



FROM STRATEGY TO ACTION

Delivering on our sustainability commitments requires clear governance, structured management systems, and transparent reporting. Here we focus on the governance structures, the sustainability framework, and the stakeholders assessment processes resulting in the double materiality with its focus areas that guide sustainability implementation across Carmeuse.



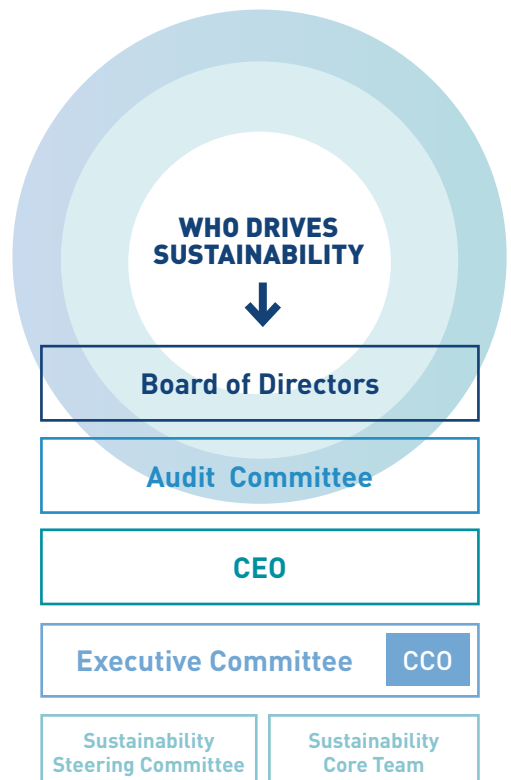
WHO DRIVES SUSTAINABILITY

The Board of Directors sets the strategic guidelines and makes decisions concerning sustainability. The Audit Committee oversees ESG (environmental, social, governance) related risks, controls, compliance, and disclosures to safeguard the integrity of financial and non-financial reporting.

The CEO is responsible for implementing the Board's decisions and, with the support of the Executive Committee, ensures that sustainability is integrated into the business. The Chief Carbon Officer (CCO) reinforces this governance structure by strengthening the strategic focus on climate priorities and decarbonization within the organization and its business model.

The Sustainability Steering Committee provides strategic direction, cross-functional oversight, and performance monitoring by coordinating the implementation of the Group SIA (Sustainability in Action), promoting responsible practices, and advising the Executive Committee.

The Sustainability Core Team supports implementation through day-to-day execution, monitoring, and reporting, and develops tools and initiatives to ensure consistent execution across the organization.

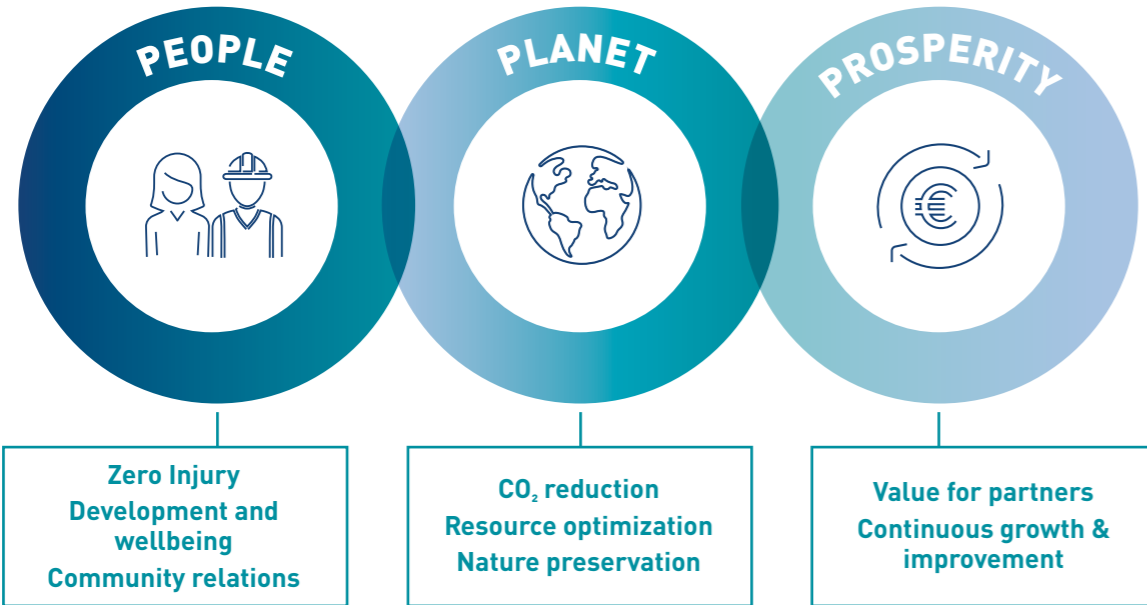




SUSTAINABILITY IN ACTION (SIA): OUR FRAMEWORK

SIA is our sustainability framework, developed in 2024, to translate our long-standing commitment to People,

Planet, and Prosperity into clear operational priorities. SIA defines Group-level focus areas:



SIA is a core component of our global strategy, anchored at the highest level and fully aligned with our values, behaviors, and Group priorities. It provides a structured yet adaptable framework that integrates

sustainability into business planning, operational decision making, and daily operations, ensuring global consistency while moving sustainability from ambition to execution. In doing so, it drives measurable

progress, accountability, and long-term value creation for our business, partners, communities, and the environment.



STAKEHOLDER ENGAGEMENT AND DOUBLE MATERIALITY ASSESSMENT

We conducted a comprehensive double materiality assessment (DMA) to validate and refine the prioritization of sustainability topics. The DMA is a foundational step toward CSRD compliance and guides sustainability actions across the organization, ensuring that priorities are clearly defined, measurable, and aligned with environmental impact and financial relevance.

The assessment was developed in alignment with the European Sustainability Reporting Standards (ESRS) and was validated by our Executive Committee and Board of Directors.

The DMA considered both financial risks and opportunities for the Group and impacts on the environment and society.

Our double materiality assessment combined structured stakeholder engagement

with expert input to ensure a comprehensive evaluation of sustainability-related impacts, risks, and opportunities.

Our stakeholders consultation included:

- Internal stakeholders: 30 interviews and surveys with top management, department heads, and regional leaders.
- External stakeholders: 90 consultations with customers, suppliers, regulators, communities, financial institutions, and non-governmental organizations.

The strong alignment between internal and external perspectives confirms our understanding of our business context and stakeholder expectations.

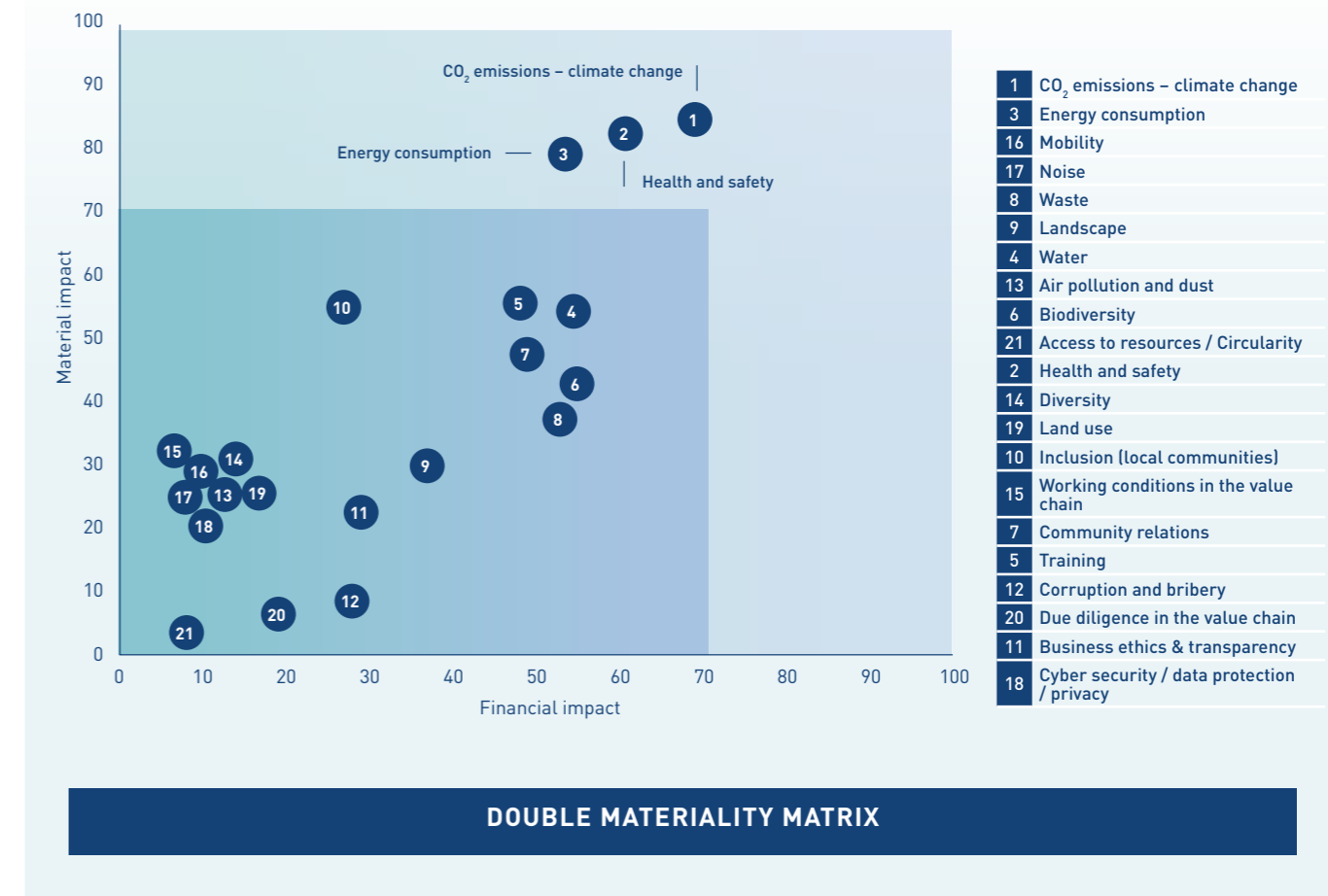
The DMA results define our material topics and underpin the sustainability roadmaps presented in this report.

In the materiality matrix, the three most material impacts identified, in order of priority, are:

- climate change
- health and safety
- energy

These topics are consistent with those tracked for many years, confirming the robustness of our sustainability approach. Topics classified as material guide our strategic objectives and reporting under CSRD. We will also leverage additional data under the SIA framework to enrich our insights.

This is an ongoing assessment, and it will be reviewed periodically to reflect evolving regulatory developments and stakeholder expectations.



DOUBLE MATERIALITY MATRIX