

Press release – Tuesday 1st September 2026

Christophe André Appointed Chief Executive Officer of ARMOR-IIMAK

(September 1, 2026) – ARMOR-IIMAK today announces the appointment of Christophe André as the company's new Chief Executive Officer. Its shareholders, ARMOR GROUP – represented by Hubert de Boisredon – and Astorg are delighted to welcome Christophe as he takes the helm of the global leader in the design, manufacture and marketing of thermal transfer ribbons for printing product traceability data (including barcodes and QR codes). This appointment comes at a time of strong growth for the Nantes-based company, which holds a market share of nearly 40% and has recently expanded its international footprint with the announcement of a new facility in Australia – its first in Oceania.

Christophe André, new CEO of ARMOR-IIMAK

A graduate of Telecom Paris, ESSEC Business School and INSEAD, Christophe André, 55, began his career at Nortel Networks. He then spent five years at Rohm and Haas, where he ultimately served as EMEA General Manager of the Packaging & Converting Division, followed by four years at Arjowiggins. Between 2012 and 2021, he held several leadership positions within the French chemical group Arkema, including serving as a member of the Group Executive Committee. Most recently, he served five years as Chief Executive Officer of Vynova Group.

Christophe André assumes the position of Chief Executive Officer of ARMOR-IIMAK on September 1, succeeding Christian Lefort, who is retiring.

"I am delighted to welcome Christophe André to our team. Combining extensive experience in senior executive leadership roles within international organizations with a deep understanding of our industry, he is ideally positioned to support ARMOR-IIMAK's continued growth and development," said Hubert de Boisredon, Chairman of ARMOR-IIMAK and Chairman and Chief Executive Officer of ARMOR GROUP.

"I am extremely pleased and excited to join ARMOR-IIMAK. I am committed to strengthening our leadership through innovation, entrepreneurial agility and ARMOR-IIMAK's exceptional expertise in serving our partners. I strongly believe in the power of teamwork. Together, we will write the next chapter in ARMOR-IIMAK's history," said Christophe André, Chief Executive Officer of ARMOR-IIMAK.

"We are delighted to welcome Christophe André as CEO of ARMOR-IIMAK. His experience leading international industrial companies and deep knowledge of the sector will be valuable as the company enters its next phase of development. Working closely with ARMOR GROUP and the management team, we are fully committed to supporting ARMOR-IIMAK as it continues its international expansion, pursues its growth ambitions and strengthens its global leadership in the manufacturing of thermal transfer ribbons." Said Charles-Hubert Baron, Mid-Cap Partner, Astorg.

Strong Momentum and Expansion for ARMOR-IIMAK

Recognized as an essential business during the COVID-19 crisis, ARMOR-IIMAK manufactures thermal transfer ribbons used to print product traceability information. These solutions are used across a wide range of sectors and applications, including on blood sample tubes in healthcare, expiration date labels on food packaging, and numerous construction materials. It is estimated that four out of every ten barcode or QR code labels worldwide are printed using an ARMOR-IIMAK consumable.

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Since partnering with Astorg in 2022, ARMOR-IIMAK has continued to strengthen its position as the global market leader, supported by a shared focus on the company's growth and international expansion. Today, the company employs 1,500 people across 30 sites worldwide and, in early July, announced the opening of a new facility in Australia, marking its entry into Oceania and further extending its global footprint.

"ARMOR-IIMAK's DNA is deeply rooted in a pioneering and growth-oriented mindset. Our recent expansion into Australia sets us apart from our competitors, as we are the only manufacturer with an operational presence in the region. We also firmly believe that future growth will come from Southeast Asia, where we are currently exploring several opportunities to strengthen our local footprint. I have complete confidence in Christophe André's ability to successfully lead these next stages of development for ARMOR-IIMAK," said Hubert de Boisredon.



Christophe André, ARMOR-IIMAK's new CEO

About ARMOR-IIMAK

ARMOR-IIMAK, une entreprise d'ARMOR GROUP, est le leader mondial pour la conception, la fabrication et la commercialisation des rubans Transfert Thermique, les consommables d'impression pour l'identification et la traçabilité des produits. Fort d'un savoir-faire industriel reconnu, l'entreprise détient 40 % de parts de marché et a vendu 2,3 milliards de m² en 2025.

Avec plus de 1 500 collaborateurs et 30 sites à travers le monde, ARMOR-IIMAK accompagne ses clients dans plus de 100 pays, en combinant innovation, proximité et engagement environnemental.

About ARMOR GROUP

ARMOR GROUP is a Mid-Cap company, committed to serving a dynamic industry, focused on the challenges of the future. This industrial group puts its expertise at the service of innovation and the production of essential components, in order to generate a positive social, environmental and economic contribution. ARMOR GROUP is 100% owned by the management team and 400 employees-shareholders. It is established worldwide and totals around 2,400 employees spread over some twenty countries across five continents. In 2025, the Group recorded revenue of €427M and invested €25M in industrial equipment and R&D.

The Group is global leader in designing and producing thermal transfer ribbons for printing variable traceability data on labels and flexible packaging (ARMOR-IIMAK). ARMOR GROUP, a front-line European player for innovative, sustainable consumables and inks as well as print services (Altin), is also a pioneer in developing and producing state-of-the-art materials like coated collectors for electric batteries (ARMOR BATTERY FILMS) and functional surfaces – films, sensors, membranes, formulations - (Alqio). Since 2023, ARMOR GROUP has developed the ARMOR GROUP Open Industry programme, which aims to develop a positive industrial ecosystem for the French economy and the environment by investing in and supporting high-impact technology start-ups. www.armor-group.com

About Astorg

Astorg is a leading pan-European private equity firm with over €24 billion of assets under management. Astorg is a multi-specialist investor with deep expertise in healthcare, technology and business services. Within healthcare, Astorg concentrates on a narrow set of subsectors: pharmaceutical services and technology, MedTech and MedTech services, life science tools, and diagnostics. Enjoying a distinct entrepreneurial culture, an engaged shareholder perspective and a lean decision making body, Astorg works with founders, entrepreneurs and management teams to acquire premium international B2B businesses, providing them with strategic guidance, governance and capital

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to enhance their strategic positioning and achieve their financial objectives. Headquartered in Luxembourg, Astorg has offices in London, Paris, New York, Frankfurt, and Milan.

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