LYNRED®

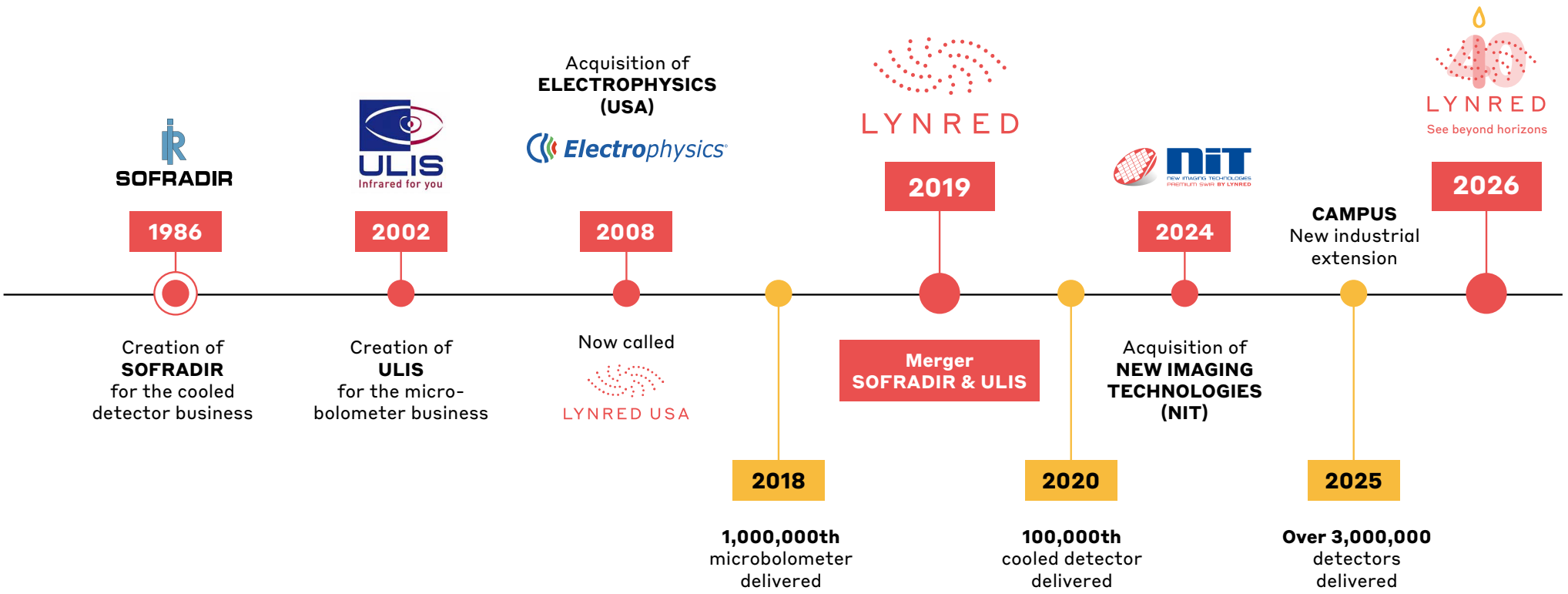
Seeing beyond horizons

INAUGURATION OF THE INFRARED CAMPUS

Press kit 2026

LYNRED - 40 YEARS OF HISTORY

LYNRED
a history set in motion 40 years ago



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An industrial facility featuring cutting-edge technology to strengthen national and European sovereignty

The Infrared Campus: Lynred after 40 years of history

LYNRED was founded back in 1986 in Veurey-Voroize, near Grenoble in south-eastern France. Since its inception, the company has carved its status as a European leader and one of the world's top five players in the infrared technology sector. After forging its reputation as a shining example of French industry, the company has now written another major chapter in its history books by inaugurating its **Infrared Campus**.

Sprawling across a surface area of close to 30 acres, this new industrial site clearly focuses the spotlight on the infrared technology and boasts an extended range of capabilities for staying ahead of the technology curve, pursuing the company's sustained innovation policy and supporting our industrial sovereignty.

Emboldened by its support from various government services, institutional stakeholders and local players, and especially its technology partnership since day one with the CEA-Leti research institute, LYNRED has been a major driving force behind France's industrial sovereignty and strategic independence **for 40 years** by leveraging its world-rare skills in infrared detectors.

Reinforced by its two joint shareholders Safran and Thales, Lynred's critical expertise is truly coming into its own at a time when France is looking to move forward with its reindustrialization policy and engage with domestic and European rearmament plans to counter today's geostrategic threats.

Final stages in the construction of the Campus's tertiary building

The Infrared Campus: Lynred after 40 years of history

The Infrared Campus bears testament to the commanding foothold that France has established in the strategic market for infrared detectors and optoelectronic systems. This achievement can be attributed to a number of national cutting-edge companies across the entire value chain, including LYNRED, Thales and Safran,

as they strive to develop solutions to their customers' increasingly wide range of needs, whether in such sovereign sectors as the defense and space industries, or in areas with both military and civilian applications, like thermal imaging, mobility and industrial control systems.

By developing a large-capacity industrial facility featuring next-generation technologies, LYNRED is helping both France and Europe to ramp up their long-term strategic autonomy.

In the process, LYNRED is strengthening French industry and creating long-term local jobs offering high added value. **Every year, LYNRED plows 15% of its revenue into research and development, which explains how the company has managed to build a portfolio featuring several hundreds of active patents, while pioneering innovative products and achieving significant breakthroughs for the whole of the cooled and uncooled detectors (microbolometers) market.**

Note that LYNRED can also lay claim to expertise in all the critical elements across the entire sensor production chain, from manufacturing certain key alloys through to developing finished products including their mechanical and electronic systems.

Such vertical expertise is a major asset for reinforcing the company's strategic independence for certain sovereign applications.

Markets

LYNRED is actively involved in the strategic defense and space markets with an end-to-end range of infrared imagers, whether embedded in the sovereign products of its joint shareholders Safran and Thales, or incorporated by other top-tier clients (Rafale fighter aircraft, infantry binoculars, sighting systems for armored vehicles and ships, space observation satellites, and so on).

The company has also secured a major foothold in a variety of civilian markets with its dual-use infrared technologies.

These products can be adapted to meet the specific requirements for a broad array of applications, including the environment, industrial control systems, and mobility.

DEFENSE

AEROSPACE

DRONES & ANTI-DRONE SYSTEMS

SECURITY & SURVEILLANCE

HUNTING & LEISURE

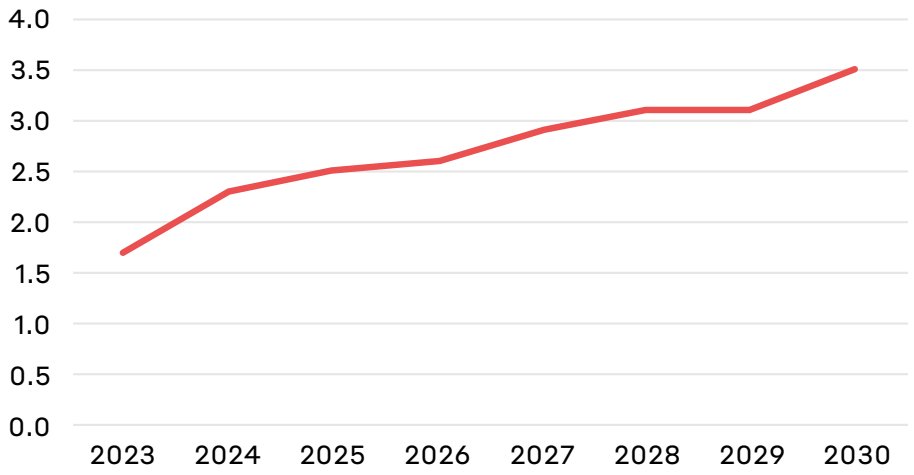
ENVIRONMENT

MACHINE VISION

TRANSPORT & MOBILITY

Growth of the world market for infrared detectors

Projected growth of the world market for IR detectors by 2030 (in € billions)*



The market is expected to climb from €1.7 billion in 2023 to over **€3.5 billion in 2030**, representing **average annual growth of 11%**.

*Sources: The World Market for Military Infrared Imaging Detectors and Systems / Maxtech International Report 2025 edition - The World Market for Commercial and Dual Use Infrared Imaging and Infrared Thermometry Equipment / Maxtech Report 2024 edition.

Requirements for performance and innovation in fast-growing markets

The list of applications for infrared systems continues to stretch ever longer and spans a growing number of sectors, including drones, the environment, self-driving cars, smart buildings, and industrial control systems. Technologies are changing at breakneck speed.

They are playing an instrumental role in developing increasingly miniaturized solutions, meaning that they can easily be incorporated into a wider range of products and fields, whose applications will ultimately be available to the general public in the medium term.

In-vehicle detection system for poor visibility conditions

Drones and anti-drone systems

The drones sector is also experiencing a surge in growth with annual levels in excess of 10%, which has especially been fueled by the spate of geopolitical crises and recent conflicts that have prompted governments to **scale up their fleet of combat-ready drones**. With this trend showing no signs of slowing down, efforts are underway to counter such threats, and **several innovative anti-drone solutions are being developed in response to the need to protect theaters of operations and shield populations from harm**. Low-cost infrared sensors, like bolometers, are essential for meeting such large-volume needs.

Anti-drone system

Self-driving cars

In the automotive industry, legislation will require manufacturers in the medium term to fit their vehicles with **automatic emergency braking (AEB) systems with the ability to detect pedestrians when visibility takes a turn for the worse, particularly at night**. Infrared cameras offer a reliable and effective solution to this requirement in such situations.

Campus: the only platform of its kind in Europe designed to meet countless market requirements

In an effort to address the fast levels of growth sweeping the markets, the rising chorus of voices calling for the development of new high-performance products, and the strategic challenges of reinforcing industrial sovereignty across France and Europe, **LYNRED decided to upgrade and scale up its production capacities**.

That decision culminated in the **Campus project, which enabled the company to obtain 8,000 sqm of state-of-the-art cleanrooms at its site in Grenoble**. By doubling its microbolometer production output by 2030, LYNRED is cementing its status as the **European leader** and one of the world's top five players in the IR detector sector.

LYNRED's teams can use the new cutting-edge cleanrooms and equipment to develop an increasingly sophisticated range of new products and keep ahead of the growing level of demand, while generating productivity gains.

Creating a trailblazing Infrared Campus, which has the distinction of being the only platform of its kind in Europe and which complies with the latest energy efficiency requirements, marks a **decisive step forward for supercharging industrial performance**.

It proves that businesses can embrace local reindustrialization plans, while creating jobs, driving global growth and aligning with net zero objectives.

LYNRED financed the project entirely from its equity, with a lease representing 70% of the total amount.

Campus now stands as the largest investment in the company's 40-year history and represents a game-changing milestone in the LYNRED success story with every promise of a prosperous future.

Questions for...
Hervé Bouaziz, Executive President

Hervé Bouaziz

Executive President
of LYNRED

Whether on the domestic front or across Europe, strengthening industrial sovereignty in infrared technology is a top priority for guaranteeing our continent's technological independence and security.

LYNRED has achieved European leadership status in the infrared detection sector. What needs does the company serve and what role will this major project play in strengthening our industrial sovereignty?

We deliver an extensive range of solutions aimed at helping sovereign nations shore up their defense capabilities, move forward with their space observation programs, protect the environment, and improve road safety, to name but a few.

Our detectors are embedded in countless platforms and used in various applications, such as military vehicles, vessels and aircraft, gas detection, automatic emergency braking systems, plastic waste sorting, manufacturing quality control, and satellites designed to track weather phenomena from space.

Whether on the domestic front or across Europe, strengthening industrial sovereignty in infrared technology is a top priority for guaranteeing our continent's technological independence and security.

What is it about Campus that makes it a highly strategic project?

Campus represents a €100 million investment and reflects the long-term commitment of our company and our shareholders to build and shape the future of infrared technology.

Demand for infrared solutions is surging across all the markets where our company operates, while the range of applications grows ever wider.

Campus reinforces our ability to keep pace with global demand by reinforcing our competitive edge and supporting our mass production capabilities, while remaining one step ahead of the latest trends towards smaller pixel pitches and higher resolutions.

Questions for...
Xavier Caillouet, Chief Executive Officer

This infrastructure is not an end in itself, but a springboard for pioneering innovative technological and industrial solutions to bolster the sector's sovereignty.

Xavier Caillouet

Chief Executive Officer
of LYNRED

What makes Campus so exemplary and unique?

What makes the CAMPUS project unique is that it has been designed as a fully upgraded model of LYNRED's legacy site. The project has completely transformed our industrial operations, while complying with stringent constraints and requirements.

In particular, it has been built on a site that used to be home to a basic nuclear facility. In what was a first for LYNRED, the company had to fulfil a number of formalities with the authorities in addition to setting up a strict set of procedures and methods. Even when construction work was in full swing, the teams continued producing microelectronic components, despite their extreme sensitivity to vibrations.

There are several areas where Campus can be described as exemplary:

- **The first is the project's environmental ambitions, since special care has been taken to landscape and pedestrianize the site, and create green spaces to enhance quality of working life.** Reconfiguring the energy generation systems to power the air conditioning units in the cleanrooms will increase the site's energy efficiency by 25% and shrink the carbon footprint per square meter of cleanroom.
- Finally, Campus sends out a clear signal of our **commitment towards the company's host community**, since the project promotes local expertise and helps raise the region's economic appeal.

What developments will you be announcing over the next few months through the opportunities generated by this new stage in the company's history?

Campus opens up a number of unique prospects for the company. Over the next few months, we are going to start mass-producing pixel matrices with the smallest pitches (5 µm). We have every intention of showing that our infrastructure is not an end in itself, but a springboard for pioneering innovative technological and industrial solutions, which will enable us to take our leadership to an even higher level in this strategic sector. Industrial transfers started in April 2024 and will continue over the next two or three years in line with our industrial strategy and our product roadmaps.

Questions for...

Didier Laurent, Campus Projects Director

The idea is straightforward. Basically, we want to produce faster and more effectively while achieving a degree of reliability that has never been seen before.

What innovations will this project bring to the company's manufacturing methods?

We wanted to completely overhaul our production methods. The building's cleanrooms are modular, scalable and capable of adapting to future generations of products.

We have also implemented new industrial standards, such as digitizing the equipment and processes, using data-driven management practices, and complying with the highest levels of quality and traceability.

The idea is straightforward. Basically, we want to produce faster and more effectively while achieving a degree of reliability that has never been seen before.

By creating new cleanrooms to the highest standard and combining our facilities, equipment and buildings, we will be able to satisfy the increasingly demanding set of cleanliness requirements, while enhancing the quality of service when it comes to maintaining our manufacturing environments (temperature / relative humidity) in all climate conditions to support our product roadmaps and accelerate our time to market.

Didier Laurent

Infrared Campus
Project Director

A mega-project based on a game-changing extension to the longstanding site in Veurey-Voroize

Thousands of sqm of new premises built

LYNRED's Veurey-Voroize site has been strategically located in the heart of Grenoble's very own Silicon Valley since the company was founded. Since that time, the surface area of the company's buildings has increased by some 50%.

30-acre site

10,000 sqm of additional new premises

4,000 sqm of new cleanrooms, increasing our capacity to 8,000 sqm

6,000 sqm of new logistics and tertiary premises

The infrastructure includes:

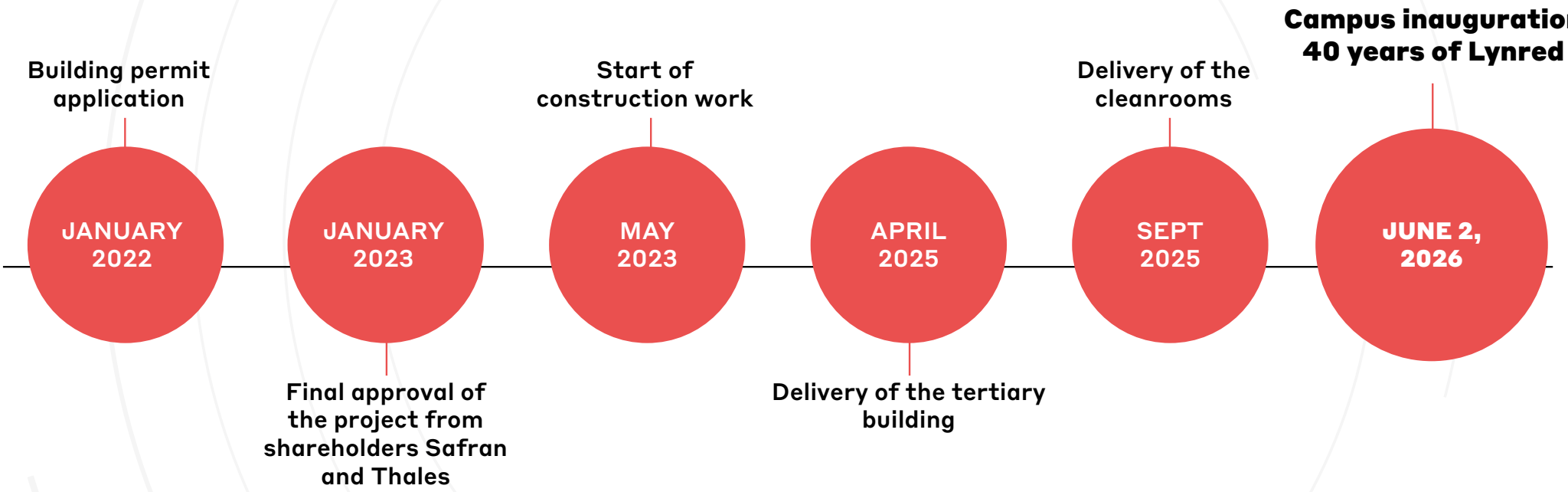
Industrial production buildings with state-of-the-art cleanrooms for manufacturing infrared components (cooled detectors and microbolometers).

- A **tertiary building** with flex office facilities.
- A **logistics hub**.
- A **service building** containing modernized technical equipment and installations in line with the company's energy efficiency ambitions.

GRENOBLE-ALPES METROPOLE
European Capital of Innovation 2026

GRENOBLE ALPES MÉTROPOLE

Project schedule



The rigorous project management process enabled LYNRED to stay on schedule and meet the initial budget. A consortium was appointed to manage the project, including Artelia, Groupe-6 and Cap Ingelec.

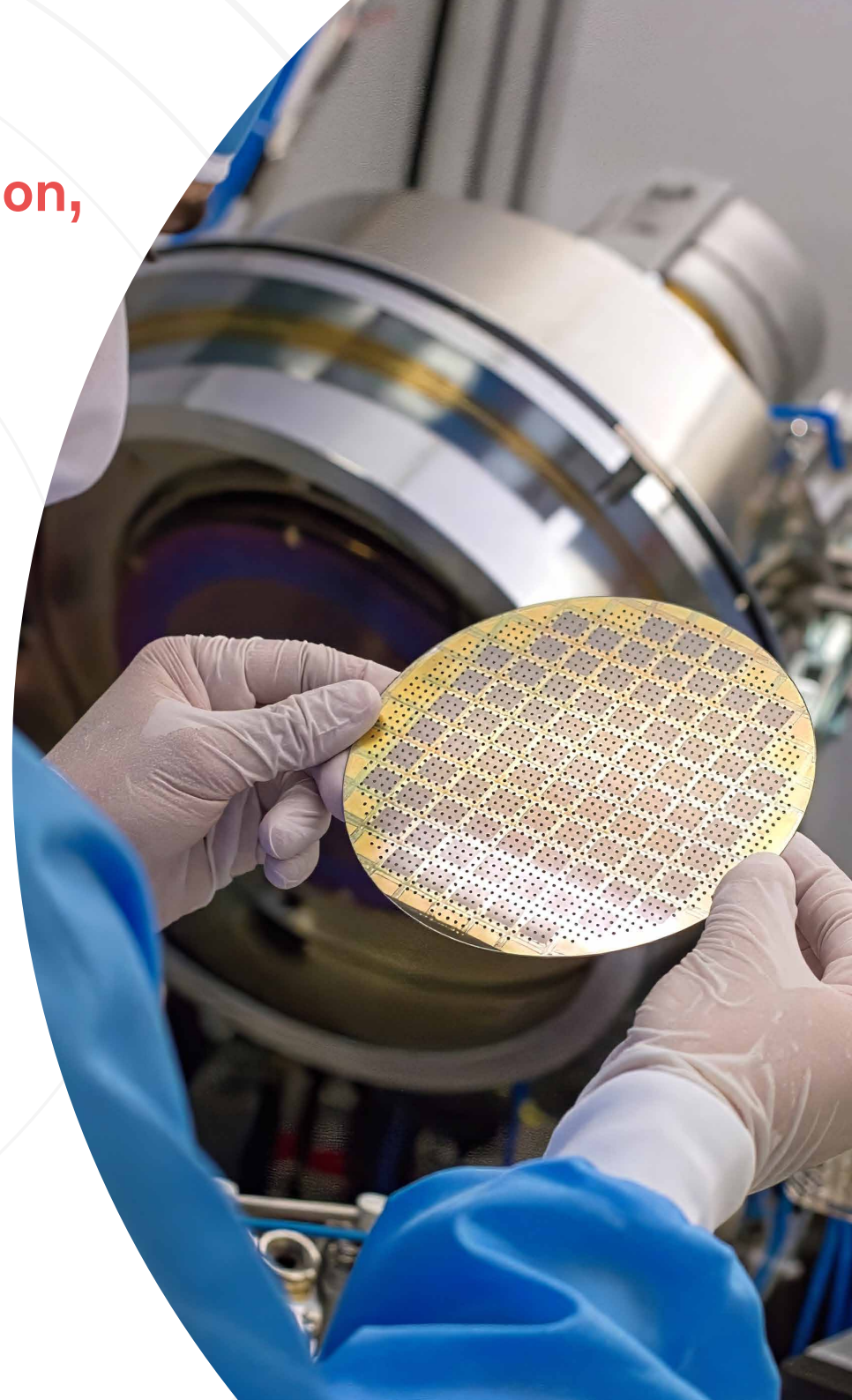
Highly qualified teams reinforced by recruitment campaigns

State-of-the-art equipment reinforced by internal transfers

Campus: combining modernity, superior performance and innovation, while meeting constraints

With its modern-day equipment and state-of-the-art cleanrooms, the Infrared Campus is a true beacon of industrial excellence. The project's design, features and arrangements have given LYNRED a unique production asset on a European scale with the ability to double its manufacturing capacities and ramp up productivity. **The Infrared Campus combines superior performance, compliance with the most exacting standards, and innovative processes. LYNRED can now lay claim to a world-class production asset that clearly stands on the cutting edge of the infrared technology:**

- The new cleanrooms for cooled detectors and microbolometers are designed to accommodate high-precision equipment, especially for developing new products (HOT III-V detectors, smaller pixel pitches, etc.) and supporting mass production.
- They comply with the highest international standards in terms of cleanliness and environmental control systems with the aim of reducing the amount of particles that are likely to affect manufacturing performance. Finally, they are capable of reaching the most demanding performance indicators.
- The workshops have been arranged to avoid any cross-contamination between the different semiconductor processes used.
- The logistics hub is designed to meet the growing volume of deliveries as production rates are stepped up, while embracing lean manufacturing principles to inject greater efficiency into the company's production operations.



A demanding, resilient site for new generations of products

The new facilities and processes pave the way for new generations of products featuring:

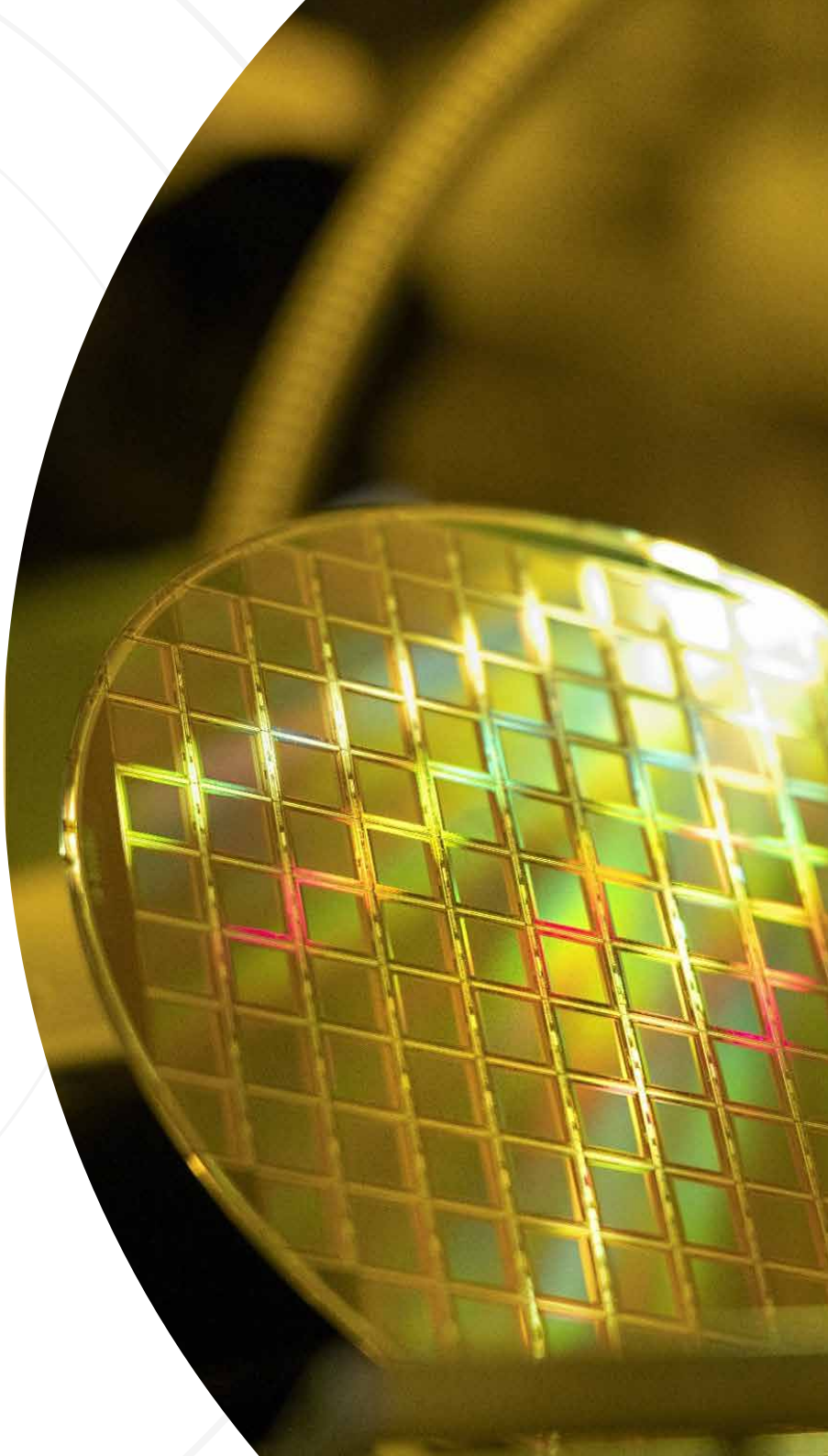
- Ever **smaller pixel pitches** (cooled detectors with a 7.5 µm pixel pitch and bolometers with an 8.5 µm pixel pitch in the short term).
- Increasing **productivity gains**.
- **Greater range performance** in response to market requirements.

Campus satisfies and guarantees the technical requirements that LYNRED has specified for its cleanrooms.

By improving infrastructure resilience, it ensures continuity in the company's production activities, increases site security and prevents risks.

The major design changes are also aimed at driving down the site's energy consumption.

The site has achieved ISO 9001, EN 9100 and ISO 14001 certification. In 2025, LYNRED obtained IATF 16949 certification, meaning that the company can deliver its solutions to the automotive industry.



Technology transfers, team transfers and recruitment: the action plan for 2030

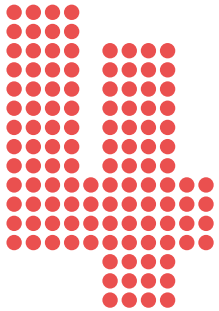
The Campus development plan was phased in over several years.

Ultimately, the new facilities will help increase production capacities by **50% in 2027 and by 100% in 2030.**

A large contingent of new employees will be drafted into the company's ranks to support the major rise in production. Over 100 people were hired in 2025, and no fewer than **300 additional jobs are due to be created by 2030.**

With over **1,000 employees** currently based at the **30-acre** Infrared Campus and potentially **1,300** employees within the next five years,

LYNRED is carving an even stronger position in Grenoble's technology ecosystem for microelectronics and semiconductors, where it is already recognized as a major player.



A project delivering even greater performance in terms of corporate social responsibility

A project delivering even greater CSR performance

LYNRED ensured that environmental issues formed the backbone of the development program for the Infrared Campus. One of the project's objectives was to **improve energy efficiency by 30%** for the site's production facilities.

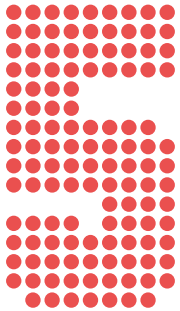
Several large-scale arrangements have been instrumental in achieving this aim, and they have been driven by LYNRED's determination to transform the Infrared Campus into a site that leads the way in terms of **reducing the environmental footprint**:

- Launch of a global net zero project, in which the Infrared Campus will play a key role, **with the aim of achieving a 50% reduction in the carbon footprint by 2040**.
- Complete upgrade to the energy production system with a **25%** increase in the clean-rooms' global energy performance.
- Installation of a 2,300 sqm parking lot solar canopy in 2026.
- Installation of **30 electric vehicle charging points**.
- Incorporation of **150** additional **bike parking spaces** with **16** e-bike charging points.
- **Several dozen trees planted** , and green spaces aimed at creating the site's "green lungs".
- Implementation of flex office facilities in the tertiary building to improve the site's occupancy level and curb its energy use.

Campus also complies with the **No Net Land Take** objective enshrined in France's Climate and Resilience Act, which encourages industrial development projects to embrace sustainable economy principles while taking steps to protect the environment. The new buildings have been constructed on a rehabilitated brownfield site, and the parking lot has been covered with permeable asphalt instead of impermeable bitumen.

Integration of bike parking spaces and charging points

Energy efficiency underlies LYNRED's project



An ambitious project

Reflecting the successful partnership between government and industry, and LYNRED's strong regional presence for 40 years

A longstanding partnership between government, the AURA region and industry

In light of its sheer scale and characteristics, the Infrared Campus truly showcases French expertise and excellence. Its ability to develop the technologies of tomorrow's world is contributing to the country's national strategy of reinforcing French and European sovereignty, particularly in the defense and space observation sectors.

As such, the Infrared Campus illustrates the **exemplary cooperative ties between government and industry.**

For **40 years**, LYNRED has been a longstanding partner with CEA-Leti, the technology institute of the CEA research organization and a trailblazer in microelectronics and nanotechnologies. Under the guidance of France's Defense Procurement Agency (DGA) and backed by ongoing financial support from the government, Europe and the local authorities, LYNRED and CEA-Leti work together in leading R&D projects, coordinating joint laboratories and transferring technology components.

LYNRED entered into this partnership when the company was founded, and innovation has always been the guiding light for the partners' activities, which guarantees their industrial competitiveness and appeal.

LYNRED is fully integrated into its host region. The company is a driving force for the local ecosystem in its capacity as a **top-tier economic player** and also as an **employer**.

Auvergne-Rhône-Alpes, France's leading industrial region, has given ample proof of its ability to attract scores of world-class tech firms, especially in such fields and microelectronics and semiconductors.

FRANCE 2030

La Région
Auvergne-Rhône-Alpes

LYNRED: a top-tier player in the Auvergne-Rhône-Alpes region

TOP 10 employer in the Grenoble metropolitan area

650 partners & suppliers in France

300 suppliers in the Auvergne-Rhône-Alpes region

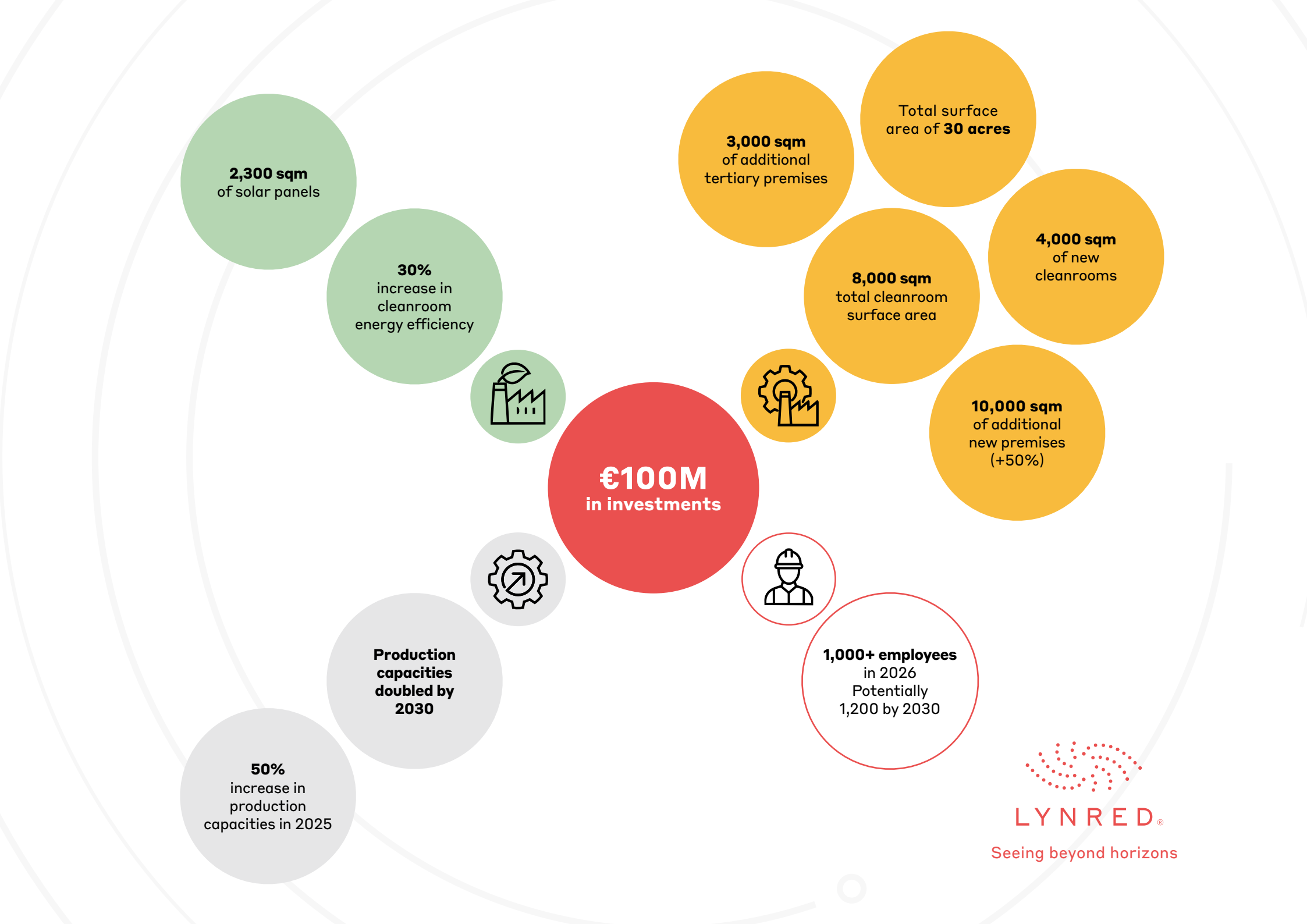
In addition to powering innovation across its host region, LYNRED actively contributes to boosting employment, offering training, and reindustrializing Grenoble and the surrounding areas.

The company's activities and actions are fully aligned with the **ecological transition** and **strategic relocation** ambitions championed by the region's authorities and their partners, including the Auvergne-Rhône-Alpes Entreprises economic development organization, the local chamber of commerce and industry, and employer federation MEDEF.

In the wake of a partnership signed on July 7, 2025, the Auvergne-Rhône-Alpes region is also lending its support to LYNRED for the **BALSAM project financed under the region's Relocation Package, which has played a key part in enabling a high-tech stage in the production process to be repatriated from Asia to France.**

By uniting their efforts and taking concerted action, all these institutional partners have helped build and develop a competitive sector of technological excellence on a global scale.

Campus key figures


2,300 sqm
of solar panels
30%
increase in
cleanroom
energy efficiency
3,000 sqm
of additional
tertiary premises
Total surface
area of 30 acres
8,000 sqm
total cleanroom
surface area
4,000 sqm
of new
cleanrooms
10,000 sqm
of additional
new premises
(+50%)
€100M
in investments
Production
capacities
doubled by
2030
50%
increase in
production
capacities in 2025
1,000+ employees
in 2026
Potentially
1,200 by 2030
LYNRED
Seeing beyond horizons

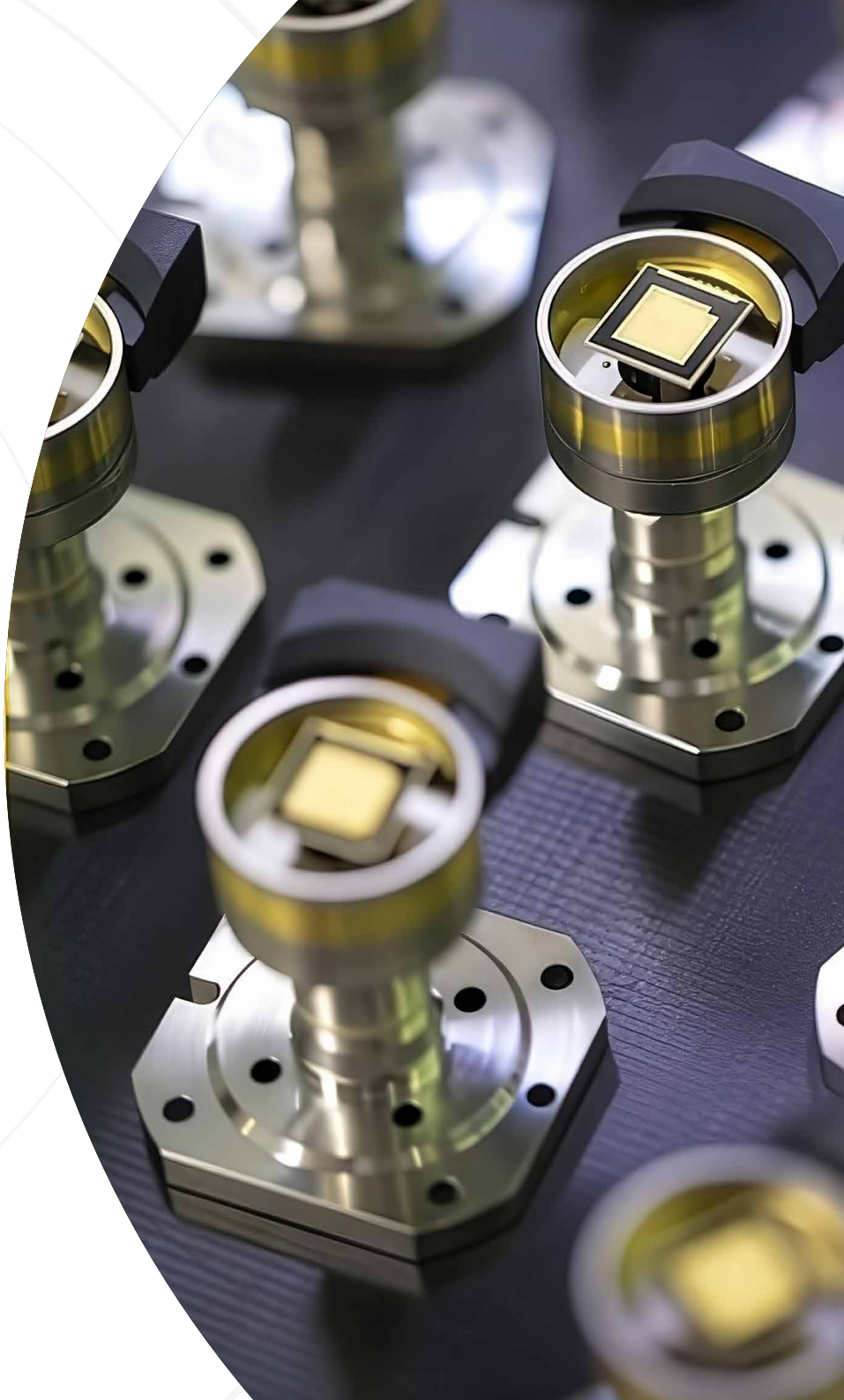
LYNRED

40 years
of history
Founded in 1986 under
the name SOFRADIR
DGA / CEA-Leti spin-off
Industrial-scale
production of IR
components

A 50/50
joint venture
between
Safran & Thales

SAFRAN
THALES

Revenue in 2025:
€223M, with **80%**
from exports
3 million detectors
supplied since 1986



LYNRED's subsidiaries:

LYNRED USA

NEW IMAGING TECHNOLOGIES
PREMIUM SWIR BY LYNRED

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