraph 6, of the French Commercial Code. To facilitate the readability of the Annual Financial Report, the concordance table below indicates the main information in the corporate governance report required by current laws and regulations.

Required documents	Annual Financial Report
Tasks, composition, preparation and organisation of the Board of Directors	2.2.1 and 2.2.2
List of all offices and positions held in any company by each officer during the financial year	2.2.1.2 and 2.2.1.3
General Management procedures	2.1.3
Limitations placed by the Board of Directors on the powers of the Chairman and Chief Executive Officer	2.3.1.2
Reference to the Middlednext Code and application of the <i>comply or explain</i> principle	2.1.1 and 2.1.2
Description and implementation of the procedure for assessing ordinary course agreements	2.5.2
Review of members' independence and potential conflicts of interest	2.2.1.4
Agreements between a director or a significant shareholder of the Company and a subsidiary	2.5.3
Remuneration policy for corporate officers	2.4
Remuneration and benefits of all kinds paid to corporate officers	2.4
Relative proportion of fixed and variable remuneration	2.4.1.2 and 2.4.2.2
Use of the possibility of requesting the return of variable remuneration	N/A
Remuneration paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	N/A
Ratios between the level of remuneration of each executive corporate officer and the average and median remuneration of the Company's employees	2.4.2.1
Annual changes in remuneration, company performance, average remuneration of Company employees and the aforementioned ratios over the past five financial years	2.4.2.1
Explanation of how total remuneration complies with the remuneration policy adopted, including how it contributes to the long-term performance of the Company and how the performance criteria have been applied	2.4.1 and 2.4.2
How the vote at the last ordinary General Meeting was taken into account	2.4.2
Deviation from the procedure for implementing the remuneration policy and any derogations	2.4.2.3
Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (suspension of payment of directors' remuneration in the event of non-compliance with the Board's gender equality policy)	N/A
Allocation and retention of stock options by corporate officers	1.4.3, 1.4.4 and 6.1, Notes 3.8.2 and 3.8.3
Allocation and retention of free shares by executive corporate officers	1.4.3, 1.4.4 and 6.1, Notes 3.8.2 and 3.8.3
Special arrangements for shareholder participation in General Meetings	2.6.1
Factors likely to have an impact in the event of a takeover bid or public exchange offer as referred to in Article L. 22-10-11 of the French Commercial Code	2.6.2
Summary of current delegations of authority and powers granted by the shareholders' General Meeting to the Board of Directors to increase the share capital, and the use made of these delegations during the past financial year	1.4.5
Internal control and risk management procedures implemented by the Company at Group level relating to the preparation and processing of financial information	1.3.2.2
Auditors' report on the corporate governance report	3.4

The Annual Financial Report is prepared in accordance with Articles L. 451-1-2 of the French Monetary and Financial Code and 222-3 of the General Regulations of the *Autorité des marchés financiers*. It includes the elements of the management report and the corporate governance report, to the extent applicable to the Company and the Group, as required by the legal and regulatory provisions in force.

Forward-looking information

The Annual Financial Report contains information on the Company's outlook and development strategy. These indications are sometimes identified by the use of the future tense, the conditional tense or expressions of a forward-looking nature such as "consider", "envisage", "think", "aim for", "expect", "intend", "should", "aspire", "estimate", "believe", "wish", "may" or, where applicable, the negative form of these same words, or any other similar variant or expression. This information is not historical data and should not be interpreted as a guarantee that the stated facts and data will occur. This information is based on data, assumptions and estimates considered reasonable by the Company. It may change or be modified due to uncertainties associated with the technological, economic, financial, competitive and regulatory environment. This information is referred to in various Sections and paragraphs of the Annual Financial Report and contains data relating to the Company's intentions, estimates, and objectives concerning the Company's markets, products, strategy, commercial deployment, growth, results, financial position and cash flow. Unless otherwise stated, the forward-looking information contained in the Annual Financial Report is valid only as at the date of filing of the Annual Financial Report. Except as required by applicable laws or regulations (including Regulation (EU) No. 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse), the Company does not assume any obligation to publish updates to the forward-looking information contained in the Annual Financial Report to reflect any change impacting on its objectives or the events, conditions or circumstances on which the forward-looking information contained in the Annual Financial Report is based. The Company operates in a highly competitive and constantly changing environment. As a result, it may not be able to anticipate all the risks, uncertainties or other factors that could affect its business, their potential impact on its

business or the extent to which the materialisation of a risk or combination of risks could lead to results that differ materially from those indicated in any forward-looking information, it being recalled that none of this forward-looking information constitutes a guarantee of actual results.

Market information

Chapter 1 of the Annual Financial Report contains information about the Company's business activity. Certain information contained in the Annual Financial Report is publicly available information which the Company considers reliable but which has not been verified by an independent expert. The Company cannot guarantee that a third party using different methods to gather, analyse or calculate data on the business segments would obtain the same results. Given the particularly active technological and competitive environment, it is possible that this information may prove to be incorrect or no longer up to date. As a result, the Company's business may develop differently from the outcome described in the Annual Financial Report. The Company makes no commitment to publish updates of this information, except in the context of any legislative or regulatory obligation that may be applicable, and in particular Regulation (EU) No. 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse.

Risk factors

Investors should carefully read the risk factors described in Section 1.3 of the Annual Financial Report before making any investment decision. The realisation of some or all of these risks could have an adverse effect on the Company's business, results, financial situation or prospects. Furthermore, other risks not yet identified or considered immaterial by the Company at the date of the Annual Financial Report could also have an adverse effect.

Rounding up/down

Certain figures (including data expressed in thousands or millions) and percentages presented in the Annual Financial Report have been rounded up or down. Where applicable, the totals presented in the Annual Financial Report may differ slightly from those obtained by adding together the exact (unrounded) values of these figures.

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