MESSAGE FROM OUR CEO AND OUR CHIEF CARBON OFFICER & CHRO

A CROSS-INTERVIEW WITH SÉBASTIEN DOSSOGNE, CEO, AND ILSE KENIS, CHIEF CARBON OFFICER AND CHRO.

DRIVING SUSTAINABLE PROGRESS THROUGH PEOPLE, TECHNOLOGY, AND SUSTAINABLE MANAGEMENT

Sustainability Insights sets out how Carmeuse integrates sustainability into its strategy and daily operations. This edition looks back at a year marked by growth, investment, and transformation, and explains how sustainability translates into concrete decisions across the Group, from people and industrial performance to innovation and long-term value creation.

In the following interview, Sébastien Dosogne and Ilse Kenis share how sustainability is embedded in Carmeuse's strategy, operations, and decision-making, and reflect on key priorities shaping the Group's development.

Q: How do you define Carmeuse's role in addressing today's global sustainability challenges?

Sébastien Dossogne (CEO): We approach sustainability with clarity and responsibility. Mankind is facing significant environmental and societal challenges, and as an industrial player, we have a dual obligation: to deliver products and services that are essential for society, and to ensure they are produced in the most sustainable way possible.

Our role is not theoretical. It is operational. Every decision we make must integrate environmental responsibility, societal value, and industrial performance.

Q: What are the key foundations of sustainability execution at Carmeuse?

SD: Execution starts with people. Health and safety are non-negotiable priorities, and we actively cultivate a strong safety culture across all our sites.

Beyond that, sustainability is embedded in how we operate, invest, and engage with communities and is reflected in our daily business decisions. The strong alignment between our ambitions and the day-to-day priorities is a key element supporting a robust execution of our sustainability roadmap.

Q: Innovation is often cited as a key driver of sustainability. What does that mean in practice for Carmeuse?

Ilse Kenis (Chief Carbon Officer & CHRO): Innovation is central to our decarbonization strategy. We leverage technology and digital acceleration to develop lower carbon and carbon neutral solutions, particularly within the field of CO_2 capture in the lime process. In parallel, we continue investing in solutions that support our pathway to net zero by 2050.

SD: Innovation is not limited to technology. It also includes how we grow. Through strategic acquisitions, including CBB, which marked our entry into the non-ferrous segment supporting electrification, and corporate venturing, we are preparing the next phase of sustainable growth while reinforcing our position as a forward-looking industrial company.

Q: If you had to summarize Carmeuse's mission in one statement, what would it be?

SD: "In a world with sustainable challenges, we contribute to a better world."

Every step of our development, whether growth, acquisitions or diversification, must create shared value for people, the planet, and prosperity. This principle guides all our decisions.

Q: Carmeuse has a long history. How does that legacy influence your sustainability strategy today?

IK: Our 166-year heritage provides both stability and direction. While we have grown into a global organization, our core values, customer focus, efficiency, long-term vision, respect, and responsibility remain unchanged.

These values are not symbolic. They shape our governance, inform decision making, and guide how we engage with stakeholders across the world.

Q: Sustainability is often difficult to measure. How do you ensure it remains tangible and accountable?

IK: We treat sustainability as a structured and measurable commitment. Our Sustainability in Action (SIA) program is part of our DNA and is anchored at the highest strategic level and fully integrated into business planning and performance management.

> **Innovation is not limited to technology. It also includes how we grow.**
>
> Sébastien **Dossogne,** CEO

We use clearly defined indicators to track progress transparently and consistently measure the results of our actions. This ensures sustainability is not abstract: it is measurable, monitored, and continuously improved.

Q: Decarbonization is a major challenge across industries. How is Carmeuse approaching this concretely?

IK: We have chosen and keep choosing to actively embrace this challenge by taking a long-term view. We have established a clear pathway to net zero, supported by a comprehensive CO_2 roadmap that mobilizes teams across the organization to achieve medium-term objectives we fully control internally. This involves continuous innovation, rethinking business models, and adopting new ways of working.

Collaboration is equally critical. By working closely with customers, partners, and stakeholders, we try to establish ecosystems allowing us to accelerate scalable solutions that deliver both environmental and economic value.

Q: 2025 was a year of significant change for Carmeuse. What stood out for you?

SD: In 2025, years of preparation translated into execution. We completed several strategic acquisitions that strengthened our industrial footprint and diversified our end markets. We also reached important industrial milestones, including the successful launch of our fourth kiln in Oman. This momentum continued into early 2026.

IK: These developments naturally increased our number of employees and reinforced the importance of aligning processes, working methods, and culture across the Group.

2025 was also a key year for our decarbonization roadmap. We advanced major projects, moved closer to our objective of being techno-ready by 2028, and reached concrete milestones, including progress on CO_2 capture technologies, the switch to 100% biomass at our Slavec site, and the award of two European Innovation Fund grants.

Q: How do you ensure coherence between long-term ambition and day-to-day execution?

SD: Coherence comes from alignment. Sustainability is embedded in our strategy, operations, and culture. This stands true over the short, medium and long term. When people understand that sustainability drives both performance and purpose, execution becomes consistent across the organization.

Q: Final question: What will define success for Carmeuse in the coming years?

SD: Success for Carmeuse means delivering tangible outcomes and measurable progress.

This includes leadership positions in our targeted markets, a safe and engaged workforce, and strong, sustainable financial performance above economic trends. It also means making tangible progress in decarbonization, positioning lime as part of the solution, and progressing toward a digital and carbon neutral, ultimately carbon net negative, company.

We treat sustainability as a structured and measurable commitment.

Ilse **Kenis,**
Chief Carbon Officer & CHRO