



People



Our people are committed to our long-term performance and responsible growth. Through our SIA framework, we promote people's development and responsible behavior and embed corporate social responsibility across our operations and governance. We focus on protecting the health and safety of our workforce, supporting the long-term strength, resilience, and prosperity of the communities in which we operate, as we recognise that our license to operate is not given but earned by helping people around us thrive.

COMMITTED TO ZERO INJURIES

At Carmeuse, safety is a fundamental priority across all our operations and sites. As part of our ongoing expansion, newer operations and sites are in the process of being fully integrated into Carmeuse's safety processes. Through targeted support, leadership engagement, and the deployment of our safety programs and tools, we are working to embed Carmeuse's safety culture, support our zero-injury ambition, and ensure consistent protection and operational discipline across all locations.

Safety first

Safety remains our first operational priority. In heavy industrial environments, protecting our people is a core leadership responsibility. Incidents typically arise from the interaction between human behavior and environmental risk factors encountered in the work environment, requiring continuous attention, disciplined execution, and systematic risk management.

Many sites maintain long incident-free periods, demonstrating that sustained zero-injury performance is achievable through aligned culture, strong leadership engagement, and operational discipline.

We monitor safety performance using KPIs such as recordable injury rate and lost-time accident frequency rate. We have improved both KPIs when compared to previous years and also obtain better scores than sectoral results.



SAFETY PERFORMANCE

Key facts (excluding 2025 acquisitions)

Ambition
zero injury across operations

RIR
6.87
recordable injuries per 1,000,000 hours worked (12-month Group metric)

Sites reporting
92

Accident-free sites
61
with zero recordable accidents

Sectoral results
RIR and Lost-Time Accident Frequency Rate (LTA FR) below 2024 sector average

Top risks
trips and falls; dust exposure (including lime dust)



Comparing with sectoral results

External references provide context but do not define our ambition. Our reference point remains zero injury.

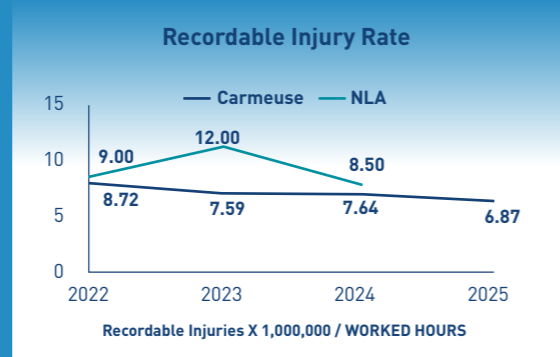
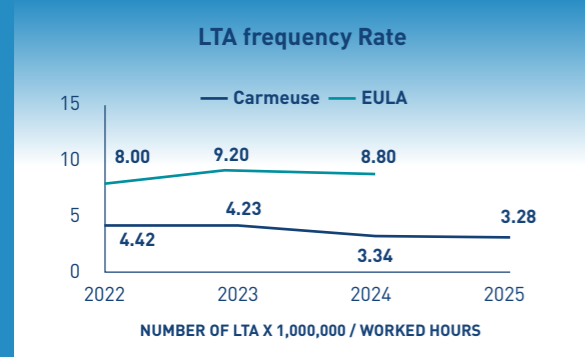
To ensure transparency and comparability, we assess our safety performance against sectoral results published by the National Lime Association (NLA) in Canada and USA, which reports the RIR, and the European Lime Association (EuLA) in Europe, which reports the LTA FR.

Based on the latest available 2024 sectoral results, Carmeuse Group outperforms in both cases:

EuLA (2024) reports an LTA FR of 8.80, compared with the Carmeuse Group 2024 LTA FR of 3.34.

NLA (2024) reports an RIR of 8.50, compared with the Carmeuse Group 2024 RIR of 7.64.

Results for both metrics improved in 2025.



SAFETY CULTURE IN ACTION

Our commitment to zero injuries is reinforced through structured roadmaps, KPIs, recognition, and engagement initiatives across regions, with safety performance reflecting measurable progress supported by long-term commitment.

A key challenge in heavy industry is overcoming the perception that minor injuries

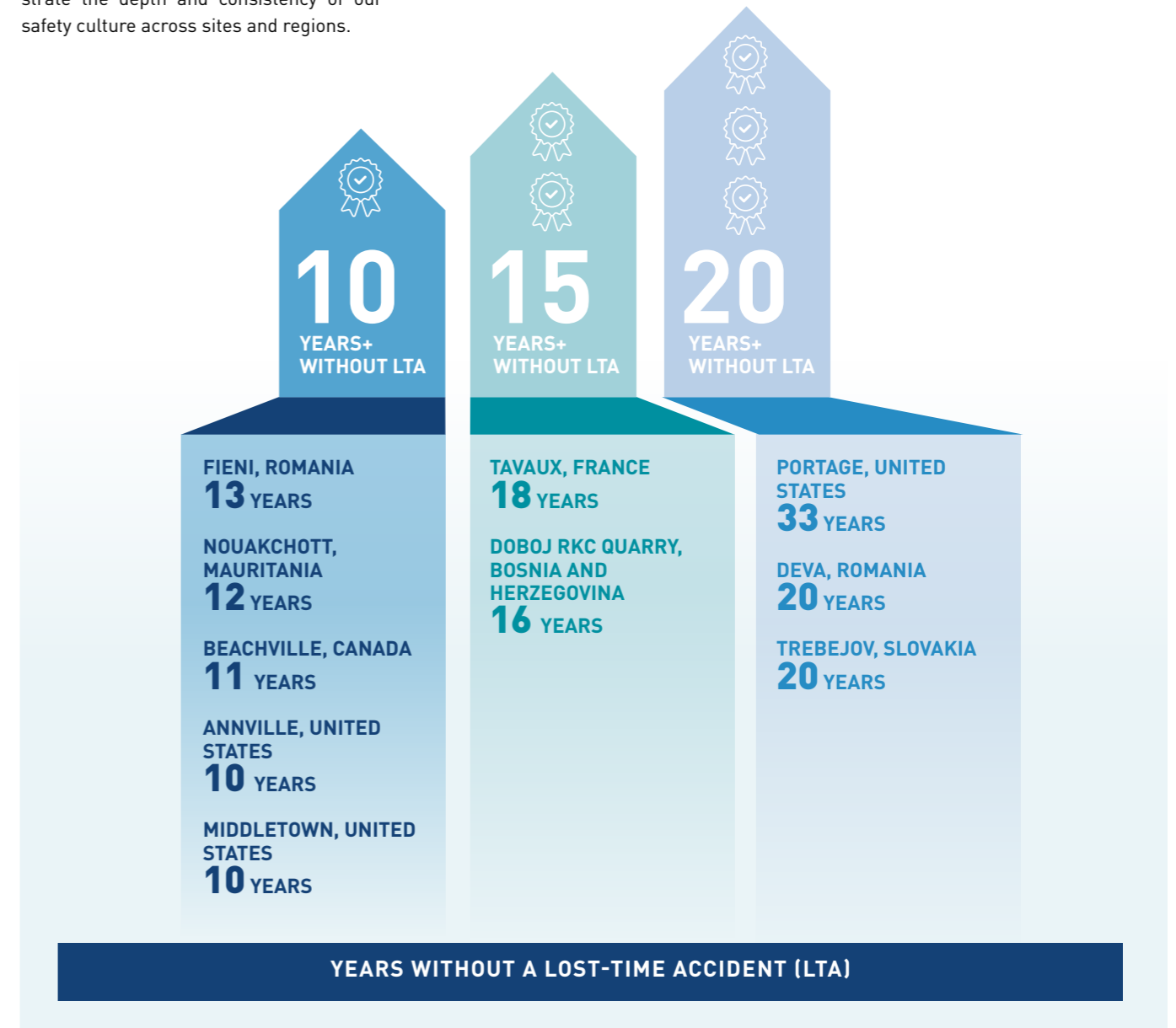
are inevitable. Our initiatives focus on changing this mindset and reinforcing that every incident is preventable.

Leadership engagement is essential. Management conducts multiple annual safety conversations with employees to address risks, concerns, and improvement opportunities.

The following milestones highlight sites and teams achieving extended periods without workplace accidents or lost-time injuries, reflecting disciplined execution, strong leadership engagement, training, and shared responsibility to ensure every employee returns home safely.

Lost-time accident-free milestones

Beyond annual performance indicators, lost-time accident-free records demonstrate the depth and consistency of our safety culture across sites and regions.





Safety Roadmaps



cross-functional groups of **10 to 15** employees together to identify site-specific challenges.

Launched globally in 2024 across the Americas, Europe, the Middle East and Asia, this program brings cross-functional groups of 10 to 15 employees together to identify site-specific challenges and develop tailored action plans documented in Culture Review Reports. In CEMEA, two pilot sites, Aisemont (Belgium) and Dobj (Bosnia and Herzegovina), focused on cleanliness, communication, and feedback, while in North America culture reviews have taken place at six locations to date (Black River, Calcite, Cedarville, River Rouge, Buffington, and Schlegel), addressing communication, training, and reporting as part of broader safety programs.

Employee safety engagement programs

We continue to strengthen our safety culture through structured employee engagement initiatives that involve employees in identifying risks, shaping solutions, and reinforcing shared accountability.

No Meeting Day (North America)

Introduced in 2024 as a quarterly initiative that clears calendars for site walk-throughs and employee dialogue, the program expanded in 2025 from a safety-focused initiative to a broader platform for listening, identifying improvement actions, and ensuring structured follow-up.

Safety Day (Belgium)

Moha, Seilles, and Engis sites organized a Safety Day involving about 60 employees, including management, with five workshops covering movement and health, slips and falls, personal protective equipment (PPE), internal emergency planning, and energy-isolation procedures (lockout/tagout).

Safety D-Day (Brazil)

The Safety D-Day mobilized more than 50 employees who engaged with over 125 colleagues in operational areas, as meetings were paused to prioritize field-based prevention and strengthen a collaborative safety culture aligned with the Zero Accidents objective.

Zero-Accident Program (Chile)

Cementos Bio Bio SA (CBB), acquired by Carmeuse in 2025, continued implementing its Zero-Accident Program through a range of activities, such as structured safety management with clear objectives, training, employee participation, risk management measures, strong supervision, and consistent safety standards across operations and partners.

First Aid and Fire Marshal Training (Zambia)

In Zambia, employees strengthened their emergency preparedness through dedicated safety training sessions. 12 employees completed first-aid training, equipping them with essential life-saving skills, while 27 participants from various departments were trained as fire marshals.



BRAZIL → SAFETY D-DAY



USA → LUTTRELL MINE RESCUE TEAM



THAILAND → GOLDEN LIME



USA → BLACK RIVER MINE RESCUE TEAM

External recognition and independent certifications

External recognition and certifications provide objective validation of the robustness of our safety management systems and operational preparedness. In 2025, several sites were recognized for emergency response excellence, prevention culture, and compliance with internationally accepted safety standards.

• **Luttrell Mine Rescue Team (United States of America)** – First place in multiple categories at a regional mine rescue competition, including Day 2 Field Competition and Combination Field, Technical, and First Aid.

• **Black River Mine Rescue Team (United States of America)** – At the Mine Rescue competition in New Iberia, Louisiana: first place Bench and First Aid, third place Field, and third place overall.

• **Golden Lime (Thailand)** – Received the International Lime Association (ILA) Vision Zero 2025 Safety Award (Prevention Culture category) for the '5 Layers Safety Patrol' initiative supporting our zero-injury objective, leadership audits/patrols, and shared employee-contractor accountability.

• **Formiga (Brazil)** – Achieved ISO 45001 certification (BSI audit, December 2025).

International recognition confirms the maturity and excellence of our safety culture.

GROWING OUR PEOPLE

DEVELOPMENT AT CARMEUSE



At Carmeuse, learning and development are fundamental to safety, operational excellence, and long-term employability. Our training programs are aligned with engagement survey feedback and individual development goals, reflecting employee priorities from the previous year.

All employees, contractors, subcontractors, and visitors entering a Carmeuse plant must complete safety training. Trained individuals receive a Safety Passport, valid for one year.

Building technical excellence

We continued strengthening operational reliability and technical expertise through structured development programs across our workforce. These initiatives combine advanced technical training, digital learning platforms, and practical applications

to enhance performance, safety, and equipment reliability.

Global Process Engineers Academy and digital learning upgrade

The Engineer Academy has trained more than 250 process engineers worldwide as of the end of 2025. A new learning platform, 360 Learning, has been introduced, featuring integrated content editing, AI-supported module development, and learner performance tracking. Each participant completes an individual project, followed by a one-week in-person workshop to apply skills and strengthen team collaboration.

North America's skills development

Over the past two years, we have piloted **Vector**, an online learning system tai-

lored to the mining industry. In 2025, we formalized programs within the platform, introducing a monthly spotlight course and piloting online Mine Safety and Health Administration (MSHA) 24-hour New Miner and Annual Refresher training. These efforts increased platform use and completions by 187%, supporting onboarding and skill refreshment for the operational workforce or hourly employees.

In 2025, we continued to invest in structured leadership development to equip managers and supervisors with the skills required to lead safely, effectively, and consistently across our operations.

In North America, initiatives such as the **LEAD** (Leadership Exploration and Development) program and the Supervisor Leadership Development Program support both new managers and recently

appointed supervisors. These programs focus on leadership capabilities, soft skills, and practical application in daily operations, helping leaders transition effectively into their roles and strengthen team performance.

The **Skilled Trades Apprenticeship Training Program** continues to address the growing need for skilled trade professionals across the organization, with 52 apprentices across 22 sites. It offers three tracks: industrial electrical, maintenance/millwright, and mobile mechanic.

Apprenticeships typically span four years, totaling 8,000 hours of combined instruction and on-the-job experience. To support long-term success, each apprentice is paired with an internal site mentor who provides ongoing guidance, coaching, and feedback throughout the program.

In 2025, 11 apprentices graduated, becoming fully qualified professionals and reinforcing Carmeuse's operational performance and workforce resilience.

Advancing digital and language learning

We continue to strengthen accessibility and engagement in learning by expanding digital and language development platforms across regions.

Initiatives such as the **goFLUENT** language programs support employees in building confidence in English, enabling greater participation in projects, initiatives, and training opportunities, and fostering their development within the company.

Digital learning is further supported through platforms including Gamelearn, LinkedIn Learning, and Bookboon, complemented by targeted engagement campaigns throughout the year.

Fostering wellbeing and engagement

As part of employee engagement, Carmeuse Turkey launched a running team to promote wellbeing, reduce

stress, and strengthen cross functional collaboration. In Western Europe, a joint teambuilding exercise brought together employees from several sites to enhance relationships and improve collaboration.

We continue to strengthen our listening culture through our engagement and feedback tools, enabling us to better understand employee expectations and act on insights gathered across regions and functions.

In addition, all employees take part in an annual development discussion with their managers. These conversations lead to personalized development plans aligned with both individual aspirations and business needs, reinforcing our commitment to continuous growth and long-term employability.



TURKEY → EMPLOYEE WELL-BEING

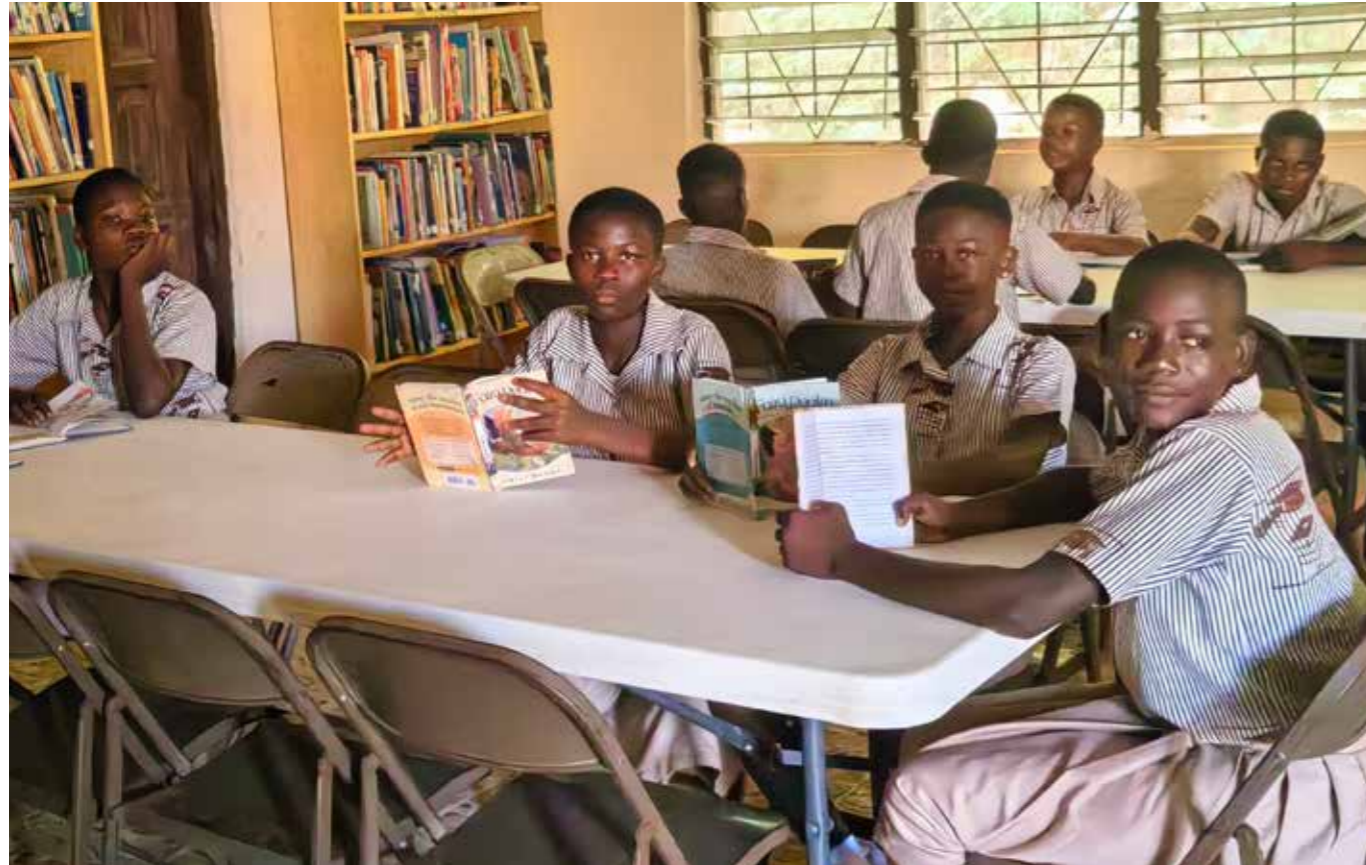


NORTH AMERICA → LEAD



NORTH AMERICA → SKILLED TRADES APPRENTICESHIP TRAINING PROGRAM

SUPPORTING OUR COMMUNITIES



EMPOWERING COMMUNITIES THROUGH MEANINGFUL INVOLVEMENT

Our community engagement is rooted in proximity, dialogue, and responsiveness to local needs. Across the Group, initiatives are developed with local stakeholders and aligned with our People pillar, focusing on health, education, social wellbeing, and environmental stewardship. Guided by a common Group framework, actions are adapted to local contexts to ensure meaningful and sustainable impact.

Community engagement is a natural part of our activities, reflecting the close relationship between our sites and surrounding communities. Many sustainability practices on site mirror behaviors employees adopt in their daily lives, reinforcing a culture where responsibility for safety, community, and the environment extends beyond the workplace.

Through open communication, we build trust and create lasting value by supporting local employment, skills development, and infrastructure, strengthening our reputation, long-term partnerships, and sustainable operations.

Many initiatives originate from site teams, reflecting strong environmental stewardship. Employees often go beyond requirements, participating in local cleanups with their families and supporting biodiversity actions on company land. This bottom-up ownership reinforces a culture where respect extends beyond colleagues to the natural environment and surrounding communities.

More than **10 000** people

impacted by **46** community projects at Carmeuse Overseas

Our community engagement is rooted in proximity, dialogue, and responsiveness to local needs.

INVESTING IN EDUCATION AND ACTING THROUGH OUR FOUNDATION

We believe education is a key step toward a better world and support initiatives worldwide to improve children's chances of success.

Supporting children in reaching their best potential

In 2025, the Carmeuse Foundation supported more than 30 non-profit organizations, reaching over 24,000 children across North America, South America, Europe, Middle East, Asia, and Africa. Funding supported tutoring, mentoring, school kits, computers, hygiene products, meals and snacks, mental health services, and playground equipment.

Guided by an internal committee and external experts, the Foundation focuses on children and young people living near our operations who face social, economic, disability, or health challenges.

Each Carmeuse location can choose the NGOs they want to support to create a positive impact in their communities. Here are a few examples of these initiatives from across the globe.

Early childhood education program (Colombia)

Fifty-nine children aged 3 to 5 from three Santiaguitos schools participated in an educational program. Children of Carmeuse employees also took part.

Mentoring programs (USA)

The Foundation supported 24 organizations, impacting more than 13,000 at-risk children, primarily through after-school mentoring programs providing homework support, social development, and life skills.

Carmeuse Longview received the Community Award from Big Brothers Big Sisters of Shelby County, recognizing our sustained support for a school-based

Book Drive Supporting School Libraries in Africa



1,800 books

Carmeuse Overseas partnered with Carmeuse North America on a children's book donation initiative for communities near our plants in Ghana and Zambia. We delivered 1,800 books to help establish school libraries, which will support literacy, imagination, and opportunity for hundreds of young learners.



USA → MENTORING PROGRAMS



GHANA → SCHOOL SUPPORT INITIATIVES

mentoring program pairing high school mentors with elementary and middle school students, as well as five years of Advisory Board leadership.

School support initiatives (Ghana)

Carmeuse continues to strengthen education in Ghana through engagement with schools in Sekondi-Takoradi and Bolgatanga (Ayuusi Yine Junior High). During our visits, we met with school teams to discuss sustainability, academic priorities, and future ambitions. At Ayuusi Yine Junior High School, a new staff room—funded through the Triathlime fundraising initiative—now offers teachers a dedicated and improved workspace.



BRAZIL → PROGEA - ENVIRONMENTAL EDUCATION PROGRAM

Environmental education program (Brazil)

More than 500 students in Formiga participated in Projeto de Educação Ambiental (PROGEA), led by the Environmental Military Police. Actions of local authorities and schools engaged 4th- and 5th-grade students in environmental preservation and sustainability. Carmeuse has supported this program since 2023.

More sports CBB - sports scholarships (Chile)

Ten scholarships supported more than 220 youth athletes, strengthening physical activity and healthy lifestyles, through the 'Mas Deporte CBB' program, in Antofagasta, Teno, and Talcahuano. The program has been active since 2021.



OMAN → SUPPORTING YOUTH EMPOWERMENT

Supporting youth empowerment (Oman)

Twenty young men and women graduated from the Digital Empowerment Program in Oman sponsored by Carmeuse, gaining digital and technical skills to strengthen employability and socio-economic development.

Inclusion, education, and access to opportunities (Belgium)

Carmeuse continues to support children and young people in Belgium through long-term partnerships focused on inclusion, education, and opportunity, with initiatives spanning the full learning journey: Class Contact helped 1,500 children with health challenges stay connected to school, the Romeo Project supported inclusion for 210 children across nearly 100 schools, and Youth Start assists young people not in education or employment, supporting 149 participants in 2025.

Entering the future with virtual reality (Turkey)

We donated a virtual reality mining system and provided related training at Soma Vocational High School, benefiting 716 students, six teachers and five employees.



TURKEY → ENTERING THE FUTURE WITH VIRTUAL REALITY

Partnering with Junior Achievement Worldwide

In addition to our Foundation-led initiatives, we partner with a global organization to expand our impact and reach more young people. Our key partner is JA (Junior Achievement) Worldwide.

Through this global partnership, we support high-impact programs focused on entrepreneurship, work readiness, and financial literacy across 12 locations.

More than 7,000 children participated in educational projects, including:

Brazil: financial capability training in underprivileged schools delivered by 11 volunteers to 90 students. Other programs such as Innovation Camp and Connected with Tomorrow provided practical learning experiences for young people.



Slovakia: Carmeuse supported the Business Challenge National Fair. Carmeuse served on the expert jury and awarded top vocational and grammar school teams in the Student Company Product category. We also joined the Ideathon, supporting 64 students as they developed and presented business plans.

Oman: Challenge Camp for 200 university students supported by 10 volunteers and university teachers.



Serbia: Carmeuse volunteers supported the Business Challenge in Belgrade in June 2025, where 86 students from 65 schools worked in mixed teams on sustainable business ideas using bee products. Our colleagues acted as mentors and jury members. In December, Carmeuse returned for the regional competition, where 120 students developed solutions for sustainable urban living.

USA: volunteers engaged 10,000 elementary students in real-world simulations, including banking, restaurants, and civic voting.



IMPLEMENTING COMMUNITY ACTIONS

Improving health

Access to healthcare and preventive services remains a priority within our community engagement strategy. In 2025, we delivered various community initiatives globally, with a strong focus on health awareness, medical access, and practical wellbeing outcomes tailored to local needs.

In Colombia, sponsorship of the Santiaguitos Children's Centre enabled a Health Day with nutrition information, food distribution, and medical checkups for children. In Mauritania, Carmeuse and SOS Diabetes organized a medical caravan delivering 517 consultations in ophthalmology, pediatrics, general medicine, and gynecology, alongside malaria and diabetes awareness campaigns,

distribution of 550 hygiene kits and 250 mosquito nets, and support for three births.

Strengthening local economies

In 2025, we supported local economic development by strengthening small and medium-sized enterprises and enhancing employability through targeted skills initiatives in our host communities.

Carmeuse Majan signed cooperative agreements with small and medium-sized enterprises (Oman)

Carmeuse Majan signed cooperation agreements with Point B Services, Engineering Technology, and Muscat

Wooden Pallets during the fifth National Equal Opportunities Program at the Salalah Free Zone, supporting SME growth and local value creation in line with Oman Vision 2040, which prioritizes innovation, sustainability, private sector development, and the role of SMEs in job creation and economic growth.

Skills development for young job seekers (Senegal)

At the request of local communities, we organized skills development workshops for young job seekers focused on practical competencies such as public speaking and professional communication to help participants prepare for entry into the workforce and support local employment opportunities.

Advancing environmental stewardship

In 2025, we advanced food security, environmental stewardship, and local infrastructure through community-based initiatives that strengthen resilience, promote sustainable practices, and deliver tangible social benefits in our areas of operation.

Urban Garden project (Brazil)

Launched in 2018, Carmeuse Brazil's Urban Garden project converts vacant land in socially vulnerable areas into agro-ecological gardens that strengthen food and nutritional security. The initiative donates 100% of the vegetables produced to underserved communities. The project is implemented with UNIFORMG, the Formiga Municipal Food Bank, Sicredi Sul Minas, Germinar Mudás, and support from Emater-MG. It has become a regional reference for sustainable practices and environmental education, establishing 21 gardens in Formiga (Minas Gerais), with 16 additional gardens created in the first half of 2025.

Strengthening community and environmental collaboration (Colombia)

As a member of the Eastern Antioquia Business Corporation, Carmeuse Colombia established the Rio Claro Sustainability Committee to coordinate community and environmental initiatives, focusing on local supply and supplier development through socialization meetings, business rounds, and training, promoting the 'Connecting Futures' program by creating dialogue spaces linking students with local opportunities, and advancing nature preservation through area-cleaning initiatives, waste collection campaigns, and secure handling and processing of recyclable materials.

Local cleanups go global (Group)

In 2025, employees globally participated in nature cleanup initiatives to protect the environments around our operations and neighboring communities. More than 250 employees from EMEA collected over 1.5 tonnes of waste, with similar cleanup initiatives also organized across other Carmeuse regions.

Advancing local infrastructure through the More Infrastructure CBB Program (Chile)



Through partnerships with foundations and municipalities, CBB advances local infrastructure by covering socialization, project management, and engineering costs and preparing projects for public funding, tendering, and execution. Projects across four municipalities include two completed (Paseo Comalle pavement in Teno and speed bumps in Talcahuano), two in progress for 2026 delivery (LED lighting for an avenue in Arica and participatory pavement works on three streets in Talcahuano), and three in the design or application stage (improvements to the Hand of the Desert area in Antofagasta, Phase II of the Paseo Comalle pavement in Teno, and a family recreation area in Talcahuano).



OMAN → CARMEUSE MAJAN SIGNED COOPERATIVE AGREEMENTS WITH SMALL AND MEDIUM-SIZED ENTERPRISES



BRAZIL → URBAN GARDEN PROJECT



SENEGAL → SKILLS DEVELOPMENT FOR YOUNG JOB SEEKERS



GROUP → LOCAL CLEANUPS GO GLOBAL



COLOMBIA → STRENGTHENING COMMUNITY AND ENVIRONMENTAL COLLABORATION