

CoP 24

Uba  
lebronze alloys

The cover features a large, stylized illustration. A large red circle on the left contains a complex network of orange and green circuit lines, with various icons like gears, a flame, and water waves. A smaller clock face is integrated into the circuitry. To the right, a large red circle contains the text 'SUSTAINABLE DEVELOPMENT REPORT'. Below this, two green hands are shown interacting with a gear mechanism. The background is white with a large black and red curved shape at the top. A chemical structure of a bronze alloy (Sn, Ni, Cu) is shown at the bottom left.

# SUSTAINABLE DEVELOPMENT REPORT

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# A message from the Management

This third edition of our sustainability report demonstrates our determination to make this annual communication an important milestone in the Group's agenda. In 2024, the key indicators for our 6 "B.R.O.N.Z.E" pillars improved, bearing in mind that a specific action was deployed on the "Zero Accident" policy in view of the poor results in 2023. The Breteuil site is leading the way, having successfully passed the 1-year accident-free mark.

In this edition, we would also like to share with the Group's stakeholders the results of the double materiality analysis carried out jointly with employees, our social partners and a number of suppliers and customers who agreed to support us in this exercise.

2025 began with some major milestones in the life of the company, with the arrival on January 9th of our new majority shareholder Astorg. Convinced of the company's growth potential and its unique positioning, Astorg is keen to support the Group's development and strengthen its position as world leader, particularly through the resumption of acquisitions.

With recovery of external growth, LBA's *raison d'être*, **"To consolidate and expand know-how in the production and recycling of alloys mainly based on copper and nickel, through a responsible approach to resolving the technical and environmental challenges faced by user industries"**, has therefore been further strengthened by all these developments.

Our two latest acquisitions, one in the UK and the other in New Zealand, represent an opportunity for us to consolidate our sustainable development policy while capitalising on all the good practices identified, which we will then roll out to the rest of the Group.

Finally, against a complex and unstable geopolitical backdrop, this year the Group has once again reaffirmed its commitment to the ten principles of the United Nations Global Compact, which cover human rights, fundamental labour rights, environmental protection and the fight against corruption. More specifically, we continue to implement actions to meet 11 sustainable development objectives, which are detailed in this report.

Alexandra Dumont Nubery,  
Managing Director





# About the company

## Lebronze alloys SAS (LBA)

### 1 / FIELD OF ACTIVITY

Lebronze alloys SAS is a world leader in the processing and recycling of high-performance copper- and nickel-based alloys.

As an integrated producer, we offer a wide range of alloys, shapes and metallurgical properties that are used in high added-value niche applications.

#### From alloy smelting to finished and customised products



### 2 / KEY STATISTICS

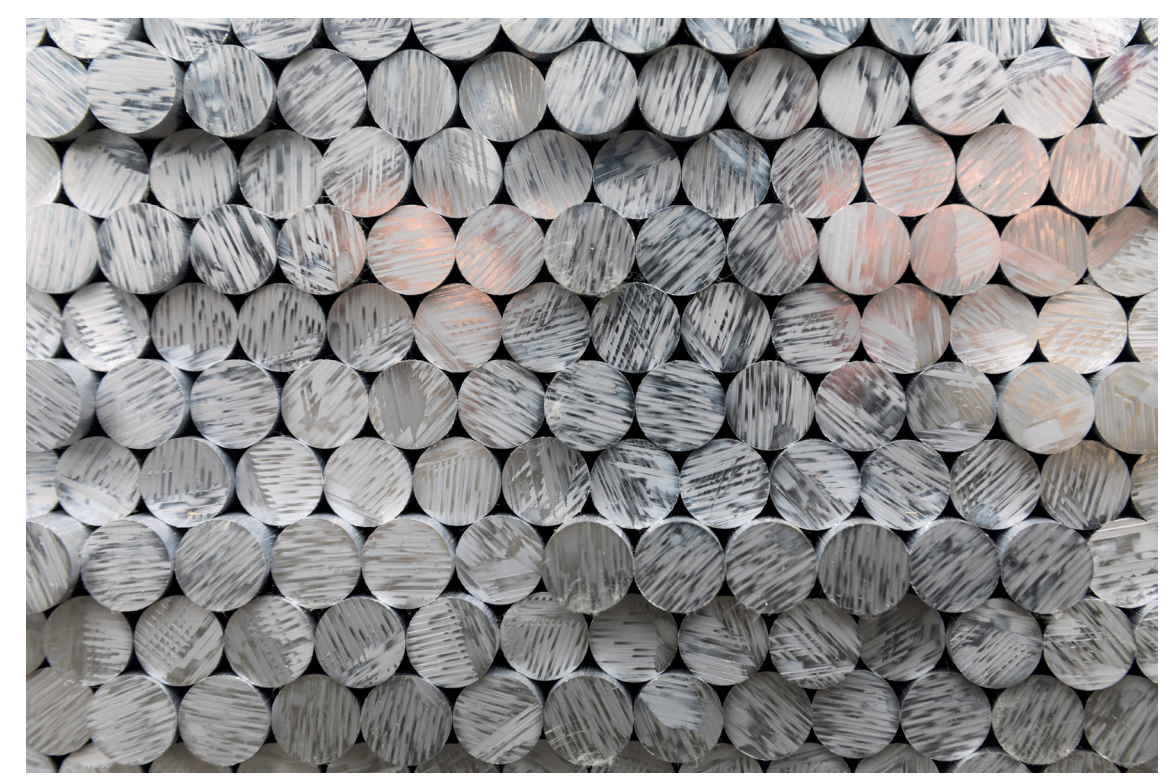


### 3 / GROUP SITES AND SERVICE CENTERS

Since its takeover by the Dumont family in 2006, the Group has tripled its sales revenue.

Following the successful implementation of the Rebond plan over the period 2020-2022, it was decided to launch the "Conquest" strategy in 2023, focusing on the sale of high added-value products and the development of service centers to improve our local service. Since March 2025, the Group has also relaunched its drive for acquisitions, with the aim of broadening our offering and expanding our international presence.

BU's	FOUNDRIES	PARTS & FINISHING	SERVICE CENTERS
Bars & Design	Suippes	Breteuil	Aldridge
		Forging and machining	UK Service Center
	Christchurch	Christchurch	Bristol
		Machining	USA Service Center
		Rydzyna	Hong Kong
		Machining	Asia Service Center
			Breteuil
			Europe Service Center
Rolled products and ARCAP®	Bornel	Dongguan	Birmingham
			UK service Center - flat products
Rods and wires	Lüdenscheid		Bangalore
			India Service Center



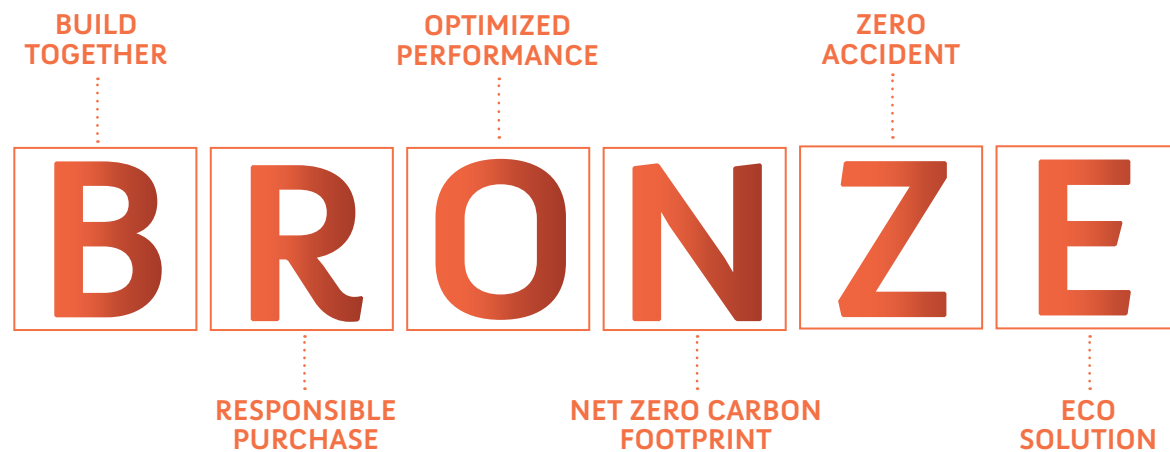
# LBA's sustainable development policy

Striking the right balance between economic performance, social impact and environmental impact is essential to the sustainability of a company.

This balance within the Group is structured around **six "BRONZE" pillars**.

Each pillar is broken down into actions and indicators that enable LBA to be part of a force for continuous progress, with the aim of having a positive long-term impact within its ecosystem.

## 1 / SIX "BRONZE" PILLARS AT THE HEART OF OUR SUSTAINABLE DEVELOPMENT POLICY



**Build together:** This pillar covers social initiatives and the development of our human capital, with the aim of promoting gender, sex and age equality and improving working conditions for all.

**Responsible purchase:** Purchases account for more than 50% of the Group's sales, so it is vital to implement a responsible purchase policy and to tighten up our requirements with regard to our suppliers.

**Optimized performance:** The company's economic, industrial and environmental performance is key to meeting the expectations of our relevant stakeholders.

**Net zero carbon footprint :** Given the major challenge of decarbonisation, we have decided to make this a specific pillar and adopt an ambitious plan for reducing our emissions.

**Zero accident:** Our transformation processes require constant vigilance. We are taking action to anticipate and minimise the risk of accidents.

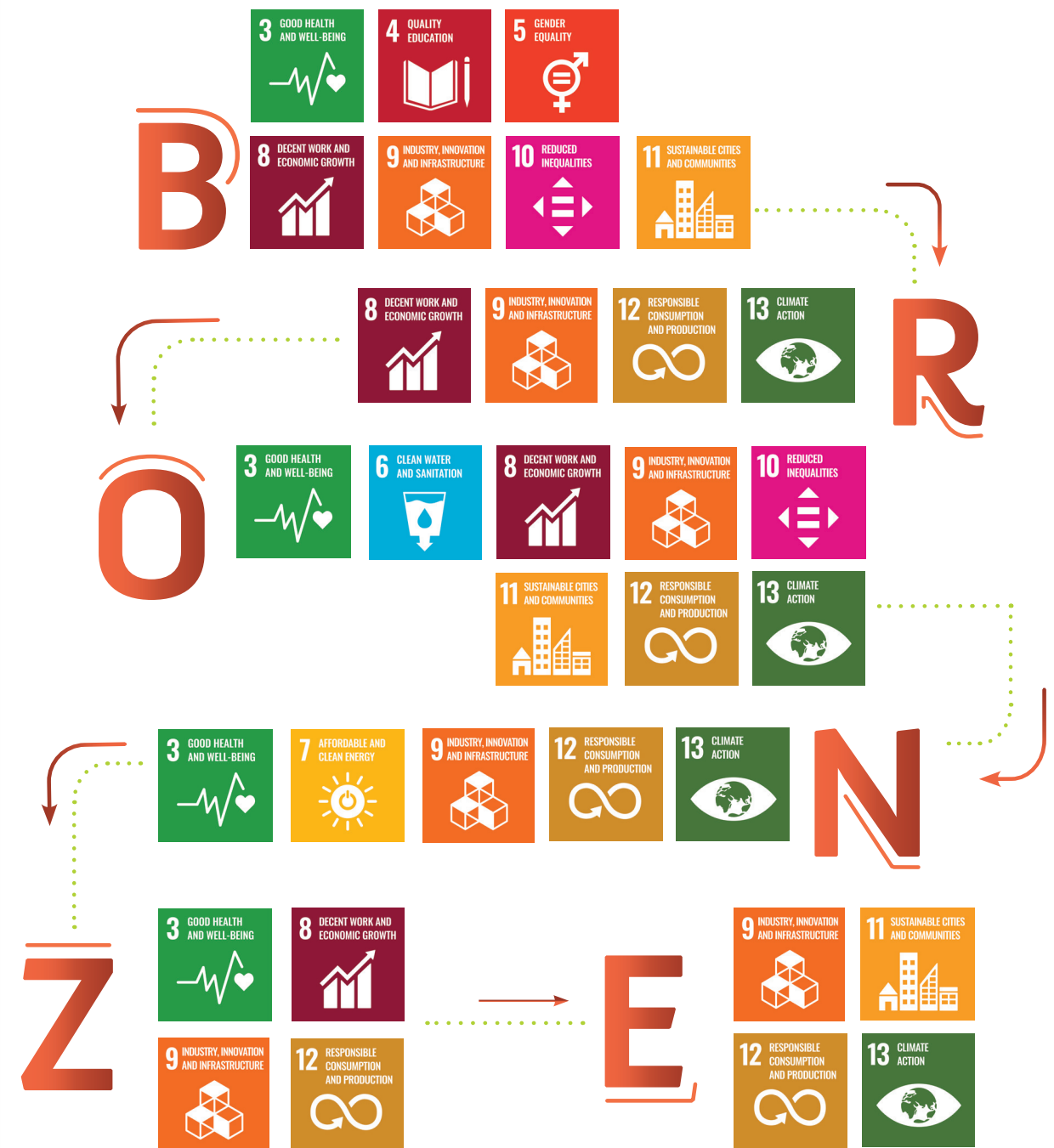
**Eco solution:** By working in collaboration with our customers and bringing innovations to the market, we are contributing to a more sustainable approach by improving the life cycle of products.

## 2 / THE SUSTAINABLE DEVELOPMENT GOALS CHOSEN BY LBA

Adopted in 2015 by 193 countries at the United Nations following the Millennium Development Goals, the Sustainable Development Goals (SDGs) aim to eradicate poverty, protect the planet, ensure prosperity for all and enable women, children and men around the world to live in dignity by 2030.

LBA can contribute to the success of the SDGs by actively participating in the Global Compact and ensuring that its sustainable development policy is consistent with the targets set out in the SDGs.

As a metallurgical enterprise, we believe we can make a positive contribution to **11 of the 17 existing SDGs** under our six pillars.





### 3 / A WELL-ADAPTED ORGANISATIONAL AND GOVERNANCE STRUCTURE

To ensure that the Group's sustainable development strategy is properly defined and taken into account at all levels of the Group, LBA has set up a specific governance structure, manifested by the IMPACT Committee.

The **IMPACT Committee** comprises:



*Chairman and Chairman  
of the Supervisory Board*  
Michel Dumont



*Managing Director*  
Alexandra Dumont Nubery



*Director of Strategy and  
M&A*  
Didier Pitot



*Sustainable Performance  
Director*  
Alice Briot



*Head of Compliance*  
Alice de Jouffroy



*Chief Financial Officer*  
Alban Didier



*Human Resources  
Director*  
Valérie Creste



*Director of Business Development  
and Business Unit B&D*  
Stéphane Godonaise



*Director, Rods and Wires  
Business Unit*  
Cyrille Heibst



*Rolled Products &  
Arcap® Business Unit  
Director*  
Hacen Hadjarbi



*Group Key Accounts  
and Sales Director  
B&D BU*  
Julien Furstoss



*Head of Legal Affairs*  
Laurent Massip

This committee, which meets once every six months, has several objectives:

- Defining and structuring the Group's sustainable development policy.
- Understanding the changing requirements of relevant stakeholders and building a path to meet them.
- Analysing progress, defining targets and taking corrective action if targets are not met.
- Deciding on the provision of resources to achieve objectives.
- Meeting the requirements of the Corporate Sustainability Reporting Directive.

The major decisions taken by the IMPACT Committee are then presented to the CSR Committee and translated into site roadmaps under the supervision of the Sustainable Performance Department.

The **CSR Committee** meets quarterly with the purpose of informing the teams of the major strategic developments impacting the sustainable development policy, reporting on the KPIs and key projects in progress, but also to raise awareness among the executives of the deployment of the BRONZE strategy within all the departments and to ensure alignment with the objectives set by the IMPACT Committee.

**Sustainable Performance Department**, created in 2022, is responsible for coordinating these two committees and implementing the CSR strategy at operational level. The management team also includes all the Quality Management System teams, in order to use certification as a lever for improvement and recognition of our efforts in terms of sustainable development.

In addition, a new central **"Compliance Officer"** function was created in 2024, reporting to Executive Management, to roll out the compliance strategy throughout the Group and speed up the implementation of cross-functional actions concerning business ethics, through a fortnightly meeting of the Compliance Committee to oversee and arbitrate any cases that may arise.

Once a year, the **Supervisory Board** meets with an agenda dedicated to the analysis of CSR and compliance policies, and extra-financial reporting on the latter.

Moreover, the alignment between performance and sustainability is also reflected in the remuneration policy for all members of the Executive Committee, since CSR KPIs are defined and communicated each year as criteria for awarding a significant proportion of the variable remuneration.

## 4 / MAKING THE MOST OF OUR PROGRESS AND SHARING OUR EXPERIENCE

As part of our sustainable development approach, we are convinced of the value of having our efforts recognised by various certification bodies, and also of the importance of sharing our feedback with other manufacturers.

To achieve this, LBA has chosen two major levers:

- A rating lever: we have our sustainable development policy assessed by EcoVadis every two years to measure the progress we have made.
- Being an active member of various communities (co-chair of the environmental committee of the ETI Grand-Est club, scouting member of BPI France's Coq Vert community) to talk about and discuss environmental issues with other company executives.

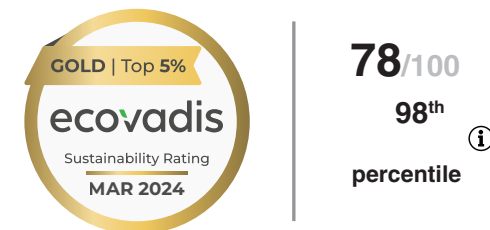
### EcoVadis rating

Since its creation in 2007, EcoVadis has become the largest sustainability and corporate social responsibility (CSR) rating organisation, creating a global network of more than 150,000 rated companies.

The EcoVadis evaluation method is based on seven founding principles:

- Assessment by CSR experts
- Adaptation of the questionnaire to the sector of activity, country and size of the company
- Diversification of sources to guarantee the reliability of ratings
- Use of technology to ensure a secure, confidential and rapid process
- Traceability and transparency of documents supplied
- Evidence-based analysis
- Excellence for continuous improvement

After winning bronze in 2019 and silver in 2023, **the Group was awarded gold in 2024 with an excellent score of 78/100**, placing it in the top 2% of companies assessed by EcoVadis.



### Score breakdown

Sustainability performance: Insufficient (red), Partial (orange), Good (green), Advanced (dark green), Outstanding (light green). — Average score (grey line).



With an environmental score of 90/100, well above the industry average, the Group demonstrated the quality of its environmental commitment.

### LBA, an active member of the environmental committee of the ETI Grand-Est club

LBA has become an active member of the ETI Grand-Est club, a network for the exchange of information between managers of intermediate-sized companies in the French Grand-Est region. In 2024, LBA co-chaired the club's environmental committee, which meets several times a year to discuss issues specifically linked to common CSR challenges (circular economy, carbon footprint, CSRD, biodiversity, etc.).



## Recognition of our commitments by our partners: a source of collective pride

The Group's excellent CSR performance is regularly recognised by our partners (financial backers, customers, local authorities and organisations, etc.). Our partners mark the Group's commitment in a number of ways:

- Awards/trophies
- Rating or honorary status (e.g. scouting member of BPI's Coq Vert community)
- Testimonials on the results of our sustainable development policy



Simodec d'or and CSR awards gained at SIMODEC 2024



Circular Economy Trophy awarded at the *Grand Prix des entreprises engagées LCL - GreenFlex 2024*



"Sustainable Innovation and Circularity" prize awarded by the France China Chamber of Commerce and Industry on December 5th 2024

## 5 / PREPARING FOR THE CSRD FRAMEWORK: DOUBLE MATERIALITY ANALYSIS

The CSRD (Corporate Sustainability Reporting Directive) is a European Union directive that establishes a new reporting framework for companies. It covers all the environmental, social and governance (ESG) dimensions of their activities and is linked to other important European Union regulations (Taxonomy). It aims to provide a structured framework for the publication of non-financial data.

The CSRD is structured around 12 ESRS standards (European Sustainability Reporting Standards) which provide a precise framework for the mandatory information to be communicated:

- 2 cross-functional standards - ESRS 1 and ESRS 2 - which cover general principles and define

the basic rules and information to be included in companies' sustainability reports.

- 5 environmental standards (ESRS E1 to E5) covering climate change, pollution, water, marine resources, biodiversity and the circular economy.
- 4 social standards (ESRS S1 to S4) covering the topics of own workforce, associates in the value chain, affected communities, consumers and end users.
- 1 ESRS G1 standard on governance and business conduct.

Each of these standards is then broken down into topics and sub-topics.



The types of information to be reported relate to:

- Policies in place.
- The objectives to be achieved.
- The actions and resources available to LBA.
- Metrics.

The special feature of this directive is double materiality analysis, which is the first step in structuring sustainability reporting for identifying the company's key ESG issues:

- First, the impact materiality is assessed, i.e. the actual or potential gross impact (positive or negative) of LBA activities on the environment and society: this covers the impacts linked to the company's activities and value chain, including through its products and services as well as its short-, medium- and long-term business relationships.
- Secondly, we assess financial materiality, which incorporates the impact of societal and environmental issues on the company's economic performance, taking into account the risks and opportunities. It covers changes in the company's financial position and performance over the short, medium and long term.

The concept of double materiality emphasises that the 2 dimensions, financial and impact, are interdependent and must be taken into account together when assessing a company's CSR performance.

The double materiality analysis is considered to be the key point of the CSRD. It is the tool used to build the CSR strategy, which makes it possible to prioritise the most important ESG issues for companies and their stakeholders, and thus to draw up a roadmap of the priorities.

Given the importance of this first stage, LBA chose to be accompanied by a recognised firm with considerable expertise in this area.

LBA has rated 183 impacts (impact materiality) and risks and opportunities (financial materiality). It was also decided to add 2 themes not included in the CSRD standard, namely cybersecurity and geopolitics (Entity-specific).

## A total of 183 IROs were identified and rated

Number of IROs per ESRS standard			Number of IROs per entity-specific subject
ENVIRONMENT	SOCIAL	GOVERNANCE	ENTITY-SPECIFIC
ESRS E1 Climate change	ESRS S1 Own workforce	ESRS G1 Conducting business	Geopolitics
ESRS E2 Pollution	ESRS S2 Workers in the value chain		Cybersecurity
ESRS E3 Water, marine resources	ESRS S3 Affected communities		
ESRS E4 Biodiversity and ecosystems	ESRS 4 Consumers and end customers		
ESRS E5 Use of resources and circular economy			
97 Impacts 86 R&O	38 Impacts 7+ and 31- 31 Risks 8 Opportunities	50 Impacts 8+ and 42- 35 Risks 1 Opportunity	7 Impacts - 6 Risks 1 Opportunity
			2 Impacts - 4 Risks

This first version of the double materiality matrix was presented to 5 LBA stakeholders. A number of comments have been taken into account resulting in amendments to the final matrix as shown below:

		Material Topics			
IMPACT MATERIALITY	Very material		<ul style="list-style-type: none"><li>Biodiversity</li><li>Pollution of air</li></ul>	<ul style="list-style-type: none"><li>Climate change mitigation</li><li>Energy</li><li>Pollution of living organisms and food resources</li></ul>	<ul style="list-style-type: none"><li>Resources inflows, including resource use</li><li>Employee health and safety</li></ul>
	Material	<ul style="list-style-type: none"><li>Diversity, equality &amp; inclusion in the value chain</li></ul>	<ul style="list-style-type: none"><li>Substances of concern</li><li>Rights of indigenous people</li><li>Privacy and health and safety of consumers</li><li>Diversity, equality &amp; inclusion in own operations</li><li>Protection of whistle-blowers</li></ul>	<ul style="list-style-type: none"><li>Resources outflows related to products and services</li><li>Climate change adaptation</li><li>Pollution of soil</li><li>Pollution of water</li><li>Substances of very high concern</li><li>Water</li><li>Employee rights and well-being</li><li>Human rights in the value chain</li><li>Corporate values</li><li>Geopolitics</li></ul>	<ul style="list-style-type: none"><li>Waste</li></ul>
	Not material	<ul style="list-style-type: none"><li>Political engagement and lobbying activities</li></ul>	<ul style="list-style-type: none"><li>Management of relationships with suppliers including payment practices</li></ul>	<ul style="list-style-type: none"><li>Corruption and bribery</li></ul>	<ul style="list-style-type: none"><li>Cybersecurity</li></ul>
		Not material		Material	Very material
FINANCIAL MATERIALITY					

Legend: ● Environment | ● Social | ● Governance | ● Entity-specific

The 2 most important themes assessed were the use of resources and employee health and safety, both of which are central to the BRONZE policy.

The CSRD directive, due to be implemented in 2026, has been postponed by two years following a decision by the European Commission. Nevertheless, LBA is continuing on its road to compliance.



# BUILD TOGETHER



**21% 79%**  
WOMEN MEN

**89%**  
OF EMPLOYEES  
RECEIVED AT LEAST  
ONE TRAINING  
COURSE IN 2024

**25.7%**  
OF WOMEN IN THE  
TOP 20% OF EARNERS

**63%**  
OF FRENCH  
EMPLOYEES ARE  
SHAREHOLDERS

At LBA, we produce **exceptional metallurgy**. This is the result of the extraordinary know-how of all our employees. Our Human Resources policies ensure that we continually develop the skills of our employees while respecting all individuals, whatever their origins or beliefs.

In operational terms, this pillar is broken down into 6 major actions:

- 1) Combating discrimination
- 2) Maintaining/enhancing industrial know-how
- 3) Sharing added value with all employees
- 4) Encouraging internal innovation and the spirit of intrapreneurship
- 5) Taking action in communities
- 6) Working together to protect our intellectual capital and that of our customers and partners

## 1 / COMBATING DISCRIMINATION

The Lebronze alloys Group is committed to respecting the conventions and regulations in force, and to honouring the Universal Declaration of Human Rights. As an equal opportunities employer, the Group considers cultural and ethnic diversity to be an asset, and rejects any consideration of nationality, gender or religious beliefs.

### Gender equality

At LBA, women will account for 21% of all employees and 35% of managers and equivalent staff at the beginning of 2025, an increase of 6 percentage points compared with 2024.

In France, an **index of professional equality** based on 5 indicators, is calculated every year to take into account:

- The gender pay gap
- The difference in the distribution of individual increases
- The disparity in the distribution of promotions
- The number of employees returning from maternity leave with a pay rise
- Parity among the 10 highest earners

With a **score of 84/100 in 2024**, the Company's index is higher than the expected standard of 75 and is improving compared with 2023.

In 2024, an agreement on professional equality, diversity and inclusion was signed in France between management and trade unions.

LBA maintains its commitment to the themes of professional equality for all (balancing work and family responsibilities, conditions for returning to work after a prolonged absence, training leading to qualifications or skills development, exceptional pay measures to ensure equal pay for men and women), and adds 2 major themes:

- Ensuring equal access and successful career advancement
- Promoting inclusion and combating discrimination

From 2025, as part of the ESG indicators defined in its new financing contract, LBA is committed to improving gender equality by 2030, by monitoring a new indicator: the number of women among the top 20% of earners. In 2024, 25.7% of the top 20% of earners were women.

This indicator, which has been set up for the entire Group, will be used each year to check the effectiveness of HR actions in favour of gender equality and to adjust its policies in the event of any deviation from the target trajectory.

## Raising our employees' awareness of discrimination issues

By recognising and valuing individual differences, we create an inclusive working environment that encourages innovation and team cohesion.

In 2024, this commitment was illustrated by three main themes:

- Virtual reality training on situations of racial, sexist and disability discrimination; given to all managers in France and Europe
- Inclusion in the company agreement (on professional equality, diversity and inclusion) of a commitment by management to combat discrimination
- Training all Human Resources managers in France in non-discriminatory recruitment



## Integration of people with disabilities

LBA France adapts workstations to maintain the employment of disabled employees. At the beginning of 2025, 25 employees in France were recognised as disabled workers.

In addition, we occasionally and indirectly employ disabled people via Establishments and Services Providing Assistance through Work (supplies, maintenance of green spaces, packaging, etc.).

In 2024, at the initiative of one of our employees, the Suippes site welcomed an RQTH (*Reconnaissance de la Qualité de Travailleur Handicapé* - Recognition of Disabled Worker Status) worker for a one-month work placement. This was followed by an in-company 6-month skills acquisition programme. This is a beneficial experience for both the employee and the company, paving the way for future opportunities to provide support to workers with recognised RQTH.

## Trade union representation to reduce inequalities and improve working conditions

Lebronze alloys France has a central Social and Economic Committee and 3 local Social and Economic Committees, made up of 25 staff representatives. Governance thus makes it possible to deal with issues concerning both the smooth running of the company, its financial health and its social data report, as well as local issues (safety, individual and collective demands, etc.).

Since 2024, we have strengthened social dialogue by involving employee representatives in major company projects:

- The "Build Together" action plan
- Drafting and distributing an anti-harassment procedure
- Preparing for the CSRD directive
- The GEPPM (*Gestion des Emplois et des Parcours Professionnels des Métiers*) initiative

This call for volunteers, made at the initiative of management, enabled them either to give their opinion or to contribute actively to the preparation or deployment of some of these projects.

## 2 / MAINTAINING/ENHANCING INDUSTRIAL KNOW-HOW

### Men and Women at the heart of our industrial expertise

In 2024, LBA France dedicated **3.6% of its payroll to external or internal training**, in addition to its legal regulatory obligations (CUFPA). Across the Group, almost 90% of employees benefited from at least one training course in 2024, with an average of 24 hours of training per employee.

To facilitate the sharing of internal knowledge and skills, the Executive Board decided at the end of 2024 to launch the "LBA Academy", an e-learning training school, which will be gradually rolled out in 2025 and 2026.

Moreover, forward-looking management of the workforce and anticipation of departures represent data essential to the long-term future of the company's activities, given the large number of "in-house" professions.

This is why, in October 2024, LBA launched a professional employment and career initiative known as GEPPM (*Gestion des Emplois et des Parcours Professionnels des Métiers*) with several objectives:

- Ensuring that in-house skills are adapted to best meet market demands
- Anticipating the consequences of technological and market developments on LBA skill needs
- Ensuring that know-how is passed on
- Making the most of talent and human capital

Following an initial survey of employee expectations, the project continues in 2025, leading to the identification of key skills and a draft company agreement with the trade unions.

### Internal promotions

The Group encourages internal promotions. That is why, in 2024, a monthly internal mobility newsletter was created to keep all our employees up to date with job vacancies.

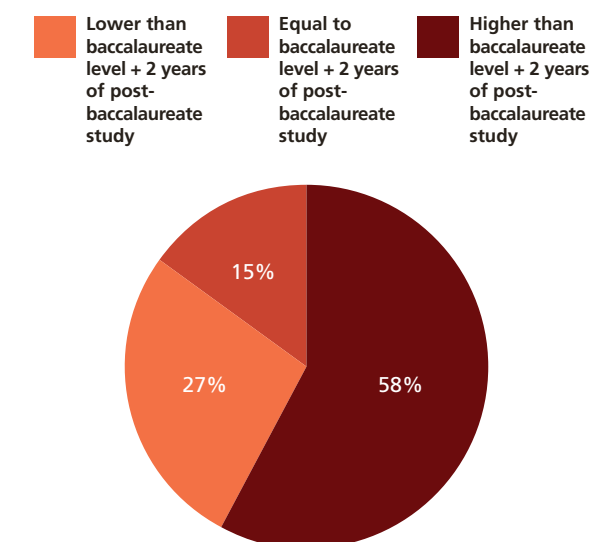
To encourage staff mobility, we are providing support for geographical relocation with financial incentives and the possibility of training to accompany the move.

### Policy towards young people and future talent

Promoting work-study training is a priority in our HR strategy. In 2024, this policy resulted in 26 work-study intern contracts in France, representing more than 5% of the workforce, with different levels of training.

Of the contracts that came to an end in 2024, over 60% of young people chose to continue their professional experience at LBA.

#### Work-study interns by level of education







Signature of a patronage agreement between Lebronze alloys and the *Arts et Métiers* Campus in Châlons-en-Champagne in September 2024.

Other examples of our commitment to supporting young people:

- Dozens of trainees are taken on each year, from secondary school leavers with a baccalaureate certificate to those who have studied 5 years post-baccalaureate
- Signing of CIFRE agreements to meet the needs of the Group's research center
- Working closely with Business France to set up VIE contracts (International Internship Program), particularly in our service centers

The Group also seeks to forge links with establishments related to our businesses or based in the regions where our industrial sites are located. Here are a few examples of links formed in 2024:

- Site visits to find out more about our businesses (Mines Paris, *Ecole supérieure de forge et Fonderie*, etc.)

- Partnership with the *Ecole Nationale Supérieure d'Arts et Métiers* (ENSAM) and more specifically with its Châlons-en-Champagne campus
- Coaching with role-playing and case studies (in&ma, Paris Dauphine, etc.)
- University partnerships (Mines)

Finally, we pay particular attention to identifying talented people within our Group and supporting them in their professional development.

In 2024, we started to put in place rigorous processes to identify high-potential talent within our organisation (regular assessments, personalised development programmes) and we are deploying initiatives to retain them (coaching, career plans, etc.).

## The role of individual annual interviews

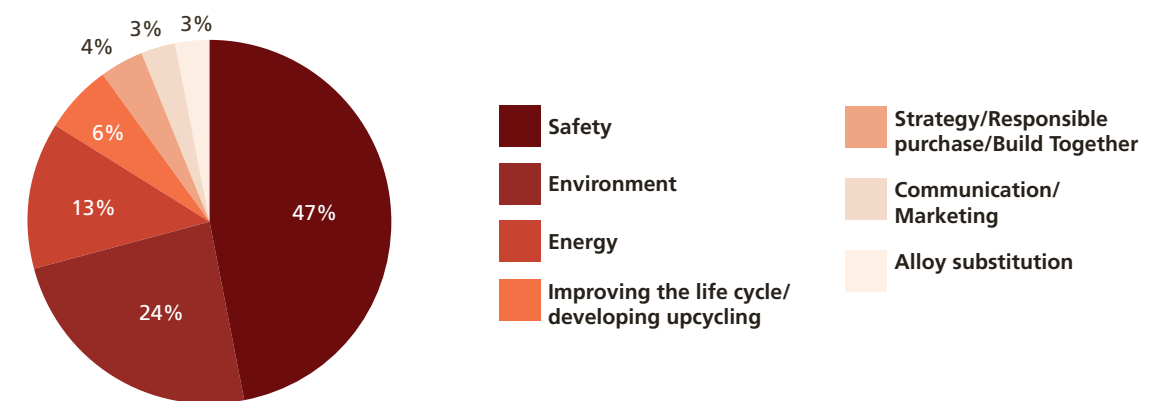
In France, all employees are entitled not only to an individual interview to review the past year and set objectives for the coming year, but also to a professional interview to discuss their career development and training needs. The completion rate for these interviews reached 95% for the 2025 campaign on the 2024 balance sheet.

Since 2024, the interview system has been gradually rolled out to subsidiaries outside France (in Poland and Germany).

Another new feature introduced this year is the possibility of setting a specific individual CSR target on the interview form. 400 targets have been set, demonstrating the commitment of our employees. The themes chosen by the managers are consistent with the 2024 strategic priorities of our policy.

In 2025, the interview was also enriched to enhance the opportunity for dialogue, on a variety of topics and depending on the profile, such as end-of-career management, the position of staff representative or medical constraints.

### Breakdown of CSR targets for 2024



## 3 / SHARING ADDED VALUE WITH ALL EMPLOYEES

As part of our ongoing commitment to corporate social responsibility, LBA France has launched a new employee share ownership campaign enabling employees under French employment contracts to become shareholders through a FCPE fund.

To make it easier for employees to buy shares, the company offers several incentives: matching contributions and discounts.

We are also mindful of the need to align the opening of the campaign with the profit-sharing payment schedule, so that all employees can make their choices under the best possible conditions using this system.

As a result, in May 2025, **63% of eligible employees in France are also shareholders, a sign of their confidence in the company's project.**



## 4 / ENCOURAGING INTERNAL INNOVATION AND THE SPIRIT OF INTRAPRENEURSHIP

**With more than 70 corporate projects opened in 2024** (investment projects, R&D projects, IT projects, etc.), the Group has developed a methodology that encourages a spirit of initiative and the ability of teams to follow-up projects in an autonomous but structured way to make the company more efficient.

Every year, around 50% of the workforce in France (excluding direct production staff) takes part in at least one project. LBA believes that this ability to lead projects is a decisive asset in its organic growth. Regular monitoring of time spent and costs is carried out through capitalised production.

% Employees France (excluding direct)	2022	2023	2024
Employees who took part in a project	50%	47%	55%

In 2024, more than a third of open projects were directly linked to one of our BRONZE pillars.

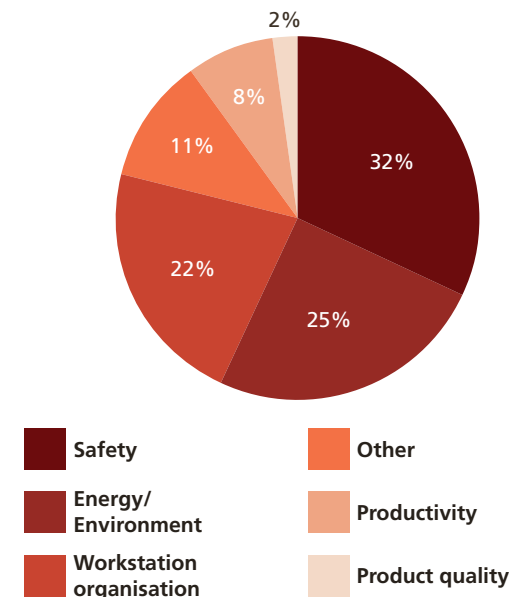
We also encourage employees to take the initiative and accept responsibility for their actions, by setting personal annual targets, organising professional seminars and running suggestion boxes.

Each month, the suggestions put forward are examined, and some are adopted and implemented.

At the Suippes site, after two years of monitoring, 165 suggestions have been put forward by employees, more than half of which have been implemented or are in the process of being implemented.

Similar statistics apply to the Bornel site: half of the suggestions were accepted, with safety being the most common theme.

**Breakdown of suggestions for improvement Suippes 2024**



## 5 / TAKING ACTION IN COMMUNITIES

### Acting locally

The Group's sites have been rooted in their local areas and have developed relationships with the local ecosystem: administration, catering, hotels, schools, associations.

Lebronze alloys intends to strengthen its internal community management and support local initiatives over the next few years by structuring certain initiatives more systematically.

We are already carrying out actions such as:

- Open days for all types of secondary schools in our regions
- Sponsorship of local associations or sporting events
- Sponsorship for associations or local schools
- Involvement in a number of local networks that promote business-to-business exchanges.

### Metallurgy: a community in its own right

We are members of several federations, including:

- **UIMM:** The *Union des Industries et Métiers de la Métallurgie* is the French employers' federation representing France's leading metalworking companies
- **A3M:** *Alliance des Minerais, Minéraux et Métaux*
- **Fédération Forge Fonderie:** The French trade body for companies that shape metals by forging, casting, additive manufacturing and associated machining

- **Verband Deutscher Metallhändler:** The association of German metal traders represents the interests of non-ferrous metal traders and recyclers
- **GIFAS:** Representative body for the French aerospace industry
- **ALTYTUD:** Aeronautics cluster in the Hauts-de-France region
- **GICAT:** French Land and Air Defence and Security Industries Group
- **MIDLANDS AEROSPACE ALLIANCE:** Alliance representing the UK aerospace industry
- **AEROSPACE VALLEY:** Competitiveness cluster for the aerospace industry in the Occitanie/ Pyrénées-Méditerranée and Nouvelle-Aquitaine regions.

### The community of ETI (Intermediate-sized companies): Companies with an impact

LBA is a member of several associations that seek to highlight the importance of Intermediate-sized companies (companies with between 250 and 4,999 employees) in the economy and their contribution to employment and investment in the regions, such as:

- **METI:** The *Mouvement des entreprises de taille intermédiaire* is the trade association for Intermediate-sized companies.
- **ETI Grand Est:** Network for the heads of the region's Intermediate-sized companies to exchange ideas and structure local dynamics. Marked momentum for the Environmental Commission in 2024.
- **BPI EXCELLENCE:** A group of companies monitored by BPI and recognised for their performance and growth potential.

## 6 / WORKING TOGETHER TO PROTECT OUR INTELLECTUAL CAPITAL AND THAT OF OUR CUSTOMERS AND PARTNERS

With an R&D budget averaging €3m a year, the Group has a wealth of intellectual capital that needs to be developed and, above all, protected.

To achieve this, the Group has put in place a strict policy to protect its intellectual capital in a number of ways:

- Raising awareness among all staff by signing a Code of Ethics and Conduct and an IT Charter, which recall the best practices to be implemented to reduce the risk of confidential data being lost or leaked. Depending on the staff, contractual commitments not to disseminate Group data have also been put in place.
- Awareness-raising or training courses on intellectual property for Group employees. In 2024, all managers were made aware of the issue during the company's annual seminar. One employee also benefited from a Master 2 course in Intellectual Property and Innovation Strategy.
- The systematic signing of NDAs (Non-Disclosure Agreements) as part of any consultation or new contractual relationship to guarantee the confidentiality of information, sensitive or strategic data relating to LBA, our customers or our partners.
- The protection of our innovations through the widespread use of Soleau envelopes, a policy of filing patents or application of industrial secrecy measures, and the implementation of a clear process for choosing the method of protection.
- Strict supervision of visits to our sites, with security measures adapted to each workshop.

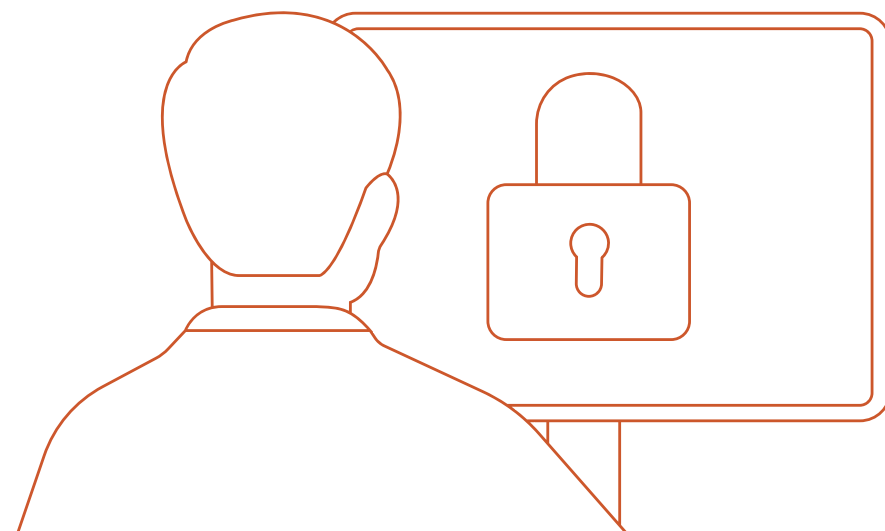
In view of the increasing digitalisation of information and the arrival of artificial intelligence (AI), our IT security has been significantly strengthened over the last 5 years and has been the subject of significant investment:

- Complete separation of industrial and administrative networks to secure our production tools and know-how
- Centralisation of data in a new data center and discontinuation of local servers
- Managing server risks by implementing a hardware, software and organisational disaster recovery plan

After an initial one-day distance cybersecurity training course offered to all employees with a professional e-mail address in 2023, a new operation is being conducted in 2025.

This priority was escalated in 2024 through a new anti-corruption training programme. Raising our employees' awareness of corruption and the risk of money laundering is a priority for LBA, and enables us to comply with the Sapin 2 regulations.

The 40 employees most exposed to the risk of corruption (General Management, Sales, Purchasing, etc.) attended a half-day face-to-face training session given by a specialist lawyer. A further 100 employees have taken an e-learning course, translated into all the languages of the LBA sites.



## RESPONSIBLE PURCHASE



**1,960t**  
OF UPCYCLED  
MATERIAL

**71%**  
OF RECYCLED MATERIAL  
PURCHASED

**50%**  
OF THE TOP SUPPLIERS  
WHO HAVE SIGNED  
OUR SUPPLIER CODE  
OF CONDUCT

In 2024, purchases of goods and services (excluding transport) accounted for 61% of the Group's greenhouse gas emissions, compared with 63% in 2024.

Given the financial and environmental stakes involved, particularly in the purchase of raw materials, it is essential to have a purchasing policy that complies with strict ethical and environmental criteria.

To achieve this, LBA is deploying a responsible purchase approach that incorporates environmental and social criteria in addition to the traditional requirements of price, quality and service.

Between 2023 and 2024, the EcoVadis LBA score on the "Sustainable Procurement" pillar rose from 50/100 to 60/100, reflecting all the work carried out over this period. The "Responsible purchase" pillar is reflected in 5 priorities for continued progress:

- Incorporating CSR as a selection criterion in purchasing strategy.
- Encouraging suppliers to comply with environmental and social criteria.
- Raising awareness among employees, particularly buyers and suppliers, of the need to behave ethically in all circumstances.
- Encouraging the purchase of metals from the recycling sector.
- Prioritising local purchases to boost local development and reducing the carbon footprint associated with transport.

## 1 / INCORPORATING CSR IN OUR PURCHASING STRATEGIES

Social and environmental criteria are incorporated at several stages of the purchasing process:

- When defining our purchasing strategy (e.g. setting a Group purchasing policy for company cars that prohibits the purchase of internal combustion-powered cars, encouraging the internal recovery of our metal waste in the Group's various foundries rather than external sales).
- When selecting the panel of suppliers to consult, we attach importance to criteria such as geographical proximity, whether our suppliers have ISO certifications as well as their CSR commitments. When drawing up the specifications, the teams assess the impact of the purchase in terms of risks or opportunities

from a sustainable perspective (impact on energy savings, environmental risks, life cycle, improvements in working conditions, safety, etc.).

- Once the bids have been received, an analysis of the Total Cost of Ownership (TCO) and the complete life cycle of a product is incorporated as a differentiating criterion.
- At the contractual stage, by including clauses incorporating sustainability criteria in model contracts and General Purchasing Conditions.
- After the purchase, we continue to develop a partnership based on trust by communicating our CSR needs and requirements. The aim of this approach is to establish a dynamic of continuous improvement throughout the value chain of our products.

## 2 / RAISING SUPPLIER AWARENESS

Suppliers play an important role in the implementation of our sustainable development policy, as they have a particular impact on the 'Responsible Purchase' and 'Net Zero Carbon Footprint' pillars.

To this end, LBA asks its suppliers to make CSR commitments and to provide proof of these commitments, such as certificates, labels, etc.

To facilitate exchanges with suppliers, the LBA Group decided at the end of 2024 to set up a third-party platform, which will make it possible to:

- Collect compliance data (quality, environment, safety, energy certificates, CSR label), KBIS, certificates.
- Identify suppliers at risk with a systematic assessment at supplier recruitment.
- Distribute and validate our internal documents (code of conduct, GTC, procedures, supplier commitment on the origin of materials, etc.).
- Evaluate our suppliers annually, integrating our CSR, anti-corruption and financial security criteria.
- Audit our suppliers using the specific CSR and carbon maturity modules.
- Control the risk of fraud by checking bank details.

This platform will be deployed in 2025 at our French sites, interacting with our ERP systems. Purchasing teams will be trained. Specific requirements will be assigned to different categories of suppliers. A report will then be created and monitored on a regular basis.

The platform will then be installed at all our foreign sites and new Group acquisitions.

Thanks to this platform, the purchasing department will be able to improve control over its suppliers, bring document management under control, get to know its suppliers better and prove its compliance with the Sapin 2 law.

## Partner Code of Conduct

Several years ago, the Group drew up a 'Partner Code of Conduct', reflecting its desire to involve its entire value chain in taking greater account of sustainable development issues, and to get everyone on board.

The Code of Conduct sets out 5 categories of requirements for our partners:

- Respect for human rights and working conditions
- Taking into account the environmental impact of activities
- Taking account of regulatory requirements concerning products
- Ethical business practice
- Supplier commitment

50% of the Group's top 50 suppliers have returned a signed code of conduct, which is an improvement on the 2023 target, but there is still room for improvement, particularly with the introduction of the third-party platform.

LBA is also a signatory of the 'Responsible Purchase and Supplier Relations Charter (RFAR)' steered by the French Business Ombudsman and the National Purchasing Council.

In addition, between 2022 and 2024, the entire Purchasing department was trained in sustainable purchasing by an external organisation. Our aim is to train suppliers by 2025 so that the entire purchasing chain is aware of the issue.

### The 10 commitments of the Charter

The 10 commitments of the *Supplier Relations and Responsible Purchase Charter*:

- ▶ Ensuring a financially responsible relationship with suppliers
- ▶ Maintaining a respectful relationship with all suppliers, conducive to the development of cooperative relationships
- ▶ Identifying and managing situations of reciprocal dependence with suppliers
- ▶ Involving signatory organisations in their sector
- ▶ Assessing all life cycle costs and impacts
- ▶ Integrating environmental and social responsibility issues
- ▶ Ensuring the territorial responsibility of its organisational structure
- ▶ The professionalism and ethics of the purchasing function
- ▶ A purchasing function responsible for overall management of supplier relations
- ▶ A "supplier relations" mediator, responsible for the smooth flow of internal and external communications within the company

Charter  
RESPONSIBLE SUPPLIER  
RELATIONS



## Measuring the CSR commitment of our suppliers

Since 2023, we have been gradually rolling out a CSR commitment assessment for our main suppliers.

We consider that a supplier is committed to CSR when it meets at least one of the following 3 criteria:

- CSR label (eg: B Corp, Lucie, Engagé RSE, etc.) and EcoVadis rating
- ISO 14001 / 50001 / 45001 certification
- CSR policy, code of conduct in place

We want to increase the commitment rate of our suppliers, in particular through the new third-party platform (automation of reminders and follow-up) and by raising the awareness of our suppliers.

In addition, the Purchasing department has also introduced a questionnaire to measure the CSR maturity of suppliers since 2024. The aim is firstly to explain our approach, but also to encourage suppliers to adopt a more responsible approach by supporting them if necessary. Over 2023 and 2024, 23 CSR maturity questionnaires were conducted with our strategic suppliers.

Buyers are also raising awareness among their suppliers by asking for product characteristics, particularly on raw materials, such as the recycled content of the product, its origin and environmental or carbon impact (via a Life Cycle Assessment or Product Carbon Footprint). This information is incorporated into the purchasing criteria, enabling LBA to challenge its suppliers on the countries of origin of the materials purchased and also to improve the carbon footprint of inputs.

## 3 / RAISING AWARENESS AMONG OUR EMPLOYEES AND TRAINING OUR BUYERS

### Business ethics

In 2024, the entire purchasing team attended a half-day anti-corruption training course to understand the ethical issues associated with purchasing and the fight against corruption, identify the risks of corruption, master the legal framework (Sapin 2 law) and present the existing prevention tools at LBA (code of conduct, whistleblowing system, etc.).

### Responsibility for purchasing

The purchasing workflow (from the purchase request by the requisitioner to the payment of the supplier by the accounting department) has been completely overhauled for 2024 and will be operational in our ERP in 2025.

This new flow will enable us to:

- Redefine the responsibilities and roles of each person in order to automate operations as far as possible in the ERP system, and make all our sites consistent.
- Speed up our processes, from order receipt to invoice validation.
- Reduce any delays in payment.

Each year, a verification is carried out on banking powers and delegations of authority and signature for purchase orders. An electronic signature has also been introduced in the Group ERP to ensure consistency between the amounts entered in the delegations and the purchasing capacity. This signature also makes it possible to electronically trace the person who recorded and signed the order.

### Responsible Purchasing Committee

A Responsible Purchasing Committee meeting is held quarterly, attended by the Sustainable Performance Department, the Purchasing Department and buyers.

Each buyer sets out how they have incorporated sustainable criteria into their purchasing family, the indicators they have put in place and the discussions they have had with suppliers (questionnaire, meeting, action plan).

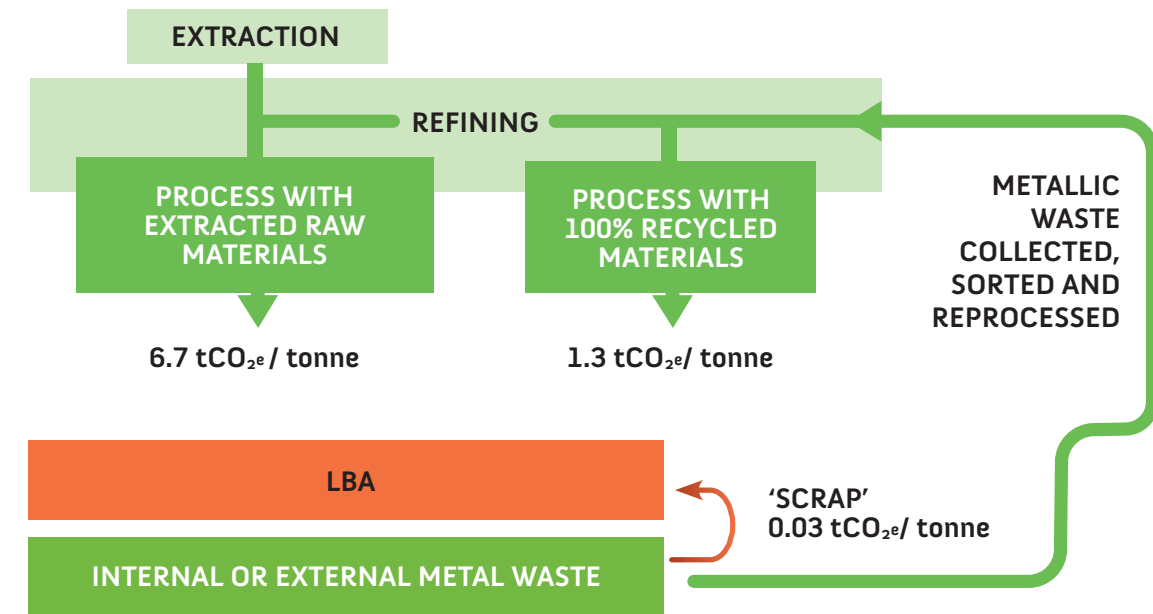
The Committee provides a forum for exchanging ideas, challenging each other, making decisions, prioritising, maintaining momentum in the process and obtaining expert advice on current initiatives, with the presence of the sustainable performance department.

## 4 / ENCOURAGING THE PURCHASE OF RECYCLED METALS

Purchasing alloys from recycling enables LBA to reduce its environmental footprint by:

- Avoiding the purchase of 'primary' metals from mines
- Avoiding separation of the alloy into primary metals during recycling, offering additional energy savings

### Copper recycling and extraction process



Using an alloy rather than new metal from the mines reduces the GHG emissions associated with the metal input by a factor of 200.

To supply and use copper and nickel alloys produced by recycling, LBA has developed specific recycling know-how based on:

- Foundry recipes regularly revised by the technical departments to ensure perfect quality while introducing recycled metals as 'standard' products.
- Buyers specialised in the sourcing of recycled metals, who guarantee compliance with our quality and traceability requirements.
- The deployment of an Upcycling workshop (Suippes), which enables secondary foundry materials to be recycled internally and used as a source of raw materials, but also, increasing our capacity to develop new sources of supplies of recycled metals. This activity is set to expand further as a result of the Group's

new acquisitions (the aim being to maximise the exchange of materials between sites where this can avoid the need to purchase external materials). This innovation is detailed in the Eco-solution pillar.

The introduction of a SRM (Supplier Relationship Management) system, which will be developed first in France and then in all the Group's foundries from 2025 onwards, will make it possible to monitor all prospecting for purchases of upcycled materials from existing and prospective suppliers. The aim is to share and develop purchases of upcycled materials across the Group.

With **all these levers at our disposal, we are aiming to achieve 85% purchasing of recycled metals by 2030**, even if some of our customers' applications require the use of primary metals, which could lead to a change in the percentage depending on the product mix.

	2022	2023	2024
% Purchases of recycled metals	72 %	70 %	71 %

In 2024, there was a slight increase in the rate of purchases of recycled materials compared with 2023, thanks to the growth in supplies of upcycled materials, despite a less favourable product mix.

### Upcycling Committee

The aim of the monthly committee between the Technical Departments and the Purchasing Department is to discuss ongoing initiatives, prospecting for new suppliers, qualifying new upcycled materials purchased and recovering materials that cannot be used in our foundries.

This joint effort has led to a significant improvement in the purchase of upcycled materials by French foundries (50% increase between 2023 and 2024).

	2023	2024
Tonnage of upcycled materials purchased in France/Germany	1,380 t	1,960 t

Our aim is to include international foundries on this committee by 2025/2026.

### Membership of BIR

Since the beginning of 2025, LBA has been a member of the Bureau of International Recycling (BIR).

This membership reflects our commitment to a circular economy and responsible recycling practices worldwide. We will gain access to the global network of recyclers.



## 5 / PURCHASING LOCALLY

Our responsible purchase policy also means that we buy as much as possible from suppliers located close to our factories, in order to:

- Promote responsiveness
- Develop jobs in our regions
- Reduce the carbon footprint associated with the transport of our supplies
- Maintain relationships based on trust, facilitated by a close working relationship

However, taking into account certain purchasing specifications, it may happen that only foreign suppliers have the capacity to meet our needs, particularly for the supply of raw materials. If we take out the purchase of metals and subcontracting, we arrive at the very good score of over 90% of purchases made in France for the 3rd consecutive year for the supply of our French factories.

% local purchases for French LBA sites (excluding metals and sub-contracting)	2022	2023	2024
France and neighbouring countries	95 %	94 %	96 %
Rest of the world	5%	6%	4%

# OPTIMIZED PERFORMANCE



## ISO

ALL OUR EUROPEAN PRODUCTION SITES ARE ISO 14001 OR 50001 CERTIFIED

**-43 %**

KWH ELECTRICITY + GAS BETWEEN 2021 AND 2024

**-75 %**

IN WATER CONSUMPTION BETWEEN 2022 AND 2024

The performance of an industrial Group can be judged by a number of criteria. At LBA, we regularly monitor the following key criteria:

- Financial performance: EBITDA, cash flow, net profit
- Customer performance: registrations, OTD, quality rate, complaints follow-up
- Industrial performance: productivity, summary production rate, summary and overall production rate (OEE), space optimisation

- Environmental performance: electricity, gas and water consumption, waste management, etc.
- Project performance: on time, on budget, on target, etc.

In this part of the report, we detail 2 areas where we believe we have a strong differentiation: financial performance and environmental performance.

## 1 / FINANCIAL PERFORMANCE IN SUPPORT OF SUSTAINABILITY

Over the years, we have developed a culture of transparency regarding the Group's financial performance, in particular by explaining the concept of EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) to all our staff, and by valuing the gross margin produced rather than the volume processed on a daily basis at our sites.

This transparency is reflected in structured communication:

- A daily display in the workshops of the gross margin achieved
- A monthly analysis by site of the variance gap from budget on several financial KPIs, presented to the site management committee and consolidated for the Executive Committee
- An annual management seminar to present the results, set out the strategic vision, communicate the main components of the budget for the coming year, CSR yearly review, etc.

- Regular communication to employees on the company's situation through various bodies: annual communication on results and budget, social and economic committee, works council, information memo, etc.

The year's budgetary objectives are defined using a methodology specific to LBA, which ensures the reliability of its projections, with a growth dynamic that is deliberately demanding in order to always aim for progress and excellence.

The Group's financial performance also helps to ensure its sustainability, since it has been investing €15 million a year for the past 10 years to modernise its industrial facilities, offer our customers greater technical capacity and capability, and also invest in advancing our CSR policy commitments (safety, decarbonisation, etc.).

## 2 / ENVIRONMENTAL PERFORMANCE

Aware of the environmental constraints associated with its industrial activities, LBA is committed to preserving resources, reducing its impact on the environment and promoting recycling.

In the EcoVadis 2024 assessment, we achieved an excellent score of 90/100 in this area (higher than the average score of 50/100 for companies in our sector), thanks to the various levers described below.

### Certification of our sites

Lebronze alloys uses the certification of its management systems (quality, energy, environment, health and safety at work) as a performance lever.

In 2023 and 2024, 8 new site certifications were obtained for different standards, thanks to the joint work of the sites' operating and technical departments and the central Quality System teams.

### Quality certification

Historically, all our European production sites are ISO 9001 certified, and the Suippes site is EN 9100 certified (a specific standard for the aerospace market).

Since 2024, 3 of our distribution centers have been certified to EN 9120 (quality management system for aerospace distributors), and a fourth will undergo the certification audit in 2025.

### Environmental certification

The Suippes site obtained ISO 14001 certification at the end of 2024, with no non-compliances, bringing to 3 the number of ISO 14001-certified sites in the Group, representing more than 50% of LBA's sales.

### Energy certification

Following ISO 50001 certification of the Suippes site in 2023, the other French production sites at Bornel and Breteuil obtained certification in 2024. The 4 certified sites accounted for more than 85% of the company's sales in 2024.

In addition, all LBA's European production sites now hold at least one ISO 14001 or ISO 50001 certification.

### Occupational health and safety certification

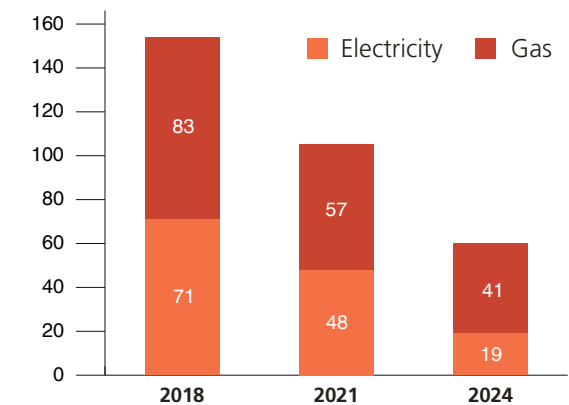
The Bornel site was the Group's pilot site in 2024 for preparing and obtaining ISO 45001 certification. Building on this success, the certification process will be rolled out progressively to other production sites. In 2025, the Suippes site will be audited in October.

### Reducing energy consumption

Reducing energy consumption is a major focus of the Group's sustainability plan. The first radical change in our consumption profile was achieved between 2018 and 2021, when **we reduced our overall consumption by more than 30%.**

Between 2021 and 2024, further significant progress has been made, with a reduction in our overall electricity consumption of 29% and gas consumption of 60%.

### Group energy consumption (GWh)



To achieve these results, a number of actions have been implemented, detailed in the "Net Zero Carbon Footprint" pillar of this report.

Nevertheless, we should mention the collective work of the various departments, accentuated by the ISO 50001 framework, applied at all the production sites in France and Germany:

- The technical departments, in conjunction with the HSE functions, monitor consumption, take corrective action in the event of any deviation, and draw up action plans.
- The central Quality System team ensures that the energy management system complies with the requirements of the ISO 50001 standard, and raises awareness among all employees.
- The purchasing team takes energy issues into account when issuing invitations to tender, and sets up an assessment for suppliers who have an impact on energy.
- The R&D department conducts studies to improve the energy efficiency of equipment (optimisation of stages in the production cycle, etc.), using IT tools such as digital twins and artificial intelligence, which reduce the number of scenarios to be tested in the factory.
- Operations managers involve their employees in the energy issue, in particular through individual annual targets. For example, at the Breteuil site, more than 25% of employees have been assigned an annual energy-related target for 2024, the year in which the site prepared the first time certification.



## Reducing water consumption

In early 2023, the French government introduced a 2030 'water plan' aimed at reducing water consumption by 10% by 2030. Faced with the ever-increasing risk of drought, an action plan for resilient and concerted water management has been initiated. It includes 53 measures to provide a better response to the challenges of limiting use and ensuring the availability and quality of water resources.

Within LBA, actions can be grouped around 3 main themes:

- Measuring our consumption more accurately
- Reducing consumption
- Optimising the quality of wastewater and increasing its use to replace new extractions

### ✓ Evaluating consumption

Each site monitors its overall water consumption (tap water and groundwater extractions), and there are wide variations in consumption depending on the age of the site and its facilities.

	2022	2023	2024
Water consumption (km³)	846	262	208
% Decrease (vs 2022)	-	-69%	-75%

Investments are also being made to reduce equipment consumption. One example is the change in technology for cooling the heat treatment furnaces at Bornel, which is being upgraded to incorporate a recycling loop and halve water consumption. In 2024, investments were made to replace hydraulic units and maintain the water network.

Studies will also be carried out to analyse how to recover rainwater and use this resource for self-consumption.

### ✓ Optimising the quality of wastewater and increasing its use to replace new extractions

Infrastructure is in place to enable wastewater to be recycled. The guiding principle is the decentralisation of industrial water treatment by process: each process is managed in a closed circuit with regard to its consumption of industrial

Since 2022, remote-reading sub-meters have been progressively installed at sites in France, enabling the rapid detection of consumption anomalies, as well as the prioritisation of actions such as water looping or equipment upgrades.

This system enables the Bornel site to ensure that water consumption remains below the threshold specified in the drought order applicable to the site.

### ✓ Reducing consumption

Between 2022 and 2023, a major reduction has been achieved by transferring activity from the historic Suippes 1 site to the Suippes 2 site. The Suippes 1 site was a major water consumer, so this transfer will radically change the consumption profile by moving activities to a modern plant, designed with a closed-circuit cooling system.

water, so it does not pollute the neighbouring process. This allows the loop treatment for each process to be optimised. Each process is then purged as required for treatment in a plant (internal or external, depending on the site).

Measures are also put in place to treat and reduce pollutants discharged into the water, the principle being to dispose of purge water in such a way as to be able to treat the flow on average and never the maximum flow: this improves environmental performance and reduces the risk of incidents linked to sudden increases in flow.

At Bornel, various modifications to the detoxification plant have resulted in a significant reduction in metal discharges between 2023 and 2024 (a 3-fold reduction in the case of copper).

## Reducing our waste and increasing sorting

The volumes of waste generated at our production sites are tracked and categorised as hazardous/non-hazardous and recovered/non-recovered.

Actions have been taken at our sites to reduce the volume of waste and improve waste sorting, as part of a continuous improvement process each year, in line with the ISO 14001 standards.

In 2024, for example, a number of new initiatives were launched:

- The "Materials and Waste" visit proposed by the Grand Est Chamber of Commerce and Industry, which helped define new actions to be studied for the Suippes site
- Initiatives to reduce packaging waste by reusing packaging
- Introduction of new sorting options (composting, recycling of cigarette butts)



Composter put in place Suippes

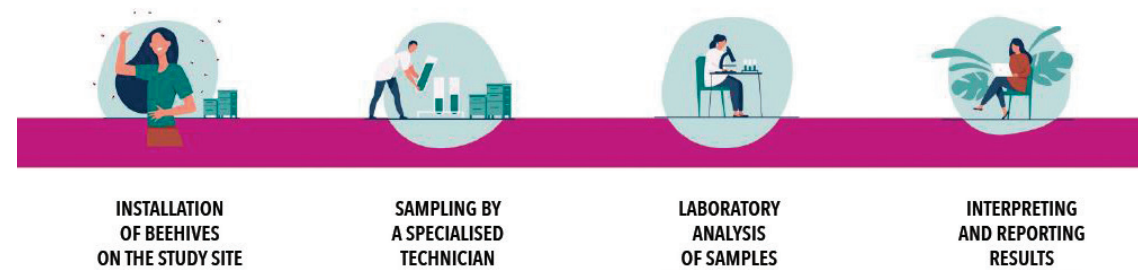
## Monitoring air quality

Lebronze alloys monitors and complies with the legally defined values for air emissions.

On the one hand, as part of the operating permits for each site, these emissions are subject to periodic reporting to the DREALs (Regional Directorates for the Environment, Planning and Housing).

Thanks to major investments, we have also been able to improve our fume and dust collection and filtration facilities. In 2024, a major investment was made to change the suction system in the wire-extrusion workshop at the Suippes site.

We also carry out an annual biomonitoring campaign at the Suippes site, using beehives installed on the site to monitor the concentration of various metallic elements on the site.



## Taking biodiversity into account

The impact of business activities on biodiversity encompasses both the impacts associated with business infrastructures and sites, and the impacts associated with the life cycle of products (extraction, production, transport, use, end of life).

LBA is already covering some of the impacts of its supply chain through its decarbonisation trajectory, which aims to help mitigate climate change.

In addition, we have structured actions on the LBA land, particularly on the Suippes site, which serves as a pilot for the Group:

- Introduction of eco-pasturing, which has a positive social and environmental impact.
- Deployment of beehives to support pollinating insects, carry out biomonitoring of air quality by analysing the bees' coat and also make it possible to offer responsible corporate gifts.
- Raising awareness of the importance of biodiversity among our employees and visitors.
- Planting of areas around the plant.

In addition, in 2024, LBA began reflecting over climate change adaptation by carrying out a **ClimaDiag expert assessment** of the Suippes site, as proposed by the CCI Grand Est. This diagnosis highlights the main physical risks for an industrial site in relation to climate change, thanks to modelling by Météo France.

In 2025-2026, Lebronze alloys will complete its biodiversity impact assessment and the resulting actions to prepare for compliance with ESRS E4 of the CSRD regulation.

# NET ZERO CARBON FOOTPRINT



**-64%**

SCOPES 1 & 2 CARBON FOOTPRINT BETWEEN 2018 AND 2024

**-31%**

SCOPE 3 CARBON FOOTPRINT BETWEEN 2021 AND 2024



Decarbonising our industry is a social requirement which is reflected in the high expectations of all our relevant stakeholders (customers, employees, financial partners, etc.) but which also opens up tremendous opportunities for progress and differentiation.

**The Group is structuring itself to meet the targets set by the Paris Agreement** and the European Fit for 55 law, which aims to reduce greenhouse gas emissions in the EU by 55% compared with 1990 levels by 2030.

## 1 / DEFINING OUR LOW-CARBON PATH

In 2023, Lebronze alloys followed the ACT step-by-step approach developed by ADEME, which enabled it to define decarbonisation trajectories for 2030, in line with the objectives of the Paris Agreements, and then to confirm, by modelling a macro-action plan involving the sites and central departments, that the objectives are achievable.

To meet this challenge, the Group has defined its low-carbon trajectory for 2030, which should make it possible to reduce the Group's greenhouse gas emissions in line with SBTi objectives aligned with a maximum increase in global warming of 1.5°C.

These objectives, which include the Group's internal growth targets, are as follows:

- Reduction of scopes 1 & 2 emissions by 50% in absolute terms between 2018 and 2030
- Reduction of scope 3 emissions by 25% in absolute terms between 2021 and 2030

LBA then submitted these Near Term targets to the Science Based Targets initiative (SBTi), which validated them in March 2024.

### WE'VE HAD OUR SCIENCE-BASED TARGET APPROVED



The Group has drawn up annual action plans by site and by division to meet its low-carbon target for 2030.

To keep up with this trajectory, Lebronze alloys now measures its carbon footprint every year, and in 2024 chose the SWEEP digital tool, which reduces calculation time, makes the footprint more reliable and ensures that the footprint is traceable.

To ensure the reliability of its 2021 baseline carbon footprint, LBA has also committed in late 2023 to having the footprint verified by an independent third-party organisation. This verification resulted in the issue of a limited assurance on the Group's 2021 carbon footprint.

As the carbon footprint is now an indicator of LBA's SLL (Sustainability-Linked Loan), it is audited each year with limited assurance.

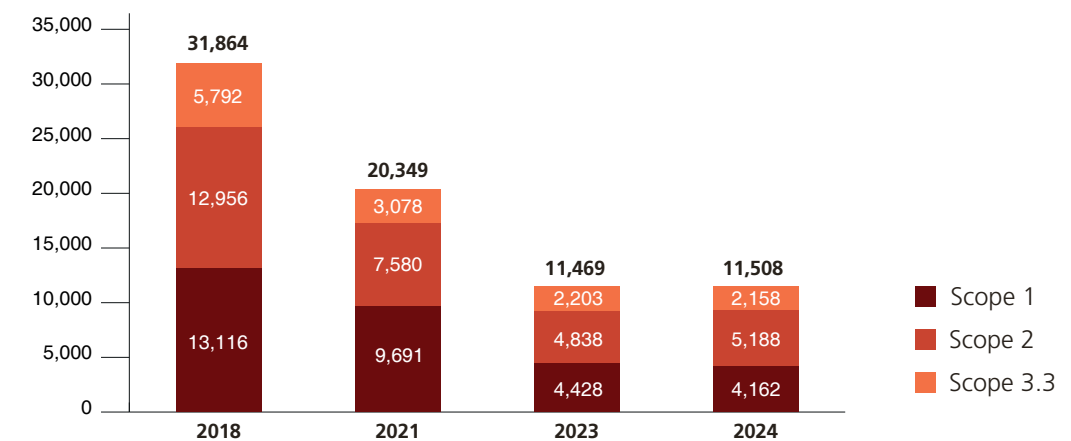
## 2 / SCOPES 1 AND 2: 50% REDUCTION IN OUR EMISSIONS BETWEEN 2018 AND 2030

In 2024, scopes 1, 2 and 3.3 accounted for 22% of LBA's carbon footprint.

The Group's energy consumption decreased by almost 60% between 2018 and 2024, thanks to 2 high-impact initiatives:

- Refocusing activity between 2020 and 2022: closure or transfer of activities to sites with better energy performance
- The implementation of energy action plans led by the sites' technical and operational departments, monitored through the ISO 50001 framework.

Energy Carbon footprint (TCO<sub>2</sub>e)



Examples of projects that are helping to reduce consumption include the following:

- The introduction of metering plans at all sites (2022/2023) and the ongoing deployment of new sub-meters until 2025 to refine mapping and analysis.
- Recovering waste heat from our hot transformation facilities in Germany, to replace gas in the heating of buildings.
- Lowering heating set points during the winter.
- Optimising weekend consumption.
- Optimising production rates on hot processes, to minimise downtime.
- The deployment of heat pumps to replace gas-fired heating systems (2023/2024).
- Systematic use of LED lighting (2023 to 2025).
- Managing energy performance using an energy management system (ISO 50001) deployed at all sites in France and Germany.

In 2024, the energy carbon footprint was stable compared with 2023, which can be explained by the deterioration in electricity emission factors reflecting each country's electricity mix. This effect masks the reduction in consumption observed between 2023 and 2024:

- -5% in gas consumption, thanks in particular to 2 aspects: the electrification of building heating using heat pumps, commissioned at the end of 2023, and increased monitoring of consumption through ISO 50001 certification.
- - 4% reduction in electricity consumption.

In order to meet the 2030 targets, the Group must continue to make progress. To achieve this, new projects have been identified and are being rolled out or studied in a number of areas:

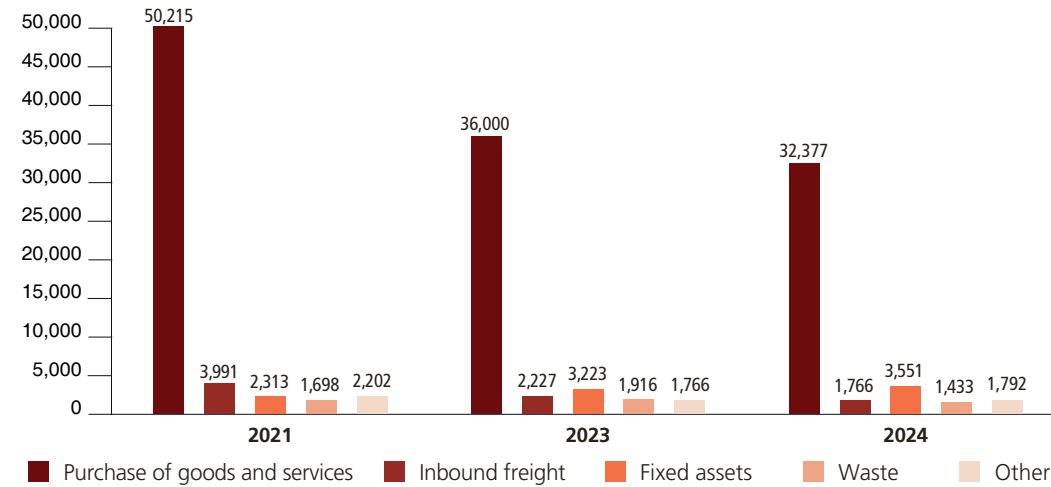
- Electrify gas uses when possible.
- Improving the energy performance of gas-fired equipment (burners, insulation, etc.).
- Use green energy, for self-consumption or through supply contracts.



### 3 / SCOPE 3: 25% REDUCTION IN OUR EMISSIONS BETWEEN 2021 AND 2030

Scope 3 (excluding 3.3) accounts for 78% of Lebronze alloys' carbon footprint in 2024.

Trend of Scope 3 carbon footprint excluding 3.3 (TCO<sub>2</sub>e)



#### Purchases of goods and services

With regard to raw material inputs, which account for over 60% of the impact of goods and services purchases (item 3.1), the Purchasing Department has already launched the following initiatives:

- Increasing the proportion of recycled metals in the purchasing mix.
- Involving suppliers in our decarbonisation process, and introducing a criterion for choosing suppliers based on their CSR approach.
- Increasing the activity of the Upcycling workshop.
- Increasing scrap recovery of the Group's alloys from customers.

For other inputs, the purchasing teams, as for metals, involve suppliers in our decarbonisation approach, and introduce a criterion for choosing suppliers based on their approach.

#### Freight

For freight, which accounted for 4% of the carbon footprint in 2024, limiting air transport has already had a significant impact compared with our reference year of 2021. Other initiatives are underway:

- Optimising distances and tonnages: pooling transport

- The choice of certified service providers (eg: CO<sub>2</sub> target) and helping to decarbonise road transport through the use of alternative energies (biofuel, biogas, etc.)

#### Travels

In 2024, travels accounted for 3% of LBA's carbon footprint. There are several ways of reducing the carbon footprint associated with travel:

- Deployment of electric recharging points at all sites, so that all employees can use them for their personal vehicles.
- In 2022, the 'company vehicle' policy was revised to require the purchase of a rechargeable hydride or 100% electric vehicle for all new purchases. From 2025, only 100% electric vehicles will be allowed to be purchased.
- Introduction of a work-from-home policy in 2021 and roll-out of videoconferencing.
- When travelling on business, employees are encouraged to systematically use the train rather than the plane whenever possible.

## ZERO ACCIDENT



**20,2**  
LOST TIME  
INJURY  
FREQUENCY  
RATE

**72%**  
OF EMPLOYEES  
TRAINED OR SENSITIZED  
ON SAFETY ISSUES  
BY 2024

Given the Company's field of activity, we pay constant attention to preventing occupational risks and protecting the health and safety of our employees.

Accident performance varies from one production site to another. Lost time injury frequency rate is still too high, despite the significant progress made by each plant over the last 10 years.

To reinforce the momentum for progress, a target trajectory has been defined with an annual reduction target and a minimum target of 40% reduction in frequency rate between 2022 and 2030. This objective is accompanied by an ambitious action plan structured around several major areas:

- Monitoring, analysing and reporting on frequency and severity rates.
- Taking action and investing to improve accident prevention by implementing golden rules, training and investment.
- Implementing a safety culture through ISO 45001 certification (Occupational Health and Safety Management Systems).
- Protecting the health and well-being of our employees.

## 1 / TWO KEY INDICATORS: FREQUENCY RATE AND SEVERITY RATE

Occupational accidents receive very close attention, and are monitored by site management in conjunction with the Group's HSE coordinator, using the 2 frequency rate and severity rate indicators:

- The frequency rate (FR) is defined as the number of occupational accidents leading to work leave multiplied by one million, divided by the total number of hours worked
- The severity rate (SR) is defined as the number of days giving rise to absence from work

due to occupational accidents multiplied by a thousand, divided by the total number of hours worked.

The company is committed to reducing the FR by 40% between 2022 and 2030, in particular with its financial partners as part of a Sustainability-Linked Loan (SLL).

This is why the FR indicator is now audited annually with limited assurance by an independent third party.

## 2 / ACTING AND INVESTING TO REDUCE ACCIDENTS AND THEIR SEVERITY

### The golden rules: the new pillar of our health and safety policy

At the beginning of 2024, the Group drew up 10 golden rules for health and safety at work, which serve as a guide for our day-to-day actions.

To ensure that all our employees adopt and apply these rules, we are deploying training and communication initiatives as well as investments to raise our level of prevention.



Here are a few examples of the awareness-raising and communication initiatives deployed at the various sites:

- Implementation of the Group's 7 fundamentals (Safety introduction - Regulatory display - Electronic display - 24-hour workplace accident newsflash - Annual update of the single occupational risk assessment document - Prevention plan - Communication with the Safety Steering Committee).

- 'Safety Challenge': monthly celebration of accident-free months at a social event.
- Monthly safety quarter-hour with a specific focus on a different safety theme each month.
- Suggestion boxes have been set up at each site: each employee can use them to make suggestions on safety issues, but also more broadly (environment, ergonomics, energy, quality of life at work, etc.).



Celebrating 1 accident-free year at the Breteuil site

### Safety training initiatives

When they arrive at a site, all employees (regardless of their type of contract) are given an induction in HSE, during which they are presented with the rules applicable to the site and/or the Group, such as our QHSE policy.

Training courses are organised on a regular basis to maintain and develop employees' skills, particularly in fire-fighting. A bus for training first intervention team members circulates and tours all the French sites to provide this training (practical use of fire extinguishers, fire hose cabinet, etc.). In 2024, 108 French employees benefited from this scheme.

In addition, since 2024 and the gradual introduction of ISO 45001 certification, all employees at the sites concerned must be made aware of the standards framework and the issues involved.

Since 2024, training in emergency situations has also been stepped up, with rotating quarterly tests carried out at French sites. The schedule for these tests is defined by the HSE Club, at a monthly meeting chaired by the HSE coordinator and attended by all site HSE managers. The test is then carried out and monitored by club members. A report is drawn up, listing the course of events, the strengths, areas for improvement and any immediate action required. Emergency procedures are updated as necessary.

Given the poor safety performance in 2023, the IMPACT committee has also decided to train all French managers through a 2-day 'Safety Management' course, enabling them to redefine all the best practices and work on operational action plans. 100% of French managers will have completed this training by the end of the first half of 2025. The plan will then be rolled out internationally in 2025.



## Personal protective equipment (PPE): a key role in employee protection

Personal protective equipment is provided by the Company and is adapted to the risks of the job. Compliance with this dress code is stipulated in the job description and in the internal rules, and is a golden rule; failure to comply may result in sanctions, where applicable.

### ✓ Personal noise protection: moulded earplugs

Custom-moulded earplugs are provided for employees working in noisy areas. The built-in filters are adapted to the noise level of the position occupied, making it easier to understand during a conversation.

### ✓ Respiratory protection: breathing apparatus with assisted ventilation

Despite the collective extraction systems in place, smoke and dust may still be present in

certain workshops, such as foundries. Assisted-ventilation respirators are used to make respiratory protection easier to wear and more effective. These respirators provide a high level of protection and comfort for use on a complete production shift.

### ✓ Eye protection: goggles

To limit the risk of metal shavings in the eye, protective goggles are used in high-risk workshops. For certain operations in the foundry or during welding, special visors are used to protect against glare and infra-red rays.

For employees who wear corrective glasses, LBA also supplies safety glasses adapted to their eyesight, to improve working comfort and limit the risk of broken frames.

## Investment in safety

Every year, the Group allocates part of its CAPEX to improving working conditions and employee safety on a day-to-day basis.

In 2024, investments were made to achieve the following objectives:

- Improving working conditions in the plant (ventilation, lighting, heat reduction)

- Automating certain arduous manual tasks
- Adapting workstations and handling tools to reduce the risk of musculoskeletal disorders
- Ensuring the safety of machines and their environment, in particular by reinforcing machine guarding and 5S worksites.



## 3 / MOVING TOWARDS ISO 45001 CERTIFICATION FOR ALL OUR SITES

In 2023, the IMPACT Committee approved the implementation of an ISO 45001 "Occupational Health and Safety Management Systems" certification process to be progressively rolled out across all the Group's production sites.

This international standard aims to implement an Occupational Health and Safety (OHS) management system and represents an additional commitment to the legislation that the Group is taking on by seeking certification.

In October 2024, the Bornel site was the first in the Group to obtain ISO 45001 certification. In its wake, the Suippes site is preparing for certification by 2025.

This certification process reinforces the work carried out by the HSE teams, management and operators over many years, including the following organisational actions:

- Integration of the Health, Safety and Environment (HSE) coordination function within the Sustainable Performance Department to implement the objectives described in the 'Zero accident' pillar.
- Setting up an HSE Steering Committee for each site.

- Since 2024, coordination meetings have been held between the HSE and HRD to facilitate exchanges between the two departments and work on the effectiveness of joint initiatives (in particular the PAPRI Pact action plan).
- Systematic consultation of employees during high-stakes projects (change of machine, PPE, chemicals used, etc.).
- Increased involvement of an external safety expert in Germany, on site 2 days a week.
- Appointment of safety officers for each sector, to assist the site safety manager and sector management in monitoring and identifying safety risks, in particular by means of safety rounds with a checklist.
- Monthly monitoring of ideas for progress in terms of health and safety put forward in suggestion boxes.
- On-site audit in the form of discussions with employees to remind them of safety instructions and to take account of any difficulties that may be encountered. To facilitate these audits and improve their impact, a tablet-based digital tool was deployed in 2024 at all sites in France.



## 4 / PROTECTING THE HEALTH OF OUR EMPLOYEES

While the health of our employees is a priority, absenteeism is also a risk to the company's ability to achieve its objectives. In addition to the actions already mentioned, a number of measures have been deployed or renewed to improve employee protection:

- Seasonal flu vaccination campaign every year.
- Regular chest X-ray campaign for specific sectors and opening up to other employees on a voluntary basis.
- Information workshops on public health topics (nutrition, alcohol, etc.).
- The TMS Pros approach to implementing ergonomic measures to improve working conditions.

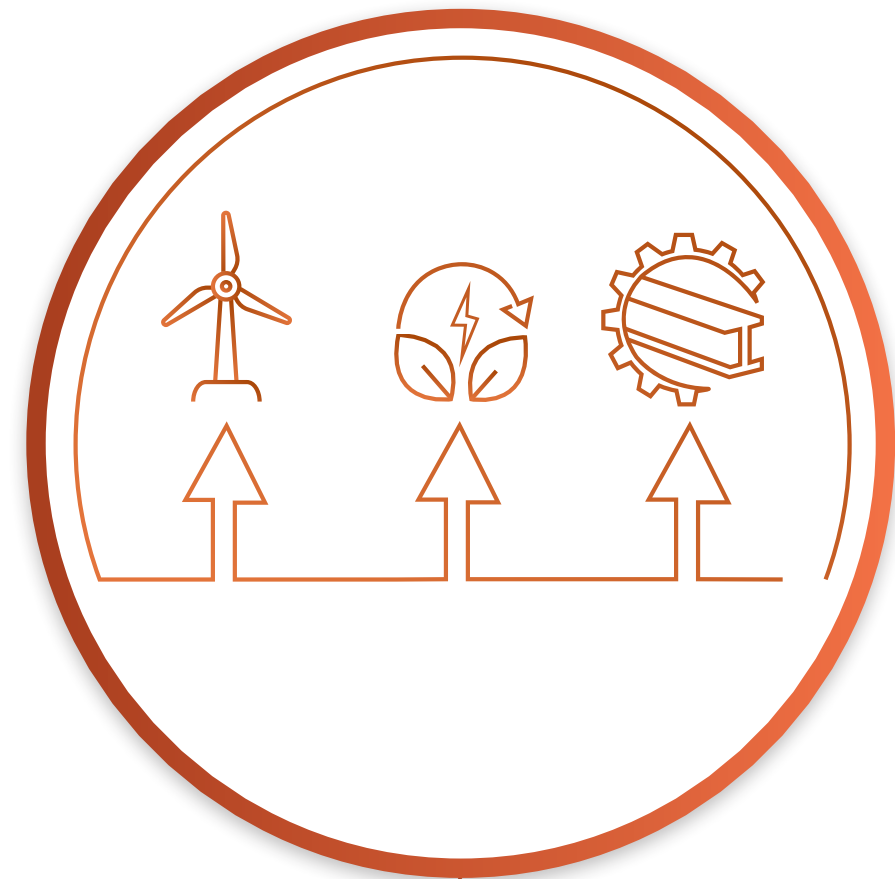
- Follow-up of HSE (Health, Safety and Environment) accreditations and training to maintain or increase skills, and also to offer versatility at workstations.

Occupational medicine plays an important monitoring role, with a large number of clinical and complementary examinations carried out every year. These make it possible, in particular, to trace occupational exposure and to carry out studies of workstations to adapt them to staff suffering from medical restrictions.

In addition, all our permanent contract French, German and English employees are covered by a good level of supplementary health and personal insurance.



## ECO SOLUTION



**+22 %**

GROWTH IN  
UPCYCLING ACTIVITY  
IN FRANCE BETWEEN  
2023 AND 2024

**€51 M**

OF SALES COVERED  
BY A LCA

Global demand for metals has risen sharply in recent years, and will continue to do so over the coming decades, as essential materials for the energy transition.

LBA's main metals, copper and nickel, are at the heart of these challenges. Global demand for copper could double between 2020 and 2050, according to the International Copper Association.

# 1 / INNOVATING TO HELP WITH THE ENERGY TRANSITION

Our products are used in a number of important applications aimed at:






- Producing, using or distributing low-carbon energies.
- Minimising the use of fossil fuels.

This is why Lebronze alloys has structured the Eco Solution pillar in its BRONZE policy, with 4 main focal points:

- Contributing to the energy transition through our products.
- Suggesting alternative alloys for metals considered to be at risk.
- Strengthening the circularity loops in the flows controlled by the Group.
- Measuring and improving the environmental footprint of our products.

- Consuming and producing in a responsible way.
- Contributing to economic growth.
- Helping to improve human health.

The table below shows the main applications.

Development objective	Main LBA applications
Producing, using or distributing low-carbon energies 	<ul style="list-style-type: none"> <li>• Nickel alloys for hydrogen electrolyzers</li> <li>• Connector alloys for electric vehicles: C9X, UC500®, brass</li> <li>• Underfloor electrical charging panels in CuNi alloys</li> <li>• Nickel and precision alloys for battery safety and management</li> <li>• CuCrZr and CuNiSi alloys for civil nuclear applications</li> <li>• CuNi strips and parts for offshore wind turbines</li> </ul>
Minimising the use of fossil fuels 	<ul style="list-style-type: none"> <li>• CuNiSn alloys for low-friction bearings reducing the use of synthetic lubricants</li> <li>• Alrode® welding electrodes for lightweight aluminium sheets and HLE and THLE steels</li> <li>• Nickel for waste heat recovery applications</li> </ul>
Consuming and producing in a responsible way 	<ul style="list-style-type: none"> <li>• Speciality alloys to extend the life of end products: Arcap®, CuAl, Nickels and alloys, CuNi, CuNiSn, etc.</li> <li>• CuCrZr and CuNiSi alloys to reduce metal consumption: less material used for iso-functionality</li> <li>• Alloys for easy end-of-life recycling: brass without lead, beryllium or other harmful metals</li> </ul>
Contributing to economic growth through the development of high-quality infrastructure 	<ul style="list-style-type: none"> <li>• Nickel alloys for soil decontamination</li> <li>• CuNiSi and CuAl alloys for fixed railway equipment</li> <li>• Braking systems for rolling stock</li> </ul>
Helping to improve human health 	<ul style="list-style-type: none"> <li>• Non-magnetic alloys for applications in medical imaging equipment</li> <li>• High-elasticity alloys for eyewear</li> <li>• Steriall® handles to combat the spread of viruses by hand</li> </ul>

## 2 / PROPOSING SUBSTITUTES FOR ALLOYS CONSIDERED 'AT RISK'

In order to reduce the environmental impact and risks of our products, or to optimise their efficiency to help improve the environment and health, Lebronze alloys develops new alloys that enable us to reduce the use of harmful metals or metals linked to war zones.

This development work is carried out by the Group's research center, which brings together seven metallurgists and is extremely dynamic: around 10 R&D projects are created every year.

The Group's main projects are as follows:

- **Development of the Hardiall® range and all spinodal alloys to replace copper-beryllium alloys**

In March 2024, our Hardiall® alloy was honoured at the SIMODEC Trade Fair for bar turning and precision mechanical manufacturing with 2 innovation trophies, the Simodec d'Or and the CSR Category trophy.

- **Range of lead-free alloys:** we are developing lead-free alloys to replace certain brass or copper alloys. These alloys are used in particular for bar turning operations, and must provide the same machinability performance as lead alloys. Following R&D work, several alloys are currently being industrialised at our sites.
- **Allergy-free alloys:** a research project is underway to avoid the presence of allergenic elements, in this case nickel, in certain alloys.



Innovation Awards - Simodec 2024

## 3 / PROMOTING THE CIRCULAR ECONOMY

Lebronze alloys is working on several fronts to reduce its consumption of materials, particularly virgin metals, and improve the life cycle of its products.

### Downstream strategy

Thanks to the synergies between the foundries and the sites for transforming semi-finished products into machined parts, Lebronze alloys can optimise the quantity of material used in the production of its alloys and offer its customers a product that is close to the final dimension, enabling them to obtain an optimised weight and limit the weight transported to the customer. In addition, production scraps generated at our downstream processing sites are returned to the smelting site for direct reuse, avoiding the generation of additional scraps at the customer's site that could be sold to a recycler and processed in a conventional recycling stream.

### Transforming our manufacturing scraps into raw materials: the Upcycling workshop

In 2021, a specific 'UPCYCLING' workshop was built in Suippes 2 and financed by the France Relance plan.

This investment enables:

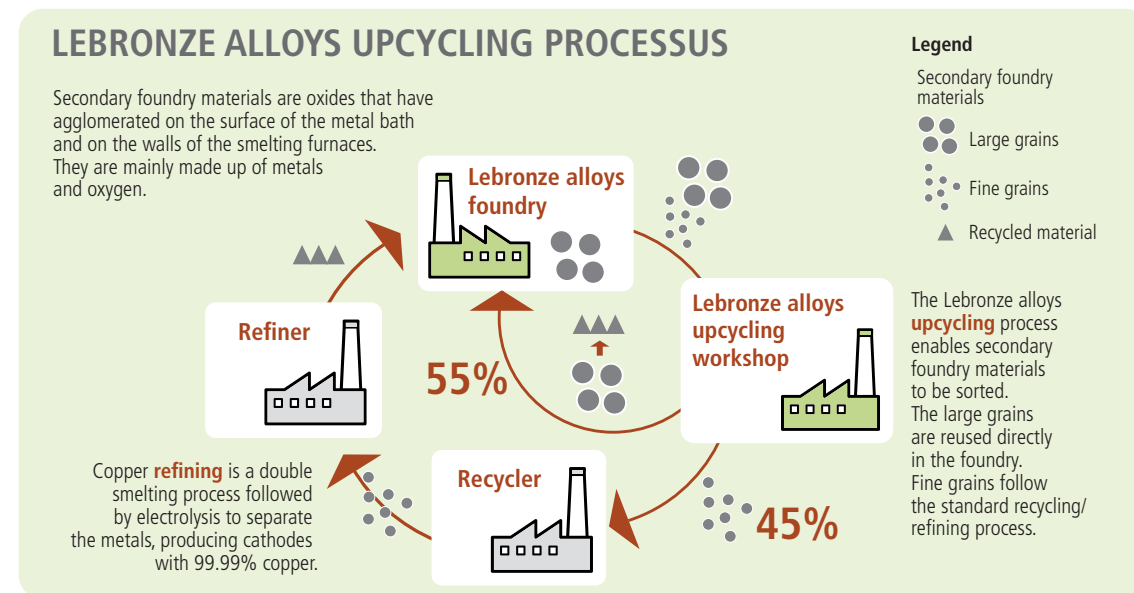
- Recycling our secondary foundry materials (slag) internally to make them a source of raw material
- Reinforcing our ability to source recycled metals internally or externally by carrying out a cold transformation operation that enables these metals to be used directly in our foundries

Upcycling enables Lebronze alloys to respond to four major challenges:

- **Reducing the generation of metal waste:** over 50% of our internal metal waste (foundry oxides) is now reused in the foundry, rather than undergoing standard external recycling, a very energy-intensive process that involves numerous stages (transport to the recycler, sorting and 1st series of cold processing, sale and transport to a refiner, separation of the metals by a hot process, sale of the material).
- **Contribute to the challenge of copper and nickel sovereignty:** at our level, this approach enables us to reduce the demand for virgin materials for these metals, for which global demand is growing strongly and is set to continue to increase over the coming decades.

Besides, we're also helping to avoid exporting metal scraps out of France, even though the country exports a lot of copper recycling raw materials for processing, particularly to Asia (*Source: ADEME, Étude du potentiel d'amélioration du recyclage des métaux en France, December 2023*).

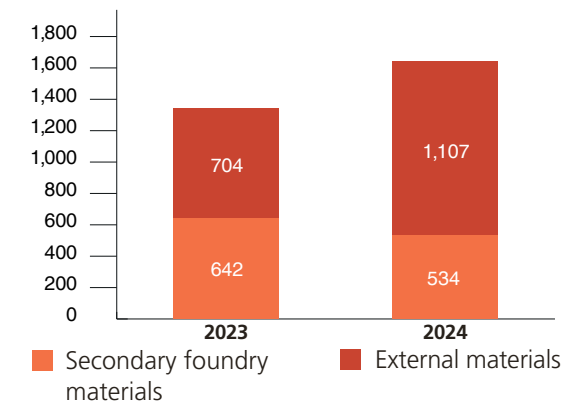
- **Improving the life cycle of our products:** increasing the proportion of recycled materials reduces the environmental impact of our products. In addition, we avoid the impact of refining these materials, which would have taken place in a conventional recycling stream.
- **Creating value within the Group:** resources, skills, know-how, etc.



Example: in-house recycling of our own foundry 'waste' to make a raw material that can be reused

Since 2022 100% of the waste from the Group's foundries are processed through the Upcycling workshop. At the same time, external sourcing continues to grow, and should continue to do so in 2025.

#### Volume processed by upcycling (T)



This innovation is particularly valued by our partners. After being selected as a finalist in the "Low carbon Innovation Challenge 2023" organised by Safran among its suppliers, the Upcycling activity was awarded the Circular Economy prize in the *Grand Prix des entreprises engagées LCL - GreenFlex* in November 2024.

Following the success of this first phase, the management of Lebronze alloys decided in 2024 to increase the workshop's capacity with heat treatment equipment.

## 4 / MEASURING AND IMPROVING OUR ENVIRONMENTAL FOOTPRINT

To meet our eco-design challenges and those of our customers, we have decided to deploy the calculation of two indicators: recycled content and life cycle assessment.

### Recycled content

It is important for the Group to analyse its rate of recycled material purchases, but also to communicate to our customers, the proportion of recycled material in the finished product they buy.

Based on the framework and definitions of ISO 14021 'Environmental labels and declarations - Self-declared environmental claims' and EN 45557 'General method for assessing the recycled content of energy-related products', and thanks to the level of traceability available in our ERPs, from 2024 we have calculated the recycled content for alloys produced in our French foundries.

This project, which will take place in 2025-2026, will make it possible to supply new, less noble materials with different compositions or formats, broadening the range of metals that can be processed in the workshop.

We estimate a potential of 2,500 t/year of additional supply, with major gains in terms of reducing the Group's emissions (estimated between 5 and 10% reduction in scope 3 emissions).

### Material recovery from our customers

To ensure that our sustainable development policy incorporates life-cycle targets and the recyclability of parts, we are working with our customers to develop channels to encourage the recovery of their secondary raw materials, which can then be recycled as raw materials in our foundries, while significantly reducing the carbon footprint compared with a standard recycling flow.

Several dozen customers in France and abroad have signed up to a recycling scheme with the Group.



## Life cycle assessment

A life cycle assessment (LCA) evaluates the environmental impact of a product across the entire value chain. It is described in 2 standards:

- ISO 14040 'Environmental management - Life cycle assessment - Principles and framework'
- ISO 14044 'Environmental management - Life cycle assessment - Requirements and guidelines'

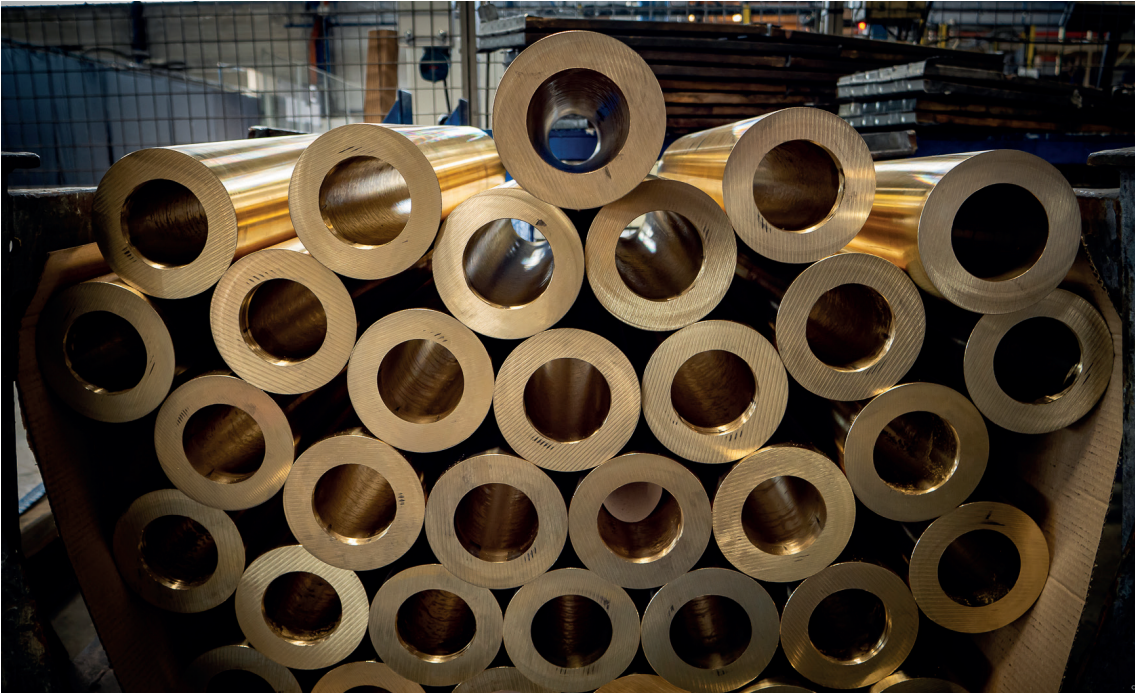
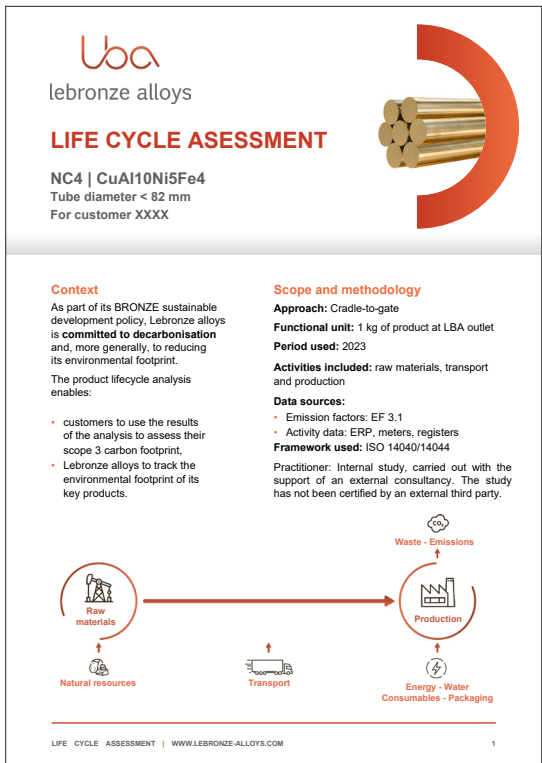
In October 2023, the Impact Committee asked for a pilot LCA to be carried out on a family of LBA products, involving teams from several departments and supported by specialist consultants to ensure that the methodology was properly applied.

By carrying out LCAs, Lebronze alloys has been able to:

- ➔ Target priority impacts and work on the eco-design of the products concerned.
- ➔ Meet the needs of our customers who are examining the impact of their supply chain.

Thanks to this work carried out in 2024, Lebronze alloys is in a position to communicate the results of the LCA on a scope of products representing €51 million in sales in 2024.

In 2025, this proportion will increase as one or two new product families are examined.



## INDICATORS AND SDG IMPACT

PILLARS	ACTIONS	INDICATOR	2022	2023	2024	SDG
BUILD TOGETHER	Maintaining industrial know-how	% Payroll dedicated to training	3.7%	3.6%	3.1%	3, 4, 8, 9, 11
	Combating discrimination	Annual measurement of the gender equality index	77/100	79/100	84/100	5, 10
		% of female managers recruited during the year	33%	29%	29%	5, 10
		% women in the top 20% of earners	-	25%	25.7%	5, 10
	Sharing value	% French employees as shareholders	32%	50%	63%	3, 5, 10
RESPONSIBLE PURCHASE	Encouraging internal innovation	% employees (excluding direct employees) who contributed to a project	50%	47%	55%	3, 8, 9
	Encouraging the purchase of recycled metals	% recycled metal purchases	72%	70%	71%	9, 12, 13
OPTIMIZED PERFORMANCE	Buying locally	% local purchases excluding metal	95%	94%	96%	12
	Improving the Group's financial performance	% annual EBITDA growth (vs N-1)	55%	16%	3%	8, 10
NET ZERO CARBON FOOTPRINT	Reducing water consumption	% change in water consumption (vs 2022)	-	-69%	-75%	3, 6, 12, 13
		% change in scopes 1/2 emissions (vs 2018 GHG)	-43%	-65%	-64%	3, 7, 12, 13
ZERO ACCIDENT	Reducing GHG emissions	% change in scope 3 emissions (vs 2021 GHG)	-11%	-22%	-31%	3, 9, 12, 13
		Lost time injury frequency rate	23.0	30.6	20.2	3, 8, 9
ECO SOLUTION	Promoting the circular economy	Tonnes processed by the Upcycling workshop	1,864	1,346	1,641	9, 12, 13
	Measuring our environmental footprint	€million sales revenue covered by an LCA	0	0	51	9, 12, 13



lebronze alloys

Exceptional metallurgy

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