



# INTEGRATED ANNUAL REPORT 2024

Bringing connections to life

[lamifil.be](https://lamifil.be)

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# PREFACE



# ABOUT THIS REPORT

## Name of the organization:

Lamifil NV

## Location of headquarters:

The company's registered head office is located at Frederic Sheidlaan, 2620 Hemiksem, Belgium.

## Purpose of this document:

This report provides information about Lamifil's approaches and initiatives that contribute to a sustainable future, reduce our environmental impact, and provide added value to our key stakeholders – including employees, customers, partners, and shareholders – and society at large. As such, the report demonstrates how environmental stewardship,

social responsibility and corporate governance are integrated into our operations and supported by our strategy and investments.

## Scope:

This report has been prepared on an individual basis for Lamifil NV, and includes sustainability data and key financial figures for 2024. The sustainability information also covers the upstream and downstream value chains when these are considered to be material in the double materiality assessment.

**Publication date:** June 4, 2025

**Reporting period:** January 1, 2024 to December 31, 2024

## External audit:

This sustainability report has been prepared on a voluntary basis in line with the principles of the Corporate Sustainability Reporting Directive (CSRD), and has not been submitted for external audit. Our auditor Deloitte has provided a positive audit opinion on the process of the Double Materiality Assessment. This report is based on the most recent and accurate data considered relevant for the report.

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## Financial reporting:

Complementary to this report are the Annual Report and the Annual Accounts for 2024. These can be freely consulted on the website of the National Bank of Belgium: <https://consult.cbso.nbb.be/>

The information in this document is subject to change without notice, and does not represent a commitment on the part of Lamifil NV. Lamifil NV assumes no responsibility for any errors that may appear in this document.



# FOREWORD

## Interview with the CEO and Executive Chairman of the Board of Directors

In 2024, Lamifil celebrated its 95<sup>th</sup> anniversary: a testament to its resilience and ability to evolve through nearly a century of changing market dynamics. Navigating the economic effects of geopolitical tensions and capitalizing on the growing demand for its products, Lamifil has consistently met challenges head-on, and, through its strategy, turned them into opportunities for sustainable growth and innovation. At the same time, the company has deeply embedded environmental, social and governance (ESG) principles into its business.

### How do you look back on 2024, and what were the biggest achievements and challenges for business in general?

**Olaf Sterkenburg:** “The energy transition is in full swing, resulting in high demand for Lamifil’s products: conductors for energy transmission and distribution, as well as wires and cables for specialized critical applications across sectors in the transport industry, such as aviation and railway.”

**Filip Goris:** “It is indeed encouraging to see that our continued focus on innovation and our strategic direction are proving to be successful.”

“One example is our unique PowerFil® copper alloy, which was recently chosen by the Belgian railway infrastructure manager Infrabel for sustainable refurbishment of its railway network. Another example is the two large frame agreements we closed in 2024 to supply innovative overhead conductors to two TSOs in the Benelux region.”

**Olaf Sterkenburg:** “There were several important challenges as well. The increasing demand for aluminum and copper products has revealed significant supply constraints, particularly upon the European market, which is in turn putting pressure on Lamifil’s own production. That is why the Board of Directors has recently agreed on a number of additional investments in capacity expansion as well as people. In the latter case, finding skilled technical talents remains a significant and ongoing challenge.”

**Filip Goris:** “Moreover, the global economic and political landscape remains volatile. Rising protectionism, exemplified by the Build America Buy America Act in the US, poses significant concerns. Specifically in the energy market, there’s a mounting financial pressure as well on TSOs to fund the energy transition. Fortunately, as a diversified industrial company, we have so far remained immune to the current downturn in the automotive and construction industries, and are still on a growth curve. By contrast, as a Belgian company, we’ve been dealing with soaring energy costs, which we have been able to partially relieve by introducing solar panels and sustainable energy practices.”

### What is Lamifil’s ESG vision and commitment, and how has it evolved?

**Olaf Sterkenburg:** “The Board of Directors is particularly pleased with the progress Lamifil made in 2024 in terms of its ESG approach and performance. Lamifil’s business has significantly benefited from its persistent ESG efforts, not only through a reduced footprint but also through positive customer validation. In December 2024, the Board approved Lamifil’s ‘Horizon 2030’ business plan, which contains an even-more-refined ESG approach, with clear commitments and actions. This underscores the Board’s awareness of its responsibility to help turn Lamifil into a laudable sustainable company.”



“We have continued to contribute to the energy transition through our innovative products, which are replacing older technologies.”

**Filip Goris**  
CEO



“Lamifil’s business has significantly benefited from its persistent ESG efforts, not only through a reduced footprint but also through positive customer validation.”

**Olaf Sterkenburg**

Executive Chairman of the Board of Directors

**Filip Goris:** “For Lamifil, ESG is not merely an addition, but rather it has become an intrinsic part of the business strategy. Since our first report in 2021, we have made huge steps forward. The recognition by the Board and our stakeholders led to a profound strategic ESG exercise in 2023, which was continued in 2024 with the development of a progressive, data-driven and methodical approach. Of course, our next goal is CSRD compliance for the 2025 reporting period. We were particularly pleased to see our previous report being commended during the 2024 Belgian Awards for Sustainability Reports by the Belgian Institute of Registered Auditors.”

**Olaf Sterkenburg:** “Lamifil believes in creating value not only for shareholders but also for the planet, people, and society. This vision reflects in Lamifil’s purpose: Bringing connections to life. Lamifil creates – both literally and figuratively – connections to enable the energy transition and the development of sustainable products by using innovative technologies, designs, and alloys. At the same time, we must remain humble, pragmatic and sensible in the way we approach ESG.”

**Filip Goris:** “Indeed, we have limited resources – as well as technological limitations – by which to address all challenges along our entire value chain. Therefore, we need to focus on points at which we can really make an impact, driven by measurable parameters, clear goals, and realistic expectations. For example, our aluminum smelting and casting facilities are compatible with hydrogen fuel instead of gas, but today local availability of hydrogen fuel is limited as there is no distribution network in Belgium.”

### What are the key ESG achievements from this past year?

**Olaf Sterkenburg:** “Possibly the greatest achievement is the fact that the progress and efforts we have made have already shown a clear return on investment, shifting from a cost to a competitive advantage. Not only in terms of mere business, but in terms of the positive impact on Lamifil’s reputation as well.”

**Filip Goris:** “When it comes to the Environmental topic specifically, we have continued to contribute to the energy transition with our innovative products’ replacement of older technologies. In 2024, we worked hard to further reduce the environmental impact of our operations. Besides yielding the fruits of our own solar power installation, we further improved the energy efficiency of our production processes, for instance by fine-tuning the gas burners in the furnaces. We currently comply with all applicable environmental regulations, and are closely monitoring our emissions to rapidly mitigate any possible exceedance.”

“Last year, we prioritized Social components by fostering a safe and supportive environment for our employees and by maintaining good relationships with the local community.”

“We continued with the encouraging downward trend of work-related accident frequency, with an impressive 30% reduction compared to the previous year. Our improvements here are attributable to proactive prevention measures, including a new safety video and expanded training programs for all employees, on topics such as crane and forklift safety. Through our implementation of improved measurement systems for all staff-related matters, including training, health, and well-being, we can ensure our efforts are effectively more targeted.”

“And lastly, we continued to actively engage with our community through a neighborhood committee and a number of sponsored initiatives.”

**Olaf Sterkenburg:** “The key realization in terms of Governance is definitely the implementation of an ESG governance framework with a clear structure, an ESG steering committee, and dedicated resources. On top of these, Lamifil strengthened its procurement strategy with a focus on reliable, sustainable and local suppliers offering quality products and services. Furthermore, Lamifil elaborated on its innovation vision, and allocated resources for an innovation manager, ensuring it can continue to develop innovative products to meet customers’ needs.”

“Our top priority, both now and in the future, will always be employee safety and well-being. In the coming years, we will focus on reducing absenteeism and work-related incidents, increasing our attraction and retention of local talent, and further improving the work environment. New initiatives like LamiFit will engage our employees through sports and movement. We will also invest in more training programs with our Lamifil Academy, collaboration tools, and effective communication to advance productivity and employee development.”

**Olaf Sterkenburg:** “Lamifil will stay on the path of sustainable innovation and expect its renewed approach to innovation to generate to new applications and products. As Lamifil depends on its value chain to make this work, another priority lies in further strengthening relations with customers and suppliers. This emphasizes the need to cultivate a strong ethical foundation within the company, which it intends to further weave into the fabric of its value chain through responsible sourcing and the consistent implementation of a Code of Conduct.”

### Can you elaborate on Lamifil’s strategic ESG priorities and future goals?

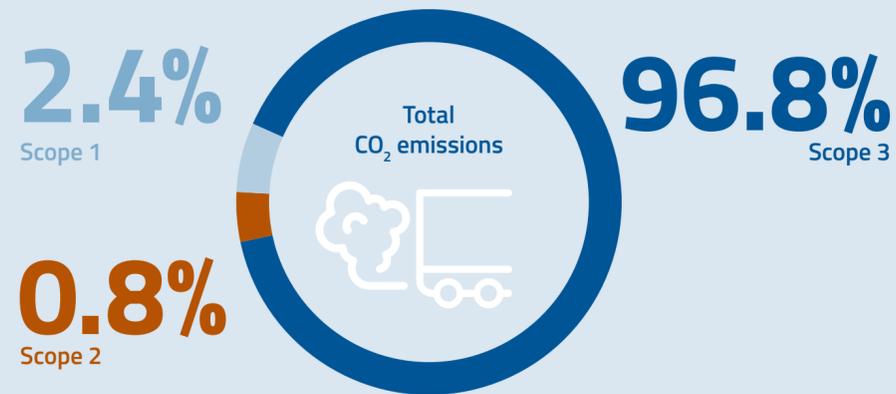
**Filip Goris:** “The insights we gather from the growing volume of ESG data we monitor allow us to increasingly refine and target our approach and align our actions with our strategy. In particular, we want to focus on improving our positioning in the fields of sustainable packaging, energy management, talent development and succession planning.”

“2025 will be another landmark on our journey to lower our impact, as we aim for 100% use of green electricity. In addition to this, by 2025 35% of all aluminum we purchase will be ECO aluminum. Since 2024, 100% of our overhead conductor production has been based on ECO aluminum. The next key milestone is 2030, where we aim to use recycled copper for 50% of our copper-based products.”



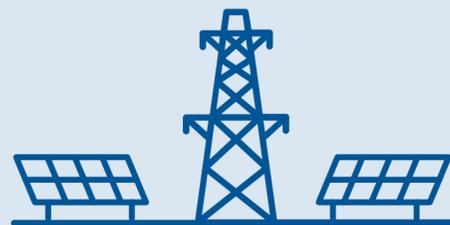
# Key figures 2024

## ENVIRONMENTAL



Energy balance

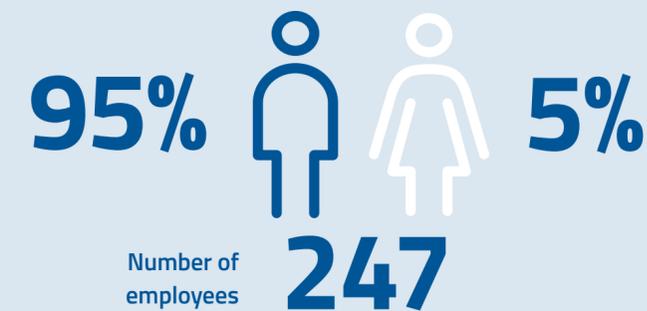
- 82% Fossil
- 17% Nuclear
- 1% Renewable



Own solar used in own operations

**752 MWh**

## SOCIAL



## GOVERNANCE

Scoring on cybersecurity index



**69%**

## FINANCIAL





PART I

# OUR COMPANY





# ABOUT LAMIFIL

Lamifil forges over 95 years of technology, innovation and mastery into smart wires, in order to **bring connections to life**. Today, Lamifil is one of the world's leading manufacturers of high-end cables, wires and wire-based products of copper, aluminum and their alloys. We help supply energy to millions of people via high-tech overhead conductors. Our innovative copper and aluminum alloys are used to create superior semi-finished products for the steel, automotive, aviation, aerospace, 3D printing and consumer products industries.

Copper and aluminum alloys are cast, rolled and further processed at our production site, which has been located in Hemiksem, Belgium, for almost a century. Our dedicated teams help our customers to excel and thrive in their respective industries by offering them a technological edge within today's competitive markets. Lamifil fulfills customers' needs with tailor-made alloys that enhance the **performance, processability and durability** of their applications.





# OUR VALUES

Here at Lamifil, we follow a set of values that serve as an ethical compass, determine how we behave, and are fundamentally rooted in our corporate identity and personality.

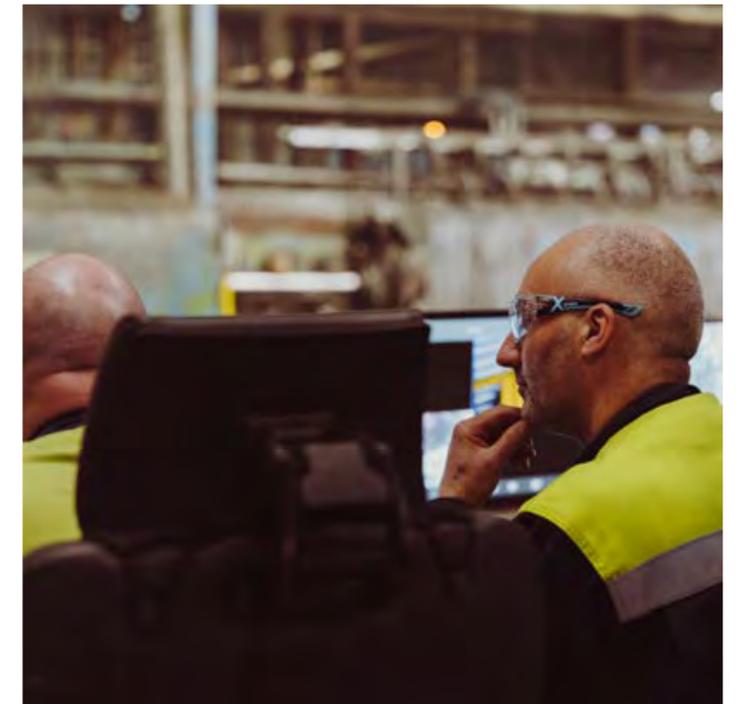


## Expertise

Being an expert means continuously improving and sharing knowledge across all levels. We encourage people to take ownership and collaborate to break down silos. We strive for effective solutions through refined and improved work processes. We are experts in our field, and stand out with our unique, market-driven developments, applying our knowledge and experience to provide the best solutions based on thorough analyses.

## Connecting

Connecting is about creating a workplace where everyone feels valued, supported, and empowered to contribute their best. We prioritize a culture of connection, emphasizing the unique contributions of each individual and the power of collaboration. Together, we foster an environment where people are – and feel – safe. We value authentic and open connections over superficial interactions and encourage our team to let go of past hindrances to move forward together.



## Effective

We value effectiveness, which means consistently achieving goals through efficient, streamlined processes. We accomplish this through motivated teams with clear roles and responsibilities. Goals are well defined and transparent, and we focus on actions that directly contribute to desired outcomes. Being effective hinges on a strong strategy, clear decision-making, wise resource allocation, and the ability to adapt to change.

## Passion

Our value of 'passion' is expressed through a strong sense of ownership, a constant drive for improvement and innovation, and inspiring actions that connect with people at a deep level. It involves taking risks, encouraging creativity, and maintaining a relentless drive to achieve ambitious goals. This passion is fueled by perseverance and a commitment to never giving up.

## Excellent

Being excellent is a continuous pursuit of improvement and leadership, both in terms of performance and in setting a positive example for others. We strive to be unique, reliable, and industry-leading, exceeding expectations and inspiring our team to achieve their full potential.

# OUR PURPOSE AND MISSION

Our purpose summarizes why we exist and what truly sparks us. For Lamifil, this is:

Bringing connections to life.

This purpose is strongly linked to our company mission, which reflects what we do each and every day:

**We bring connections to life with smart wires forged by technology, innovation and expertise.**

Indeed, Lamifil produces premium and innovative copper and aluminum alloy wires and cables for critical and sustainable applications across our economy and society. Technology, innovation and 95 years of expertise come together in these sustainable products to make connections between people, communities and parts of a whole, both figuratively and literally.





# OUR ORGANIZATION

## BUSINESS MODEL: THREE BUSINESS UNITS SERVING OUR KEY MARKETS

Our primary business is the **manufacture of wire and cable products from established high-end copper and aluminum alloys**. We also develop new proprietary products and alloys, either in collaboration with customers, universities or sector organizations, or driven by our own R&D team. We test their performance in our own laboratories, and jointly perform on-site evaluations with our customers, assessing results and potential benefits.

We sell and deliver products to our customers, advising them on effective installation and deployment, as well as consulting on the most suitable and sustainable products.

Our business has been organized into three business units since the end of 2023: **Overhead Conductors, Aluminum Specialties and Copper Specialties**. This organization is aligned with our key markets, and allows Lamifil to be highly responsive to customer needs and requirements through the allocation of dedicated commercial and technology teams.



## 1. Overhead Conductors

Emerging and developed economies across the globe are grappling with an escalating demand for electricity. A significant proportion of power transmission expansion is provided by overhead conductors, with undersea and underground conductors also playing an important role.

Based on aluminum and its alloys, our Overhead Conductors business unit designs and produces improved, high-performance and efficient overhead conductors to **facilitate the global energy demand and transition**. The improvements made are not solely motivated by the need for increased capacity; more efficient conductors also result in lower energy wastage. The lower energy requirements therefore lead to reduced CO<sub>2</sub> levels, effectuating a twofold benefit: cost savings for high-voltage grid operators, and environmental gains for society.

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Our products allow our customers to save millions of tons of CO<sub>2</sub>.

A range of high-tech overhead conductors with **high conductivity** on the one hand and **high-temperature conductors with low sag** (HTLS) on the other allow us to offer customer-oriented solutions to grid operators around the world. Our advanced products allow our customers to save millions of tons of CO<sub>2</sub> every year.

The design and manufacture of our overhead conductors is currently undertaken at our production plant in Hemiksem, Belgium. In 2027 we plan to start production in the United States, which will serve the local market; this will contribute to significant CO<sub>2</sub> reductions related to intercontinental transport.

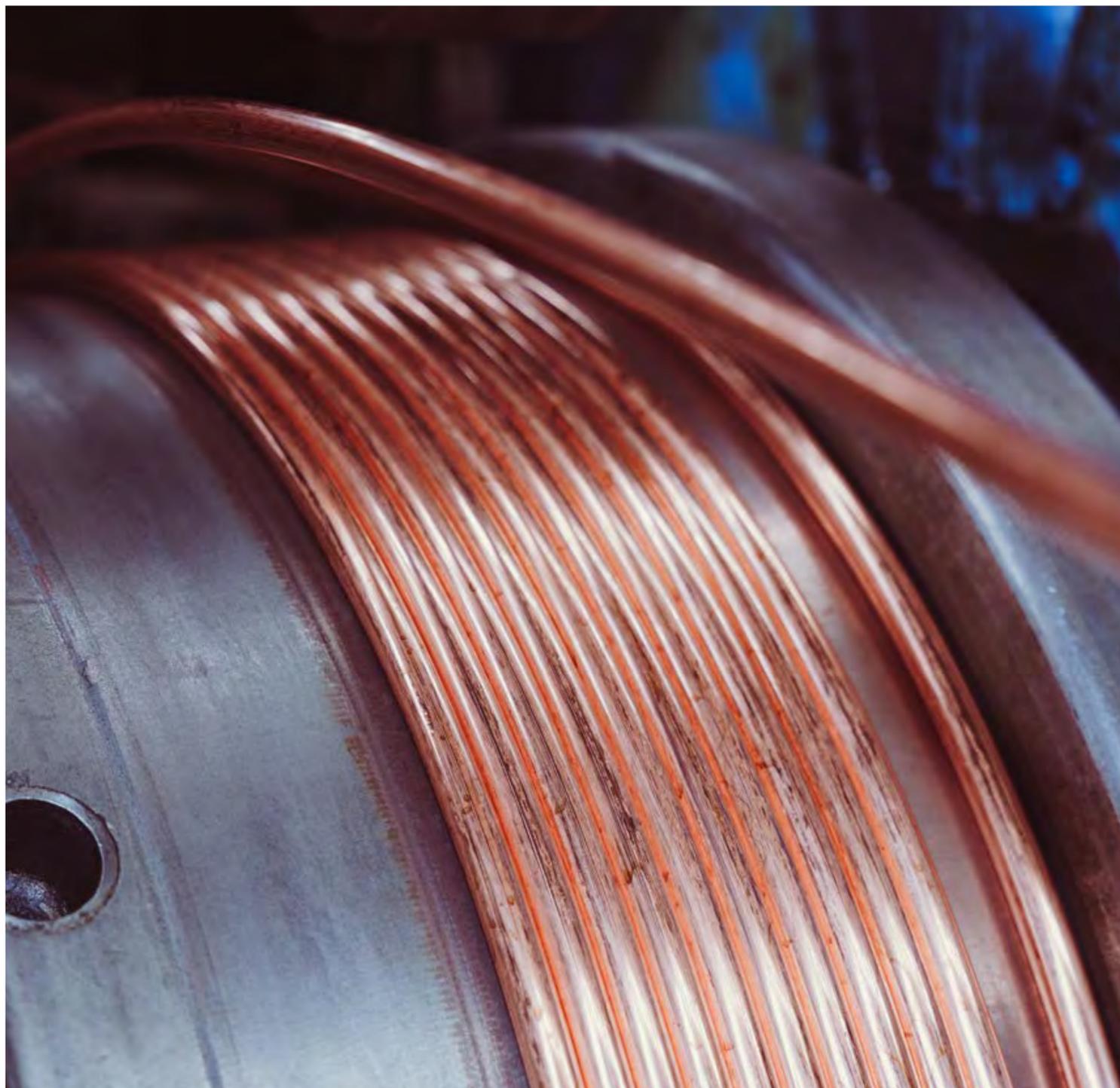
## 2. Aluminum Specialties

In the Aluminum Specialties business unit, Lamifil produces wires, cables and conductors perfectly tailored to the customer's specifications and production processes. These include products for **extrusion, wire drawing, cold forming or stranding** processes from high-quality seamless wire rod of diameters up to 44mm. Our products serve various applications in the automotive, construction, consumer products and steel industries.

Depending on the application, Lamifil will use pure aluminum (with a minimum purity of 99.7%) or aluminum alloy wire products from its diverse range of shapes and diameters on coil.

Pure aluminum is used for critical **electrical** applications, while alloys find their place in critical **mechanical** applications for a variety of industries, such as the high-tech industry.





### 3. Copper Specialties

This business unit is responsible for the development and manufacture of specialty copper alloy wires and cables for critical applications, the importance of which has grown within our portfolio. This clear choice has resulted in a drastic reduction of pure copper and basic alloy railway products offered to the market. The railway segment has now been fully integrated in the Copper Specialties business unit, with the **Powerfil® Alloy** leading the transition to cadmium-free high-end railway alloys for modern catenary challenges.

Using an innovative production process, we offer in-house design, manufacturing, quality control, and supply of **wire rod, drawn wires, surface-treated wires and cables**, while gradually withdrawing regular stranded conductors for railway applications from our portfolio.

Our alloy families include Powerfil®, CuCr1Zr, CuAg, CuMg, CuSn, CuCrAgSi, and CuP. All alloys are composed of pure materials with an extremely low oxygen content, with Lamifil finding the ideal alloy element proportions and stably maintaining these for long casting lengths. We can therefore provide customers with long continuous lengths of material that meet precise specifications and perform excellently in subsequent drawing and processing operations.

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Our products enable the creation of more dependable medical devices, safer aircraft, and less material-intensive automotive parts.

The different alloy elements bring the right balance of tensile strength and conductivity or resistivity, while the production processes used determine other characteristics that the customer requires.

Our customers work with our products to turn them into coated, uncoated, stranded high-end wires or cables for **automotive, aerospace, robotics or medical applications**. They can be drawn to a hair's breadth for super fine applications without any significant property changes. Our products enable the creation of more dependable medical devices, safer aircraft, and less material-intensive automotive parts, to mention but a few examples. Our products can also be transformed into 3D alloy printing powder.

# OUR STRATEGY

In 2024, we at Lamifil celebrated our 95<sup>th</sup> anniversary. Driven by quality and innovation, we have become a top global manufacturer of advanced cable and wire solutions in copper and aluminum. To play an equally prominent role in sustainability, we are guided by a strong vision:

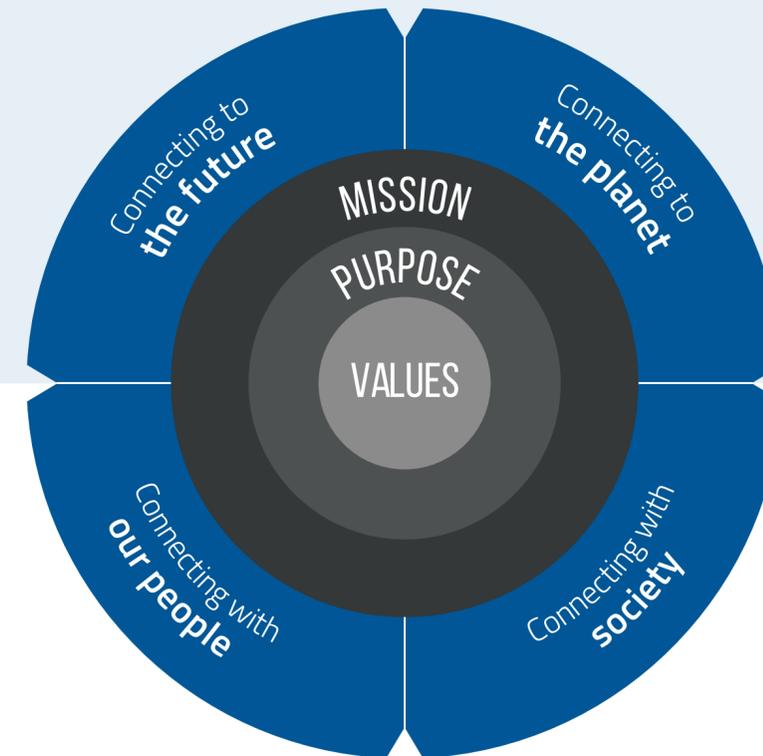
Lamifil envisions a world where innovation drives smart technology to create value, progress and well-being. We provide people and communities with the energy they need to achieve their ambitions and strengthen their connections.

That's why we boost performance and promote sustainability, agility and efficiency within our company.

By delivering high-value products, we meet our customers' needs and help them achieve their strategic goals. Our products, services and technologies provide energy sustainably, and help people and communities thrive. To support our focus on **sustainable innovation**, we strive for stable and organic growth. We invest in cutting-edge solutions, empower our employees to reach their full potential, and commit to building a sustainable value chain.

Our **CONNECTING strategy** is anchored in our values, purpose and mission and consists of four key pillars, each of which has an impact on our sustainability approach:

- Connecting to the future
- Connecting with our people
- Connecting to the planet
- Connecting with society





## Connecting to the FUTURE

To support a sustainable future, we create **innovative cable and wire solutions** that deliver sustainable energy to millions. Our products and services strengthen electric infrastructure and enable electric mobility. Our exclusive focus on copper, aluminum, and their alloys is a key strength: this choice creates synergies in expertise, products and processes. It also helps us stand out in the market and makes us less vulnerable to price fluctuations.

Innovation is central to our work. We aim to be recognized as **specialists in aluminum and copper**, leading developments in both areas. In aluminum, we focus on expanding mechanical applications and creating new solutions to support the energy transition. In copper, we develop alloys with superior mechanical and electrical properties. These alloys help save resources, extend product lifespans, and reduce environmental impact.

We also pioneer unique continuous processes. We re-invest 5% of our gross margin every year into technology and innovation.

To succeed in a competitive market, we focus on **innovative and sustainable products** that add **high value** for our customers and set us apart from low-cost, standard offerings. Our company is organized into three business units: Overhead Conductors, Aluminum Specialties, and Copper Specialties. This structure allows us to meet customer needs and concentrate on areas where we excel. Our metallurgical expertise and close collaboration with customers help us create tailored solutions.

To achieve **stable and sustainable growth**, we are expanding our production capacity and aligning our organization with new strategic goals. At the same time, we are increasing our sales and marketing efforts, with the aim of entering new market segments. While Europe remains a priority, we are also targeting new and emerging markets for us, like the United States, where local production of high-voltage cables will enhance our commercial position. Over 98% of our products are exported, and we are committed to establishing a strong international presence.

## Connecting with our PEOPLE

Our **employees** are the cornerstone of our success. We focus on ergonomics, communication, teamwork, and autonomy to ensure their health and **well-being**. By encouraging people to share ideas and actively participate in process improvements, we create a collaborative and innovative work environment. Through ongoing investments in automation and process innovation, we strive to enhance employee satisfaction and offer more meaningful, fulfilling roles.

**Safety** is our top priority. We are committed to the health of our people, and work to foster a strong safety culture where employees support one another. Our safety approach is tailored to the diverse needs of our workforce, with leadership playing a crucial role in its success. We aim to reduce our Lost Time Injury Frequency Rate to below 30, and our Lost Time Injury Severity Rate to less than 1 by 2025.

We focus on innovative and sustainable high added value products.





## Connecting to the PLANET



We work to protect the planet through **sustainable manufacturing**. We place our focus on sustainable operations, mining and transportation of raw materials, alongside investments to reduce our environmental impact.

We aim to **lower our scope 1 and 2 emissions by 15% and 100% respectively by 2030**, measured against a base year of 2023. To achieve this, we are enhancing the quality, efficiency and sustainability of our production processes. In aluminum production, we upgraded our casting and rolling facility. Automation and process improvements help us create advanced products, reduce costs, and shift workers from manual tasks to safer, more strategic roles. In copper production, a new facility enables the creation of advanced alloys for industries like automotive and aerospace. Automation here also enhances efficiency, product quality, and employee ergonomics. Various energy-saving measures further reduce our gas and electricity use to make our operations greener.

We are committed to **sourcing materials responsibly** in order to reduce our environmental impact. By 2025, we will transition to 100% ECO aluminum with a footprint of under 5 kg CO<sub>2</sub>eq per kg for all overhead conductors. By 2030, we aim to use 50% recycled copper. These efforts reduce emissions, conserve resources, and support a circular economy.



## Connecting with SOCIETY



We connect with society as a **responsible corporate citizen**. We take every precaution to ensure ethical practices across our value chain, and expect our suppliers to do the same.

Lamifil has been rooted in Hemiksem for 95 years, and we actively support local sports, culture and charity. We are committed to **local employment**, and collaborate with various community organizations. We also take steps to reduce the environmental and community impact of our activities. By 2025, we aim to have eliminated formal complaints from local residents about environmental and mobility issues caused by our operations. While we are deeply engaged at a local level, we also represent Flanders and Belgium internationally, contributing to a future where innovation and technology drive prosperity and well-being.

We extend our commitment to society through **ethical business practices** and responsible sourcing. We carefully screen suppliers to ensure they meet strict environmental and social standards. By 2025, we aim to evaluate 80% of selected suppliers according to ESG criteria. We maintain open communication with stakeholders to promote transparency and accountability, upholding the highest standards in everything we do.





## OUR VALUE CHAIN

At Lamifil, we draw upon over 95 years of technology, innovation and mastery to transform the finest aluminum and copper into high-tech products. We connect with every link in our value chain to ensure that our products are both efficient and environmentally responsible.



### Raw material sourcing

The primary raw materials for manufacturing our products are aluminum and copper. Bauxite ore - the primary source of aluminum - and copper ore are extracted by mining companies. Once extracted, bauxite and copper concentrates are sold on the global market to companies specializing in smelting and refining of these raw metals. Through a chemical process known as electrolysis, aluminum oxide and copper anodes are transformed into pure aluminum and copper cathodes, respectively. Additionally, our copper suppliers add copper scrap as feed material to copper concentrates, yielding copper cathodes with recycled content.

We procure copper directly from European manufacturers in the form of copper cathodes and copper wire rod. Our aluminum procurement typically consists of T-bars sourced predominantly through traders on the London Metal Exchange or in a few cases directly from European suppliers.

In addition to aluminum and copper, we purchase other metals, such as magnesium and manganese for alloying, which are therefore termed alloying elements.

We acknowledge the considerable environmental and social concerns associated with the mining and processing of aluminum and copper. These include high-energy consumption leading to notable GHG emissions, soil pollution, inadequate working conditions and a disregard for workers' rights.

We actively collaborate with our suppliers to address and mitigate these impacts. We have established long-term contracts and partnerships with suppliers of certified green aluminum with the aim of increasing its share within our sourcing wherever possible. Green aluminum is produced exclusively using renewable energy sources, resulting in a substantial reduction in its carbon footprint. Furthermore, all our major metal suppliers have signed our Supplier Code of Conduct, which encompasses requirements regarding human rights, occupational health and safety, ethics, environmental considerations and transparency. Wherever possible, we prioritize sourcing our raw materials and other goods from local, European suppliers and adopt dual sourcing to secure their availability.

### Processing and packaging by Lamifil

For over 95 years, our products have been manufactured at our production site in Hemiksem. Aluminum T-bars, copper cathodes and copper wire rod are melted at extremely high temperatures. Various alloying elements may be added to the molten aluminum or copper to create our unique alloys. Subsequently, we cool, cast, and roll the molten aluminum and copper, yielding aluminum and copper rods. Further processing of these rods may consist of drawing, extrusion, cabling and/or surface treatment tailored to client specifications.



Additionally, we partner with a copper recycling specialist to recycle our copper production scrap, eventually transforming it into copper wire rod that can be used again in our production processes.

High-quality packaging safeguards the quality of our products during transportation and storage. We collaborate closely with our customers to select the most efficient and environmentally friendly packaging solutions. Today, over half of our packaging is used within a closed-loop system.

## Distribution and sales

We distribute and sell our rods, wires and cables all over the world. The transportation of our products is typically handled by our customers themselves. Our sales operations exclusively target business-to-business transactions. The sales markets for our products are very diverse and vary between business units.

The installation of the overhead conductors and copper catenary wires is carried out by installers, who are either contracted by the operator, through a third party, or by ourselves.

In addition, we manufacture semi-finished products, specifically aluminum and copper specialty wires and rods in a variety of shapes and diameters.

These aluminum and copper specialties serve a diverse range of industries, including steel, automotive, aviation, aerospace, medical, robotics, 3D printing, and consumer products. Our specialty wires and rods undergo further processing and transformation into end products. This downstream processing typically involves multiple parties, positioning us as a tier 3 supplier of the end product.

All our products are designed and manufactured according to high-level safety standards to ensure that they can be transported, installed, and utilized effectively and safely. Furthermore, we offer a range of support services to complement our finished products. These include both theoretical and hands-on installation training sessions. Moreover, our experts are available on site during installations to provide guidance on specific installation procedures.



## Use phase

We bring connections to life with our smart wires that literally connect energy, people, and cities. Our premium overhead conductors help supply energy to millions of households and companies worldwide. Our highly-conductive overhead, undersea, and underground conductors, based on aluminum and aluminum alloys, strengthen power transmission capacity and support the energy revolution.

Furthermore, our aluminum and copper specialty wires contribute to the development of lighter, thinner, and less material-intensive automotive parts, thus advancing electric mobility. Lastly, our catenary wires ensure that millions of train passengers and rail cargo reach their destinations every day.

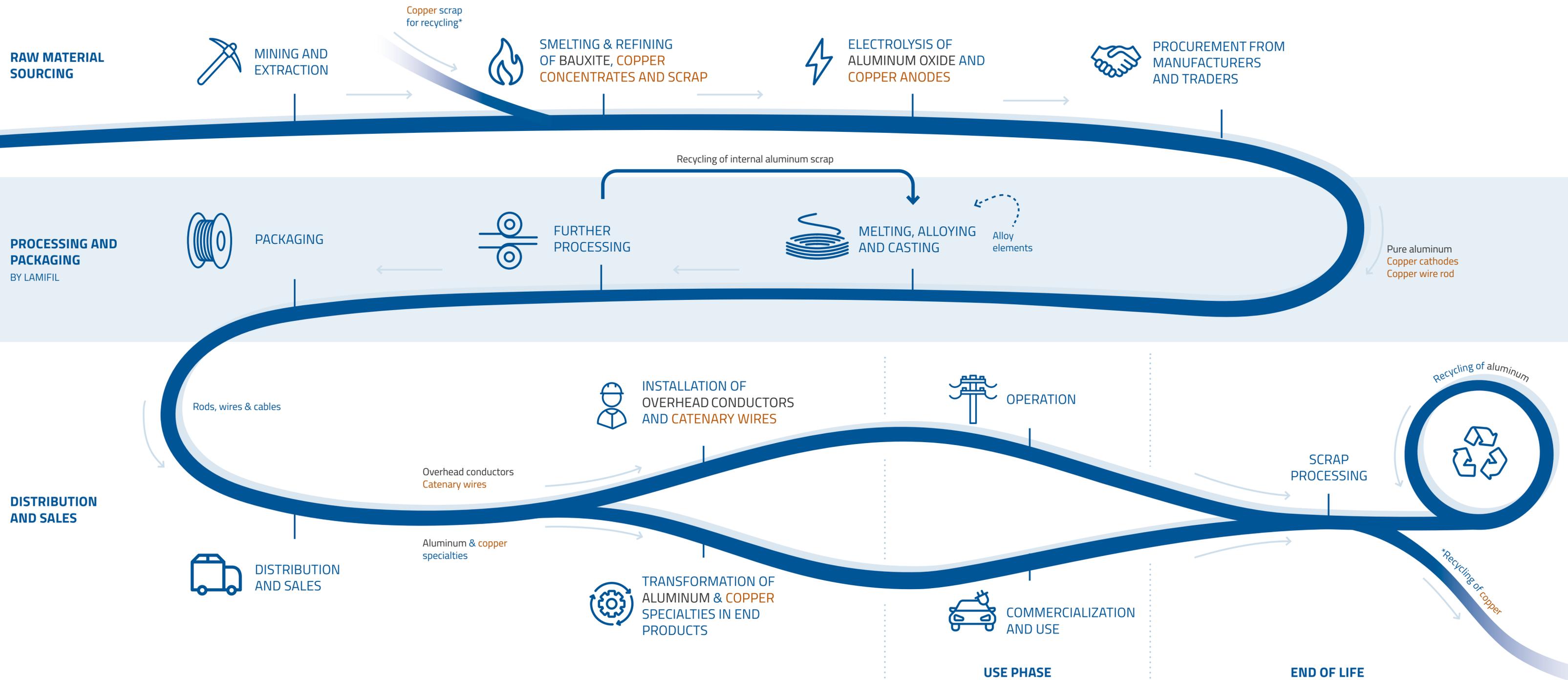
## End of life

Aluminum and copper are 100% recyclable metals, meaning that they can be recycled repeatedly without any loss of quality. At the end of their lifecycle, the scrap generated from our copper-based products is recycled by a specialized copper processor (as indicated by the asterisk in the visual). This end-of-life copper scrap is converted into recycled-content copper cathodes and copper wire rod, which seamlessly reintegrate into our production process. In this way, we effectively close the loop, ensuring sustainable resource utilization.

Due to the very high purity standards required for our aluminum and aluminum alloy products, we are currently unable to reuse end-of-life aluminum scrap in our production process. However, the aluminum scrap can still be recycled and repurposed for several other applications.

Looking ahead, we are committed to investing in R&D efforts to further explore the use of recycled aluminum in our products, particularly for non-electrical applications.

# Our value chain



Black text is specific to aluminum. Orange text is specific to copper. Blue text is about both.

LAMIFIL

PART II

# FINANCIAL INFORMATION

## KEY FINANCIAL FIGURES

		2020	2021	2022	2023	2024
Sales	(mil €)	123.4	128.5	183.4	177	165.2
EBITDA	(mil €)	0.4	-0.4	2.4	6.5	5.1
REBITDA	(mil €)	2.2	1	3.4	5.6	5.0
EBIT	(mil €)	-2.4	-4	0.2	4.1	2.5
REBIT	(mil €)	-1	-2.5	0.6	3.1	2.5
Net result after taxes	(mil €)	-2.6	-4.4	-15.4	2.2	0.5
Equity	(mil €)	33.5	29.1	29.4	31.6	32.1
Equity/share	(€/share)	29.4	25.5	25.8	27.7	28.1



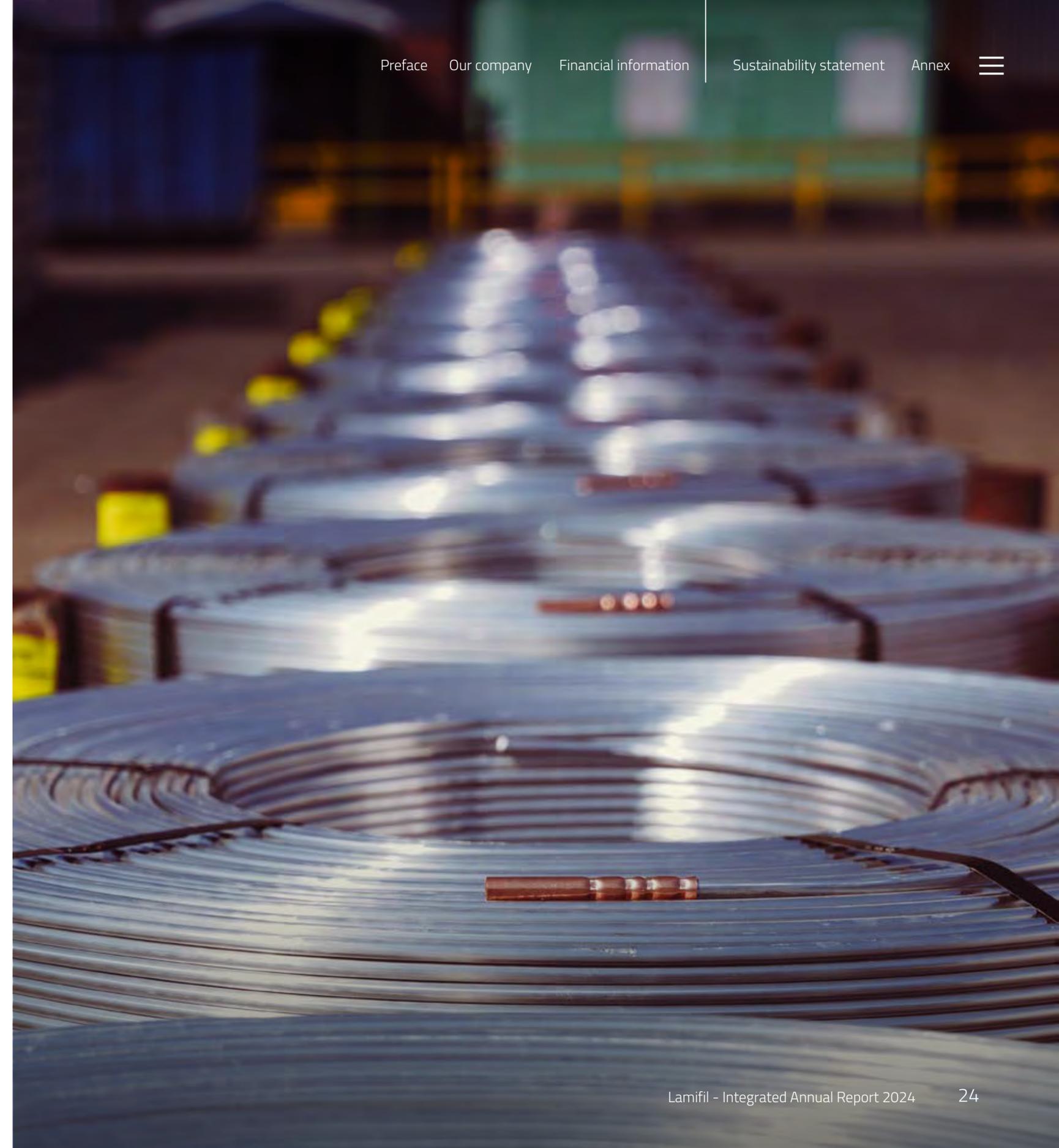
## FINANCIAL STATEMENTS

### BALANCE SHEET LAMIFIL NV 31/12/2024

ASSETS	€K	EQUITY AND LIABILITIES	€K
<b>Fixed Assets</b>	<b>29.444</b>	<b>Equity</b>	<b>32.063</b>
Tangible fixed assets	28.744	Share capital	4.486
Land and buildings	19.111	Revaluation surpluses	15.757
Machinery and equipment	3.963	Reserves	1.011
Furniture and vehicles	600	Retained earnings	10.572
Leasing	3.864	Capital subsidies	237
Assets under construction	1.206		-
Financial fixed assets	700	<b>Provisions and deferred taxes</b>	<b>761</b>
<b>Current Assets</b>	<b>49.940</b>	<b>Debt</b>	<b>46.560</b>
Inventory	33.523	Financial debt > 1 year	3.671
Short-term receivables	15.912	Debt < 1 year	42.889
Cash and bank	203	Financial debt < 1 year	15.822
Deferred charges/Accrued income	302	Trade debt	15.531
		Advance payments	3.219
		Taxes and social charges	4.674
		Other debt	2.525
		Accrued charges/deferred income	1.118
<b>Total assets</b>	<b>79.384</b>	<b>Total liabilities</b>	<b>79.384</b>

## P&L LAMIFIL 31/12/2024

	€K
<b>Operating income</b>	<b>170.145</b>
Turnover	165.238
Inventory finished goods/ Wip increase (decrease)	1.219
Fixed assets produced	6
Other operating income	3.062
Non-recurring operating income	620
<b>Operating expenses</b>	<b>-167.670</b>
Trade goods, raw and auxiliary materials	-125.792
Service and other goods	-21.539
Remuneration, social security costs and pensions	-18.663
Depreciation and amortization	-691
Other operating expenses	-448
Non-recurring operating expenses	-537
<b>Operating profit (loss)</b>	<b>2.475</b>
<b>Financial result</b>	<b>-830</b>
<b>Earnings before taxes</b>	<b>1.645</b>
<b>Incomes taxes &amp; deferred taxes</b>	<b>-1.119</b>
<b>Net profit (loss)</b>	<b>526</b>



# BUSINESS REVIEW 2024

## Financial performance

The results for 2024 were lower than those for 2023, mainly due to the poorer performance of aluminum specialties, where fewer wire rods were sold, and the postponement of a major foreign project in the Overhead Conductors business unit to 2025, which meant that this capacity could not be reallocated to another project due to the long lead time (loss of contribution in 2024 of more than €1 million) and a number of exceptional results. During 2024, we saw a favorable trend in demand and on the order book, particularly in the Overhead Conductors business unit and the Copper Specialties business unit.

The results for 2024 can be summarized as follows:

- EBITDA amounted to €5.1 million compared to €6.5 million in 2023
- REBITDA amounted to €5.0 million compared to €5.6 million in 2023
- EBIT amounted to €2.5 million compared to €4.1 million in 2023
- REBIT amounted to €2.5 million compared to €3.1 million in 2023
- Net result amounts to €0.5 million compared to €2.2 million in 2023
- Equity amounts to €32.1 million compared to €31.6 million in 2023

The net result was negatively affected by the order to pay arrears of tax and default interest relating to a tax dispute

from 1991. This concerns a dispute over the application of flat-rate foreign tax on income from foreign bonds that were purchased on the advice of a bank and subsequently turned out to be tax structures. The order to pay a tax of €1.4 million was unexpected, given that the positive advice was based on other files. For this reason, no provision had been made in the past. The company has decided not to appeal this decision. On the other hand, the reversal of part of the impairment on the shares of Lamifil Russia had a positive impact of €0.7 million.

## The market

Market demand for overhead conductors further increased in 2024 (by more than 10%), largely due to the energy transition, including investments in offshore wind and solar energy.

Demand for aluminum specialties used primarily in the construction and automotive sectors declined due to difficult market conditions in 2024.

In the Copper Specialties business unit, demand was driven by fine wire applications for the aerospace industry, the automotive industry, and other high-end applications, such as medical imaging and telecommunications. Volumes in new high-end segments like 3D printing are also beginning to increase.

In the rail segment, a focus is being placed on sales of high-quality alloys such as Powerfil®.

## Investments

The Research & Development department continues to focus on improving and expanding the product range and developing aluminum and copper alloys with higher added value.

Powerfil®, a high-quality copper alloy, was launched by Lamifil in 2022 for applications in the telecommunications, consumer electronics, aviation, automotive industry, and railway sectors. We are seeing an increase in demand for this product, which is having a positive effect on results.

Research in the field of aluminum alloys is being focused on high-performance mechanical alloys, in order to balance energy applications in the overall product mix. New applications for mechanical alloys are to be found in electric vehicles, heating technology, high-end fastening technology, welding applications, and mechanical engineering.

## Research and development

The R&D department continues to focus on improving and broadening the product range, as well as developing aluminum and copper alloys with higher added value.

Powerfil®, a high-performance copper alloy, was launched by Lamifil in 2022 for applications in the telecommunications, consumer electronics, aerospace, automotive and railway industries.

40%  
Equity ratio

€2.2 million  
investments

We experienced an increase in average margin per unit sold for this product in 2023, leading to a positive impact on earnings. Research within the aluminum alloys domain is focused on high-performance mechanical alloys, in order to create a balance with energy applications in the overall product mix. New applications for mechanical alloys are to be found in electric vehicles, thermal engineering, high-end fastening technology, and welding and mechanical engineering processes.

## Sales

Turnover is less representative of the business performance, due to its high dependence on fluctuations in raw material prices. The volume of aluminum sold decreased by more than 4,300 tons. The turnover of the Overhead Conductors and Copper Specialties business units developed positively, with the average sales price rising by 4.1% compared to 2023.

### Raw material markets (aluminum and copper)

Both aluminum and copper raw material prices (in USD) rose sharply during 2024. At the end of 2024, copper and aluminum prices in USD were 3% and 8% higher than at the end of 2023, respectively. Due to a 6% increase in the value of the USD at year-end, this led to a price increase in euros of 9% for copper and 15% for aluminum at year-end 2024.

The value of copper in particular rose sharply in the first half of 2024, followed by a decline in the second half of the year. As a result, the average copper price in USD is 8% higher than in 2023, and amounts to \$9.1k per ton. The average aluminum price is also 8% higher, and amounts to \$2.4k per ton.

The 100% hedging policy has had a neutral effect on the result.

Despite the restrictions in place on the purchase of Russian aluminum, we did not experience any supply problems.

## Balance sheet structure

Tangible fixed assets decreased slightly from €29.0 million at the end of 2023 to €28.7 million at the end of 2024. We made investments of €2.2 million, while depreciation amounted to €2.6 million.

EBITDA was positively influenced by a change in the valuation rules for work in progress (WIP) inventory for the Overhead Conductor projects. As these have a long lead time, it was decided that the valuation rules should be adjusted to "percentage of completion", as a result of which part of the result is recognized at the time of production. This had a positive effect on the result of €1.0 million in 2024.

The provision for doubtful debts decreased by €0.5 million compared to the end of 2023. The receivables that were recorded as doubtful at the end of 2023 were collected in 2024.

Provisions for other risks and costs decreased by €1.4 million; an amount that was set aside as a precaution in 2023 and settled in 2024.

The limited fluctuation in interest rates led to a limited increase in debt costs of €50k.





### Financial debts and working capital

Total financial debt on the balance sheet at the end of 2024, taking into account factoring, amounted to €32.7 million. This is an increase of €3.2 million compared to the end of 2023, which is the result of an increase in working capital, mainly due to projects that could only be delivered in 2025. Lamifil respects all financial obligations to banks and suppliers. The strategy in place involves reducing the debt ratio in the future.

### Purchase of own shares

In 2024, the company repurchased €148k of its own shares. An unavailable reserve was created for this purpose.

### Balance sheet total

The balance sheet total decreased from €85.7 million at the end of 2023 to €79.4 million at the end of 2024. Equity on the balance sheet date amounted to €32.1 million, compared to €31.6 million at the end of 2023, bringing the "Equity/Balance sheet total" ratio up from 37% to 40%, which is considered a healthy ratio.

### Allocation of the result

The Board of Directors proposes to carry forward the profit for the financial year of €0.5 million.

### Financial instruments

The company applies a specific hedging policy for all purchases and sales of metal. This is made possible by maintaining a working stock of metal, which is neither sold nor hedged. All other metal stocks or purchase and sale obligations are part of mutually offsetting purchase or sale contracts. For transactions that cannot be hedged by physical sale or purchase contracts, the company enters into specific hedge transactions in the form of forward contracts on the London Metal Exchange (LME). For all significant transactions concluded in foreign currencies, the exchange rate risk is hedged by purchasing or selling these currencies.

## RISKS AND UNCERTAINTIES

Lamifil is subject to the same risks and uncertainties as most companies.

The following risks are specific to Lamifil:

- The impact of the very high and still rising personnel costs in Belgium compared to our competitors in our various markets.
- Further escalation of the war in Ukraine could have a negative impact on certain activities.
- Further escalation of the war in the Middle East could have a negative impact on certain activities.
- The further escalation of trade wars through import tariffs could have a negative impact on certain activities.
- Due to the specific clientele and long lead times for projects in cable production, sharp inflation in wages and energy costs cannot always be passed on directly and in full to customers, even after the introduction of a price revision clause.
- Unusual increases in raw material prices may have an impact on the budgets available to end users.
- The ongoing war for talent makes it difficult to find and retain suitably skilled technical personnel.
- Lamifil is equipped with certain pieces of crucial machinery, the breakdown of which could pose a risk to the delivery of its products.

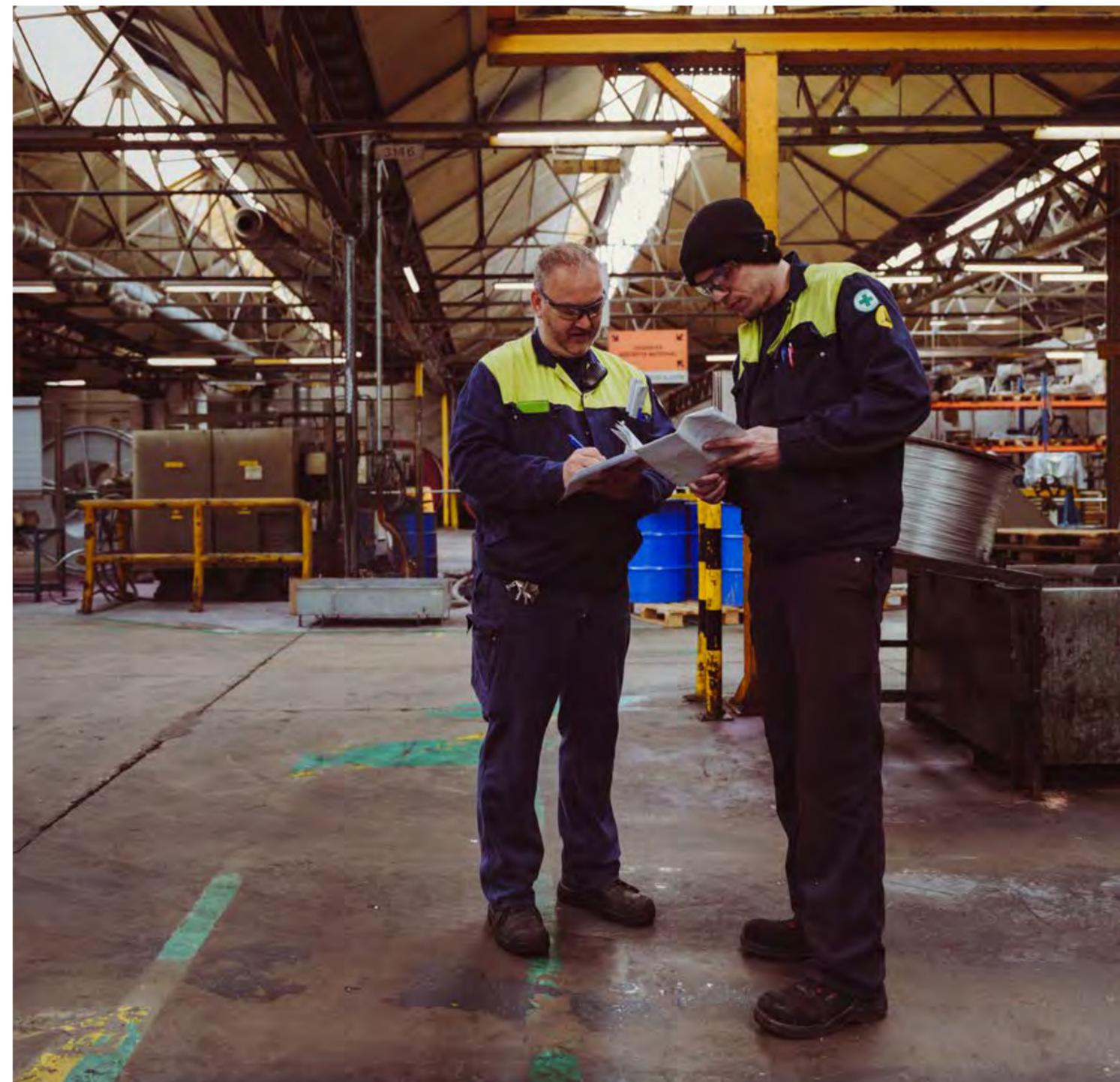
## OUTLOOK FOR 2025

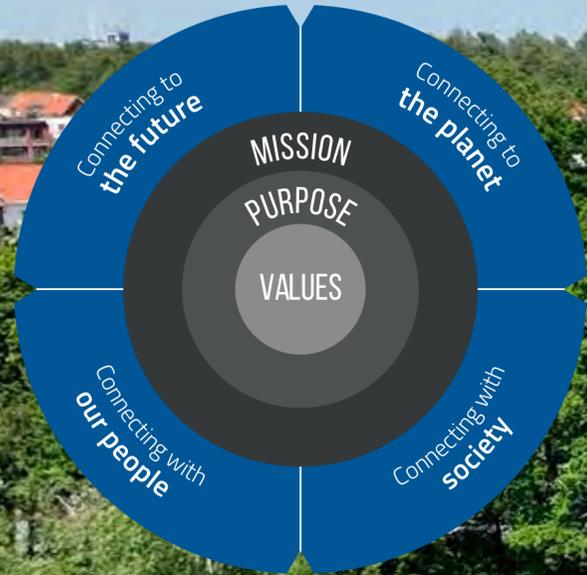
The Board of Directors is positive about the evolution of the order book in 2025. The great uncertainty in the world may cause a slowdown in the expected growth in the various markets in which Lamifil operates. In the high-voltage cable market, demand remains high and the order book for 2025 is well-filled. However, very high wages and high energy costs continue to have a negative impact on results compared to manufacturers in other (mainly southern and eastern) EU and non-EU countries.

The Board of Directors is confident about the future of the company.

## IMPORTANT EVENTS AFTER THE CLOSING DATE OF THE ACCOUNTS

With the exception of the aforementioned sale of shares in Lamifil Russia, the Board of Directors is not aware of any other events that have occurred since December 31, 2024 that require a correction or additional explanation in the financial statements.





PART III

# SUSTAINABILITY STATEMENT



# GENERAL INFORMATION FOR THE PREPARATION OF THE SUSTAINABILITY STATEMENT

This report has been prepared on an individual basis for Lamifil NV, and includes sustainability data and key financial figures for 2024. The sustainability information also covers the upstream and downstream value chain when it is considered to be material in the double materiality assessment.

The sustainability statements have been prepared on a voluntary basis and, to a maximum extent, in accordance with the CSRD requirements and ESRS standards. The greenhouse gas data points (GHG scopes 1, 2 & 3) are reported in accordance with the GHG Protocol. This sustainability report has not been submitted in full for external audit. Only the Double Materiality Assessment has been reviewed by our auditor Deloitte.

Lamifil has not omitted any specific pieces of information relating to intellectual property, know-how or the results of innovations. Lamifil equally has not made use of the exemption from disclosure of impending developments or matters in the course of negotiation, as per articles 19a(3) and 29a(3) of Directive 2013/34/EU.



# GOVERNANCE

## Shareholders and Annual General Assembly

Lamifil was established in 1929 as a privately owned company. Lessius NV is the reference shareholder, and owns 89.3% of the shares. The other shares are held by more than 50 smaller private parties. Each year, Lamifil's Annual General Assembly is held in June. During the Annual General Assembly, all shareholders are given the opportunity to discuss the results with the Executive Chairman of the Board and the CEO, who are present to answer questions.

## Structure, roles and expertise

Lamifil has well and truly incorporated sustainability into its overall strategy. Backed with the approval of the Board of Directors, Lamifil published its first sustainability report in 2021. Lamifil subsequently published its second and third sustainability reports in 2022 and 2023, highlighting the company's sustainability progress over the previous years.

In 2023, following the publication of the CSRD, Lamifil's Executive Committee (ExCom) has refined Lamifil's ESG vision, strategy and roadmap with the support of external partners to ensure compliance by 2026, in spite of the delayed timing following the EU Omnibus proposal in 2025.

To this extent, **a new governance structure was implemented in 2024** to further concretize ESG as a strategic pillar of Lamifil. In this new structure, both the Board of Directors and the ExCom monitor the implementation of the new ESG strategy. The ExCom sets the annual ESG targets, while the EHSQ-S Manager is responsible for monitoring ESG actions, conducting risk assessments, working on CSRD compliance, and reporting to the CEO.

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Lamifil has well and truly incorporated sustainability into its overall strategy.

# OUR LEADERSHIP TEAM

## Board of Directors

The Board of Directors is Lamifil’s ultimate decision-making body. It oversees the CEO and the ExCom on behalf of the shareholders. The Board consists of seven Directors. The current members are:

CEO	Filip Goris*	Lamifil NV
Executive Chairman	Olaf Sterkenburg*	on behalf of Lessius NV**
Non-Executive Board member	Stéphane Vlaemminck*	on behalf of Lessius NV**
Non-Executive Board member	Philippe Kindt*	on behalf of Lessius NV**
Independent Board member	Carl Van den Eynde*	
Independent Board member	Karel De Boeck*	
Independent Board member	Anne Van de Catsye*	

(\*) representing their respective management companies

(\*\*) The Executive Chairman and 2 Board members are appointed by the reference shareholders Lessius NV. Lessius NV is controlled by Koramic Investments NV. Board members are appointed for terms of 3 years. At the end of each term, Lamifil foresees an evaluation for possible extension.



Filip Goris



Olaf Sterkenburg



Stéphane Vlaemminck



Carl Van den Eynde



Karel De Boeck



Anne Van de Catsye

The members of the Board have different professional backgrounds, ranging from corporate finance, M&A and strategy to production and human resources. Many Board members have experience as senior executives at internationally oriented companies facing similar strategic challenges and opportunities to Lamifil or at major consultancy firms advising companies in Lamifil’s sector.

The Board members are carefully selected to ensure that their expertise and skills are complementary to one another and in line with the knowledge required to lead Lamifil. A description of the individual Board members, including their other executive positions and how they contribute to the required competences, is available upon request.

Employees and other workers are not directly represented upon the Board of Directors. All members of the Board are nevertheless responsible for attending to Lamifil’s interests and protecting its workers’ rights.

The Board of Directors meets every quarter to discuss the business results and the company’s strategy. Two extra meetings are held to discuss the budget and to prepare the Annual General Assembly of Shareholders.



43%

independent Board members

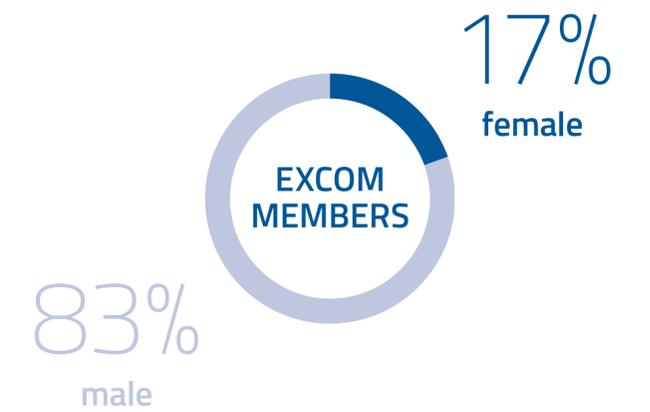
14%  
female



86%  
male

## Executive Committee

The Executive Committee (ExCom) is responsible for the **day-to-day management** of Lamifil, and consists of six members:



The Members of the ExCom have different educational backgrounds, and all have held senior positions in large international companies active in comparable sectors to those in which Lamifil operates. The members of the ExCom have been selected for their diverse-yet-complementary prior professional experience. The ExCom is composed to allow for changes without disrupting the operation of Lamifil. Employees and other workers are not directly represented within the ExCom.

(\*) representing their respective management companies

# INFORMATION ON SUSTAINABILITY MATTERS FROM THE BOARD AND MANAGEMENT

For effective sustainability management, it is essential that the Board of Directors, ExCom, and EHSQ-Sustainability Manager collaborate closely. **The Board provides strategic direction, the ExCom ensures implementation, and the EHSQ-Sustainability Manager oversees operational execution.** By working together, these three parties can drive sustainable growth and create a positive impact on both the environment and society.



## Roles and responsibilities of the Board of Directors

- Understand and assess the high-level IROs relevant to the business
- Discuss and approve the sustainability strategy proposed by the CEO
- Set the sustainability goals of shareholders
- Approve the proposed investments and resource allocation to meet the ESG targets
- Specific focus on Governance
- Monitor the progress on quarterly basis
- Formal approval of the annual Integrated Annual Report
- Communication and discussion of the ESG strategy during the Annual Shareholder Meeting

## Roles and responsibilities of the Executive Committee

- Regular IRO assessment and validation
- Set annual KPIs and targets
- Outline the ESG action plan
- Monitor progress on a quarterly basis
- Every ExCom member is assigned ESG focus areas, e.g. HR Director overlooks "S"
- Report to the Board on a quarterly basis

## Roles and responsibilities of the EHSQ-S Manager

- Oversee and coordinate the implementation of the ESG action plan
- Centralize and manage the ESG data
- Monitor the ESG KPIs on an annual basis
- Report progress to the ExCom on an annual basis
- Manage the carbon footprint calculation, actions and reporting
- Oversee training and awareness around sustainability
- Be the first point of contact for external ESG matters

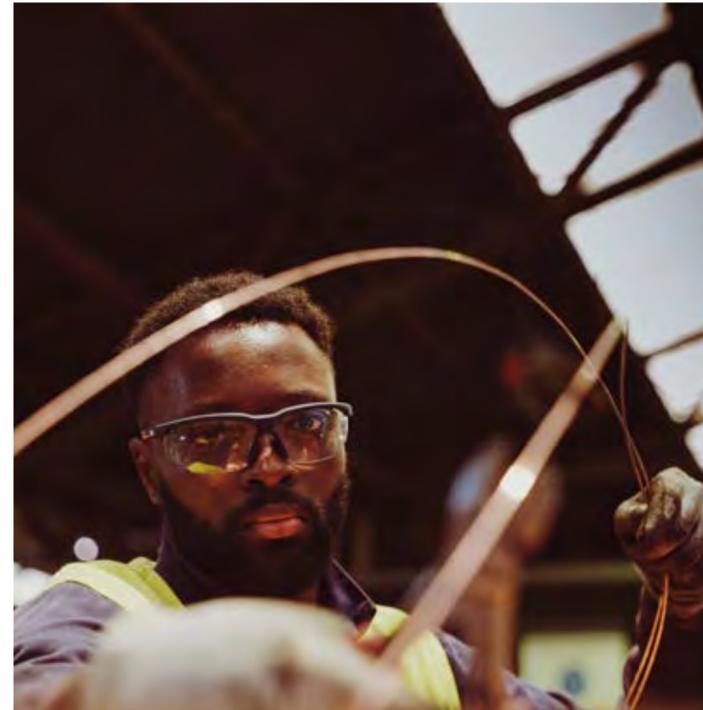
In 2024, the shift was made to reporting on sustainability matters through an Integrated Annual Report, according to ESRS principles. As mentioned, each of the three main parties have played a significant role in making this shift possible, determining IROs, and setting targets and priorities.

## Integration of sustainability-related performance in incentive schemes

Since 2024, 25% of the variable annual bonus for ExCom members has been linked to Lamifil's sustainability goals.

## Statement on due diligence

At Lamifil, we are convinced that conducting comprehensive due diligence not only promotes sustainable and responsible business practices, but also integrates human rights and environmental considerations into our corporate governance and operations. The table below illustrates how the essential elements of our due diligence process are reflected in our sustainability report:



CORE ELEMENTS OF DUE DILIGENCE	PARAGRAPHS IN THE SUSTAINABILITY STATEMENT
1) Embedding due diligence in governance, strategy and business model	Lamifil has fully incorporated sustainability and due diligence in its governance, strategy and business model, see pages 13-18, 31-36.
2) Engaging with affected stakeholders in all key steps of due diligence	We maintain continuous dialogue and collaboration with different stakeholder groups, see pages 37-39.
3) Identifying and assessing adverse impacts	Our double materiality assessment identifies material adverse impacts in our business and value chain, see pages 40-46.
4) Taking actions to address those adverse impacts	We take specific action to address material impacts identified in our double materiality assessment, see pages 48-106.
5) Tracking the effectiveness of these efforts and communicating them	We continuously monitor the effectiveness of our efforts by means of sustainability KPIs and report on them annually, see pages 48-106.



## Risk management and internal control over sustainability reporting

Lamifil is committed to transparency and accuracy in its sustainability reporting, recognizing the importance of reliable information to stakeholders. In respect of this, we carefully take into account the risks related to sustainability reporting.

### Risk identification and prioritization

Prior to each reporting cycle, Lamifil will conduct a risk assessment, in order to identify potential risks related to data accuracy, completeness, and regulatory compliance. For the 2024 report, Lamifil performed a sustainability reporting risk assessment for the first time. This revealed the following key risks:

- Data accuracy;
- Completeness and availability of both internal and value chain-related data;
- Compliance of the reporting with regulatory standards (CRSD).

### Risk mitigation

As risks related to sustainability reporting have not been defined as priority risks, Lamifil has not yet devised a formal plan by which to mitigate them. However, important measures have been implemented to control and mitigate risks.

### Ensuring accuracy and completeness

- Data collection and management framework: In 2024, Lamifil started the development of an integrated framework for ESG-related data collection and management, including clear definitions, owners, sources and frequency, in collaboration with an external consultant.
- Standardized procedures: In 2024, Lamifil began to set up and implement standardized data collection procedures, in order to ensure data consistency and reliability. Data is gathered from various departments and verified through multiple checks.

### Internal controls

- Sustainability indicators: Lamifil exercises control over sustainability indicators by setting clear definitions and measurement criteria. This helps to ensure that all reported metrics are correct and comparable over time.

- Review and approval: The sustainability report undergoes a thorough internal review and approval process. Senior management and relevant stakeholders review the report to ensure it meets Lamifil's standards for accuracy and transparency, as well as CSRD guidelines.

### Third-party audits

- For the 2024 reporting period, Lamifil for the first time engaged third-party auditors to review the sustainability DMA and data points, in order to advise on their accuracy, completeness and compliance. Moreover, Lamifil is assisted by external experts in streamlining the reporting process and achieving compliance with CSRD requirements.

## Continuous Improvement

Lamifil is committed to continuous improvement in its sustainability reporting process. Feedback from stakeholders and lessons learned from earlier reports are used to refine risk management and control measures, ensuring that the company stays at the forefront of sustainable practices in its industry.

These risk management and control processes contribute to the accuracy, completeness and trustworthiness of Lamifil's sustainability reports, reflecting the company's dedication to sustainable development and transparency.

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Feedback from stakeholders and lessons learned from earlier reports are used to refine risk management and control measures.

## Engaging with stakeholders

Lamifil maintains relationships with a wide range of stakeholders, including our own staff members, private investors, governmental bodies and agencies, civil society organizations, customers, and partners. Our corporate management team and communications department oversee our stakeholder approach.

Stakeholders	Means/channels of engagement	Frequency	Purpose & type of engagement	Outcome & integration into strategy	Assessment & adjustments	Governance & monitoring
<b>Employees</b> (management, employees, unions)	Townhall meetings	Quarterly/ad hoc	Townhall meetings provide a platform for open dialogue and updates on company performance and strategy. – Consultation	Feedback from townhall meetings and performance management reviews helps shape company policies and strategies. Insights from well-being/safety surveys guide improvements in the workplace environment. Regular updates through displays and the internal newspaper ensure employees remain informed and aligned with the company's vision and goals.	Progress is tracked through regular performance reviews and feedback mechanisms. Adjustments are made based on survey results and employee feedback from townhall meetings and works council sessions.	The HR department and senior management regularly review employee feedback and engagement outcomes, ensuring alignment with strategic objectives and continuous improvement.
	Events	Regular	Events foster team building and employee recognition. – Information			
	Performance management	Regular	Performance management ensures alignment with company goals and personal development. – Consultation			
	Intranet platform and (digital) displays	Continuous	Digital displays and emails keep employees informed about company news and updates. – Information			
	Internal newspaper	Quarterly	The internal newspaper shares in-depth stories and achievements. – Information			
	Well-being/safety survey	Every 5 years	Well-being/safety surveys assess the workplace environment and identify areas for improvement. – Consultation			
	Works Council	Monthly	Works council meetings address employee concerns and labor relations. – Consultation			
	CPBW (Committee on Prevention and Protection at Work)	Monthly	CPBW meetings focus on safety and well-being initiatives. – Consultation			



Stakeholders	Means/channels of engagement	Frequency	Purpose & type of engagement	Outcome & integration into strategy	Assessment & adjustments	Governance & monitoring
<b>Customers</b>	Customer satisfaction survey	Annually	The customer satisfaction survey measures the quality of customer interactions and identifies areas for improvement. – Consultation	The results from our customer satisfaction survey help us improve customer experience, influencing product development and service quality. Market research, social media and customer insights help us refine our communication efforts and corporate & product positioning on the market.	Lamifil tracks progress using various instruments, including customer satisfaction metrics and KPIs, as well as our CRM system, among others. The results from direct customer interactions continuously guide our commercial and brand strategies.	The ExCom and Board receive regular updates on customer feedback, ensuring that customer insights are integrated into our strategic plans and daily operations.
	E-newsletters	Regular	Online newsletters help communicate Lamifil’s sustainability actions and strategy. – Information			
	Social media	Regular	Social media monitoring enables the detection of tendencies and reverberations from and within Lamifil’s industry, customers and global markets as a whole. – Consultation			
	Market research	Ad hoc	Market research underpins strategic decisions related to product offerings, market trends and positioning. – Consultation			
	Direct engagement	Continuous	Direct engagement initiatives via daily contacts or face-to-face contacts at trade fairs help identify evolving consumer expectations. – Information			
	Trade fairs	Regular				
<b>Society</b> (media, NGO’s, community organizations, academia, interest groups, industry)	Sponsorships (sports, culture, charity)	Regular	Sponsorships support community initiatives and enhance corporate social responsibility. – Information	Engagement activities help strengthen Lamifil’s reputation and community relations. Feedback from direct engagement and neighborhood committees informs community-focused strategies and initiatives. Via our website, social media channels and press, we convey our strategy, key activities and societal engagement and vision. As a member of numerous industry associations, we liaise with peers from within our industry — as well as others — to exchange experiences and shape our future strategy.	The impact of sponsorships and community initiatives is regularly assessed, and strategies are adjusted based on feedback from societal stakeholders and community members.	Corporate communications monitors engagement activities and outcomes, reporting to senior management and ExCom to ensure alignment with corporate values and objectives.
	Association membership and participation	Continuous	Association memberships foster industry collaboration and advocacy. – Consultation			
	Direct engagement	Continuous	Direct engagement builds relationships with key societal stakeholders. – Consultation			
	Press communication	Regular	Press communication disseminates important company news and updates to inform a wider audience. – Information			
	Neighborhood committee	Annually	Neighborhood committee meetings address local community concerns and initiatives. – Consultation			
	Website & social media	Continuous	Website and social media provide ongoing updates and engagement with all of Lamifil’s stakeholders. – Information			

Stakeholders	Means/channels of engagement	Frequency	Purpose & type of engagement	Outcome & integration into strategy	Assessment & adjustments	Governance & monitoring
<b>Shareholders</b>	General Assembly	Annually	The General Assembly provides a forum for shareholders to receive updates on company performance, vote on key issues, and engage with the Board of Directors. – Consultation	Feedback from the General Assembly influences strategic decisions and ensures shareholder interests are considered in company policies and strategies.	Shareholder feedback is reviewed and integrated into strategic planning processes. Adjustments are made based on shareholder input and voting outcomes.	The Board of Directors monitors shareholder engagement and ensure that feedback is incorporated into strategic decisions.
<b>Partners</b> (suppliers, contractors, financial institutions)	Direct engagement	Continuous	Direct engagement fosters strong relationships and collaboration. – Consultation	Engagement activities help ensure high standards and compliance, influencing procurement strategies and operational improvements.	Regular evaluations provide insights for continuous improvement. Feedback from partners is used to adjust strategies and enhance collaboration.	The procurement teams monitor engagement activities and outcomes, ensuring alignment with company standards and strategic goals.
	Supplier evaluation	Annually/ad hoc	Supplier evaluations ensure quality and compliance with standards. – Consultation			
	Industry events & forums	Regular	Industry events and forums provide opportunities for networking and knowledge sharing. – Information			
<b>Industry organizations &amp; regulators</b>	Meetings & briefings	Regular	Meetings and briefings with industry organizations and regulators ensure compliance and advocacy. – Consultation	Engagement activities help ensure adherence to high market standards, uphold regulatory compliance, and drive operational improvements.	Regular audits provide insights for continuous improvement. Feedback from audits is used to adjust strategies and enhance quality.	The ExCom oversees engagement with Industry organizations. The EHSQ – Sustainability – Energy Manager monitors and controls ISO inspections and audits.
	Direct engagement	Continuous				
	ISO inspections	Annually	ISO inspections and audits maintain quality, industry and operational standards. – Consultation			
	ISO audits	According to ISO requirements				
<b>Public &amp; local authorities</b> (national & Flemish government/ Mayor & city council (Hemiksem))	Industry and trade organizations	Regular	Engagement with industry and trade organizations ensures connection with industry peers, advocacy for industry standards and practices. – Consultation	Engagement activities help ensure regulatory compliance and foster positive relationships with local authorities, influencing policy and community initiatives.	Feedback from authorities and industry organizations is reviewed to ensure compliance, exchange industry practices and adjust strategies as needed.	Senior management and ExCom oversee engagement with authorities to ensure alignment with regulatory requirements and industry practices and strategic objectives.
	Direct engagement	Ad hoc	Direct engagement with public and local authorities addresses regulatory, community and wider economic issues. – Consultation			

# OUR SUSTAINABILITY STRATEGY 2030

Lamifil is ready to embrace responsibility for both people and the environment, not only in our internal production processes, but also across our entire value chain.

In order to report transparently and meet the requirements of the CSRD, we have performed a double materiality assessment. Through this comprehensive analysis, Lamifil ensures the creation of shared value for ourselves, our stakeholders, and the environment, while furnishing valuable insights to steer our strategic decisions.

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Lamifil ensures the creation of shared value for ourselves, our stakeholders, and the environment.

## DOUBLE MATERIALITY ASSESSMENT

Our double materiality analysis was conducted between December 2023 and November 2024. The analysis consisted of the following steps:

1. Development of a comprehensive list of IROs
2. Stakeholder consultation and evaluation of double materiality
3. Final review of the materiality

### 1. Development of a comprehensive list of IROs

We started with a contextual analysis. This phase involved delineating Lamifil's activities, mapping out our value chain, and pinpointing key stakeholders. Subsequently, we uncovered both current and potential Impacts, Risks and Opportunities (IROs); a task achieved by engaging 11 key employees, benchmarking against sustainability reports from competitors and industry peers, and scrutinizing trend reports and reporting frameworks. This comprehensive bottom-up approach yielded a sizable list of more than 200 potential material IROs. During an initial workshop with management, this list of IROs and their alignment with the ESRS standards was refined and consolidated.

### 2. Stakeholder consultation and evaluation of double materiality

As part of the process, we engaged with our stakeholders to gather their feedback. Both internal and external parties were invited to evaluate the identified topics and IROs.

This evaluation was conducted through a multifaceted approach. We sent an online survey to 161 internal and 51 external stakeholders, receiving 39 responses from employees and 12 from external participants. In addition, we held two internal focus groups: one focusing on environmental topics and the other on social issues. We also conducted eight external in-depth interviews, with clients, suppliers, neighbors and financial institutions. Stakeholders were encouraged to contribute additional topics and/or IROs as they deemed relevant.

Next, the management team meticulously reviewed all IROs to assign each with a score. The criteria for assessing impact materiality encompassed scale, scope, remediability, and probability, while financial materiality was assessed based on the probability and the magnitude of financial effects.

### 3. Final double materiality assessment

At the end of 2024, we did a review of the double materiality assessment and decided on the following:

- Lamifil's operations result in emissions of nitrogen oxides (NOx), hydrogen fluoride (HF), and particulate matter. These emissions are included in our pollution reporting. Research has shown that our air pollution is limited and does not extend significantly beyond our factory boundaries. Therefore, we believe the impact on **biodiversity** near our sites is minimal.

- As we have no direct influence over the upstream processes of raw material extraction - since raw materials are acquired through trading - we incorporate **biodiversity** considerations into our supplier selection process. Supplier selection is a key component of our governance approach. Consequently, the impact of our activities on biodiversity in the upstream value chain is considered not material.
- Similarly, we don't have direct control over **working conditions in the value chain**. However, we carefully evaluate these conditions when selecting suppliers, as this forms a critical part of our governance strategy.
- Concerning raw material extraction, we don't have a direct influence on the **affected communities near mining sites**. Nevertheless, we hold our suppliers accountable, encouraging them to remain mindful of their impact(s) upon these communities.
- **Consumers and end-users** are not considered material, as Lamifil operates as a B2B business. The advantages of our innovative cables are addressed within the topic of technology and innovation, which is part of the climate pillar section.

## Outcome of the materiality assessment

The figure below shows the final results of the double materiality assessment, pinpointing the most important sustainability topics for Lamifil and our stakeholders. A topic is considered material if an impact, risk or opportunity surpasses the materiality threshold. Once the material IROs and the associated subtopics were identified, they were clustered. The details are presented in the IRO table on the following pages.

The process of the double materiality assessment received a positive audit opinion from our external auditor.

## OUR FOUR PILLARS

We updated our sustainability strategy based on the insights gained from the double materiality assessment. The connections we have built and sustainable growth generated through our products form the foundation of the four pillars of our corporate strategy.

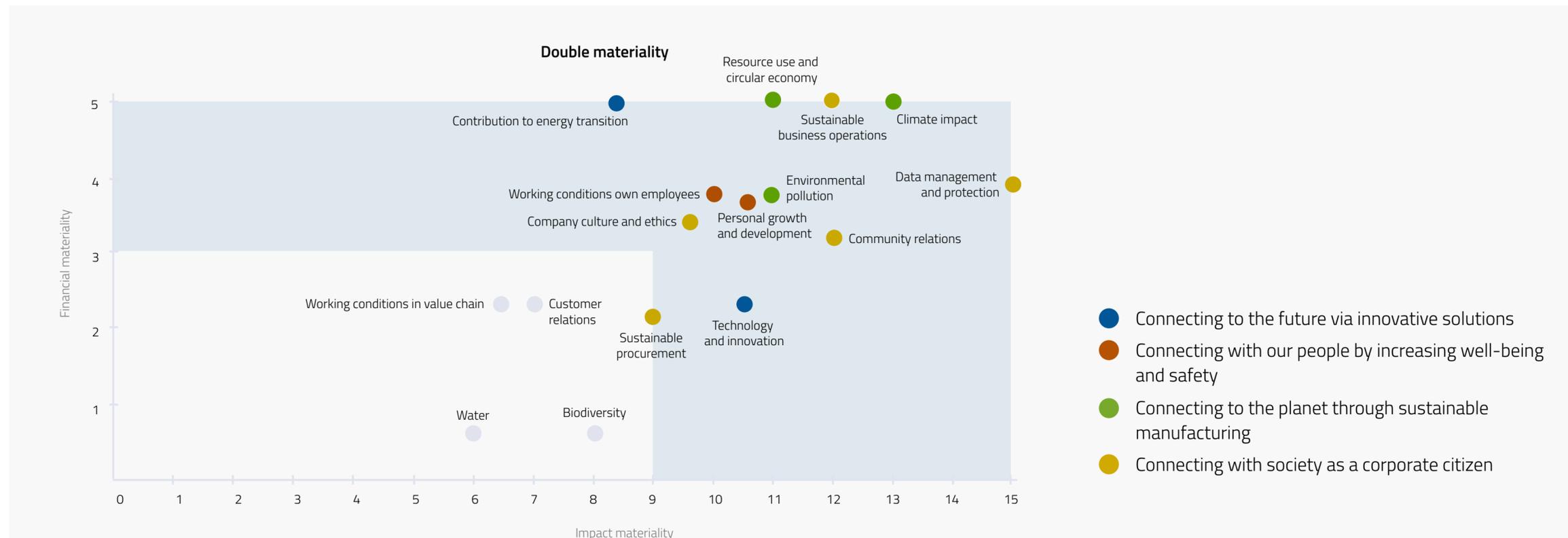
Our sustainability strategy 2030 is based on the following four pillars of our strategy:

- Connecting to the future
- Connecting with our people
- Connecting to the planet
- Connecting with society

## TARGET SETTING

For each material topic, we established a minimum of one target, accompanied by a corresponding KPI for ongoing monitoring. These targets are mentioned in the corresponding topics. Additionally, we highlighted 12 targets that are strategically paramount for Lamifil.

The table on page 109 provides an overview of Lamifil's sustainability performances and targets.



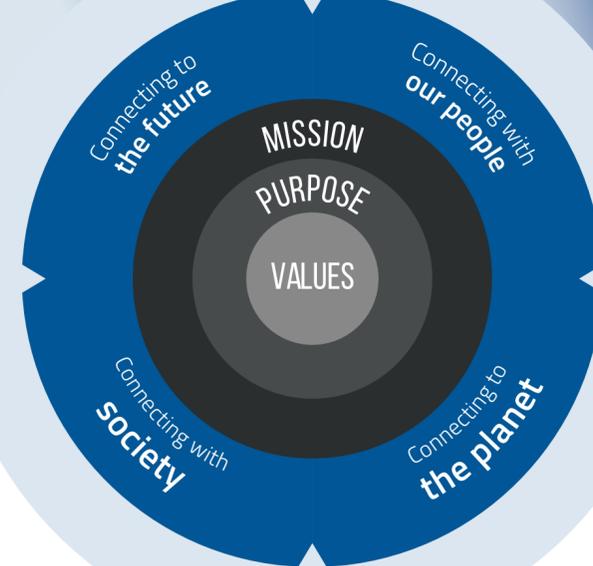
- Connecting to the future via innovative solutions
- Connecting with our people by increasing well-being and safety
- Connecting to the planet through sustainable manufacturing
- Connecting with society as a corporate citizen

# Connecting with

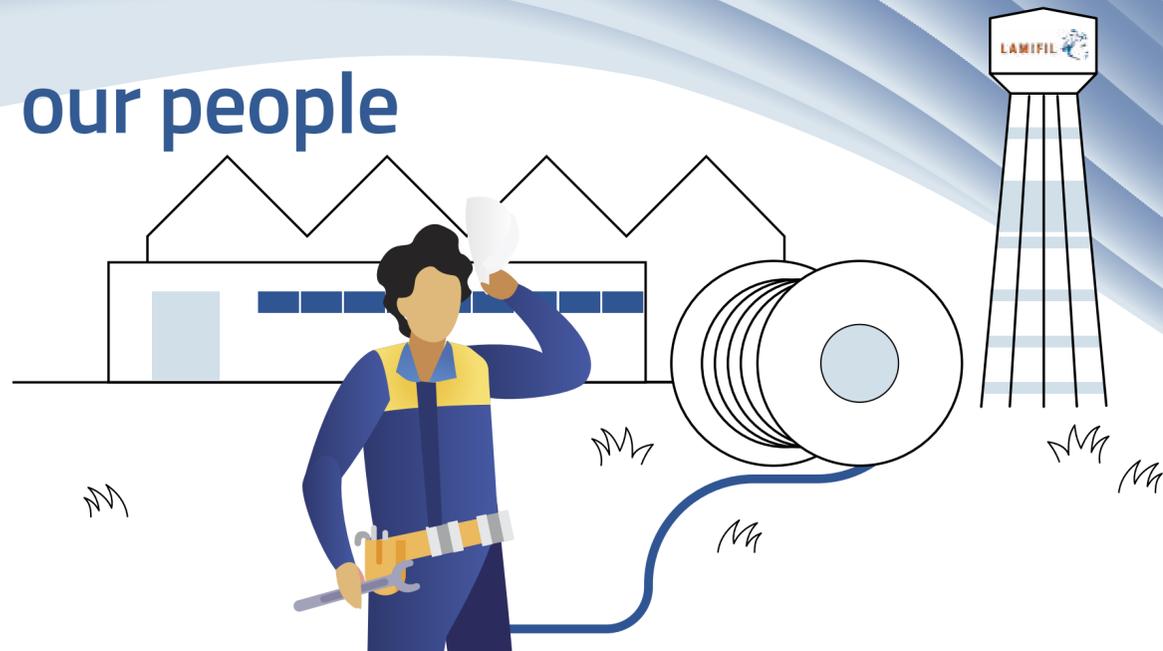
## the future



### STRATEGY



## our people



## the planet



## society



## MATERIAL IMPACTS, RISKS AND OPPORTUNITIES (IROs)

ESRS pillar	Material topics in double materiality assessment	Definition	Material subtopics	Material IROs	IRO	Actual, potential	Own operations/value chain	Time horizon*
Climate change	Contribution to energy transition	Lamifil's role in supporting sustainable energy solutions through the supply of specialized aluminum and copper products.	Contribution to energy transition	Growing demand for aluminum and copper products, driven by the expansion of electrical infrastructure and electrification	Opportunity		Own operations / value chain	ST, MT
	Technology and innovation	Our commitment to developing innovative products and solutions that drive the transition to a low-carbon economy.	Technology and innovation	Development of innovative products that support low-carbon solutions and enable emissions reduction	Impact (+)	Actual	Own operations	ST, MT, LT
	Climate impact	The overall climate-related impact of Lamifil's activities, encompassing direct and indirect CO <sub>2</sub> emissions from the company's site, transportation, raw material extraction and use phase, as well as the influence of extreme weather events and efforts to reduce fossil fuel dependence.	Extreme and changing weather conditions	Physical risk of extreme weather events disrupting operations and infrastructure	Risk		Own operations	MT, LT
				Strategic opportunity in focusing sourcing on Western Europe to reduce climate exposure	Opportunity		Value chain	ST, MT
				Opportunity to increase infrastructure repair services for overhead conductors (OHC) as demand grows in response to more frequent extreme weather events	Opportunity		Own operations / value chain	ST, MT
			CO <sub>2</sub> emissions from Lamifil's site	Direct scope 1 & 2 emissions from the use of natural gas and electricity for melting aluminum and copper, and for processing both metals into semi-finished products	Impact (-)	Actual	Own operations	ST, MT, LT
				Risk of exposure to fluctuating energy prices during the energy transition	Risk		Own operations	MT
				Risk of increased operational costs due to the Carbon Border Adjustment Mechanism (CBAM) and similar carbon pricing mechanisms	Risk		Own operations	MT
			CO <sub>2</sub> emissions during transport	CO <sub>2</sub> emissions from upstream and downstream logistics activities	Impact (-)	Actual	Value chain	ST, MT, LT
			CO <sub>2</sub> emissions during raw material extraction	CO <sub>2</sub> and PFC emissions related to the extraction of aluminum and copper	Impact (-)	Actual	Value chain	ST, MT, LT
				Opportunity to reduce our impact through increased use of recyclable aluminum and copper	Opportunity		Own operations / value chain	ST, MT
				Risk of continued reliance on high-carbon raw materials in the supply chain due to rising CO <sub>2</sub> costs, stricter GHG reporting requirements, and growing pressure to achieve carbon neutrality	Risk		Value chain	MT, LT
	CO <sub>2</sub> emissions during the use phase	Indirect emissions resulting from energy transmission losses during the use phase	Impact (-)	Actual	Value chain	ST, MT, LT		

\*ST = short-term, MT= mid-term, LT = long-term

ESRS pillar	Material topics in double materiality assessment	Definition	Material subtopics	Material IROs	IRO	Actual, potential	Own operations/value chain	Time horizon*
Pollution	Environmental pollution	The impact of Lamifil's operations and value chain on air and soil quality, including air and soil pollution from both Lamifil's site and throughout the supply chain, the associated risks, and the use of chemicals and harmful substances in manufacturing processes.	Air pollution at Lamifil's site	Emissions of air pollutants such as HF, dust, chlorine, chlorides, CO, and NOx during our production processes	Impact (-)	Actual	Own operations	ST, MT, LT
				Risk of stricter (European) environmental legislation increasing the compliance burden and potentially affecting the acquisition of environmental permits in case of non-compliance	Risk		Own operations	LT
				Increased focus on environmental pollution in residential areas presents several risks, including the potential inability to obtain environmental permits	Risk		Own operations	LT
				Opportunity to develop new process technologies that drive operational improvements	Opportunity		Own operations	MT
			Air pollution in the value chain	The transportation of Lamifil's products by road or shipping generates air pollutants, including NOx and VOCs	Impact (-)	Actual	Value chain	ST, MT, LT
			Soil contamination at Lamifil's site	Historical soil contamination from past operations	Impact (-)	Actual	Own operations	ST, MT, LT
				Risk of non-compliance with soil legislation affecting the acquisition of permits	Risk		Own operations	LT
				Reputation risk due to possible soil contamination	Risk		Own operations	LT
			Soil contamination in the value chain	Potential soil contamination from raw material mining activities	Impact (-)	Actual	Value chain	ST, MT, LT
			Use of chemicals and harmful substances	Impact from use of harmful chemicals such as chlorine gas, oil derivatives and degreasers in production	Impact (-)	Actual	Own operations	ST
Resource use and circular economy	Resource use and circular economy	Lamifil's approach to using raw materials efficiently and supporting the shift to a circular economy through sustainable sourcing and reduced waste.	Resource use	Use of raw materials such as bauxite and pure metals in production contributes to resource depletion and environmental impact	Impact (-)	Actual	Own operations / value chain	ST, MT, LT
				Sourcing low-carbon aluminum and recycled copper ('green sourcing') reduces emissions and supports a sustainable supply chain	Impact (+)	Actual	Own operations / value chain	ST, MT, LT
				Risk of supply shortages and higher costs due to the scarcity and rising demand for low-carbon aluminum and recycled copper	Risk		Own operations / value chain	MT
			Transition to circular economy	Offering recyclable products to reduce waste and support a circular economy	Impact (+)	Potential	Own operations / value chain	ST, MT, LT
				Risk of supply shortages and challenges in meeting market needs due to increasing demand for recycled products	Risk		Own operations / value chain	ST, MT, LT

ESRS pillar	Material topics in double materiality assessment	Definition	Material subtopics	Material IROs	IRO	Actual, potential	Own operations/value chain	Time horizon*
Own workforce	Working conditions	Lamifil's commitment to a safe and healthy work environment that supports employee well-being, retention, and resilience in a challenging labor market.	Safety and well-being at Lamifil	Negative impact from challenges related to maintaining a safe work environment, physical safety, and proper ergonomics	Impact (-)	Actual	Own operations	ST, MT
				Risk of high absenteeism and employee turnover due to strict safety protocols and physically demanding work	Risk		Own operations	ST, MT
				Difficulty attracting and retaining skilled workers due to industry competition ('war for talent')	Risk		Own operations	ST, MT
			Job creation and job retention	Collective labor agreements positively impact job security and employee relations	Impact (+)	Actual	Own operations	ST, MT, LT
				Risk of increasing salary costs putting pressure on operational budgets	Risk		Own operations	ST
				Risk of knowledge loss and staffing challenges as a result of high employee turnover linked to an ageing workforce	Risk		Own operations	ST, MT
	Personal growth and development	Our commitment to fostering continuous employee development, enabling career progression, and supporting long-term professional growth.	Personal growth and development	Education and training, regular performance interviews, and career guidance positively impact employee development and career progression	Impact (+)	Actual	Own operations	ST, MT, LT
	Affected communities	Relations with neighbors	The management of interactions with local communities. This includes transparent communication, collaboration with municipal authorities, minimizing environmental disturbances such as noise and light pollution, and fostering positive ties as a local employer.	Relations with neighbors	Noise and light pollution from our operations, along with potential health impacts on local residents, create negative effects on the surrounding community	Impact (-)	Actual	Own operations
Positive impact from open and transparent communication with local residents, fostering positive relationships					Impact (+)	Actual	Own operations	ST, MT, LT
Maintaining a positive relationship with municipal authorities supports cooperation and alignment with local standards					Impact (+)	Actual	Own operations	ST, MT, LT
Lamifil's role as a local employer and our participation in the local company network positively impact our relations with the surrounding community					Impact (+)	Actual	Own operations	ST, MT, LT
Increased attention and complaints from local residents pose a risk to Lamifil's reputation and community relations					Risk		Own operations	MT, LT



ESRS pillar	Material topics in double materiality assessment	Definition	Material subtopics	Material IROs	IRO	Actual, potential	Own operations/value chain	Time horizon*
Business conduct	Sustainable business operations	The integration of environmental, social, and governance (ESG) priorities into our business strategy. This involves balancing ESG factors with financial goals, complying with evolving regulations, and engaging in responsible political and strategic decision-making for long-term success.	Sustainable business	Sustainable growth and embedding ESG principles in operations support long-term value creation and responsible practices	Impact (+)	Actual	Own operations	ST, MT, LT
				Compliance with evolving regulations reduces risks and ensures alignment with various standards	Impact (+)	Potential	Own operations	ST, MT, LT
				Unequal playing field with non-EU countries risks disadvantaging EU-based businesses	Risk		Own operations	MT
				Growing importance of ESG in tenders creates an opportunity to enhance competitiveness	Opportunity		Own operations / value chain	ST, MT
				Balancing sustainability investments with profitability offers an opportunity for long-term success	Opportunity		Own operations	ST, MT
				Growth opportunities due to rising market demand for sustainable products in the US	Opportunity		Own operations	ST, MT
			Sustainable financing	Growing importance of ESG for financial institutions risks limiting access to funding for non-compliant projects	Risk		Own operations	ST, MT
	Political influence	Supporting business interests through lobbying activities and maintaining contacts with government authorities	Impact (+)	Actual	Own operations	ST, MT		
	Company culture and ethics	The cultivation of a responsible and transparent culture that promotes ethical behaviour, prevents corruption and bribery, and strengthens stakeholder trust.	Company culture and ethics	Strong corporate reputation and integrity enhance stakeholder trust and business credibility	Impact (+)	Potential	Own operations	ST, MT
				Risk of undermining public trust and damaging business relationships due to reputational damage	Risk		Own operations	LT
			Corruption and bribery	Incidents of corruption and bribery risk legal consequences and damage to the company's ethical standing	Risk		Own operations	LT
	Data management and protection	Our approach to handling data securely and efficiently through digitalization, robust cybersecurity, and proactive risk management against cyber threats.	Data management and protection	Positive impact from digitalization and strong cybersecurity measures, enhancing operational efficiency and data protection	Impact (+)	Actual	Own operations	ST, MT
				Cyber attacks and hacking pose a risk of compromising data security and damaging company reputation	Risk		Own operations	ST, MT
Sustainable procurement	The integration of ESG criteria into procurement practices to encourage responsible sourcing, mitigate supply chain risks, and drive long-term sustainability.	Sustainable procurement	Integrating ESG into procurement practices positively enhances sustainability, reduces risks, and supports responsible sourcing	Impact (+)	Actual	Own operations / value chain	ST, MT	

# THE BIGGER PICTURE

We realize that we cannot take on the world’s challenges all by ourselves. But we also know that if countries, communities, companies and citizens all work together, we can all make a genuine difference. Therefore, we have embedded the larger shared framework of the United Nations 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) within our own sustainability strategy and objectives. While Lamifil is supportive of all the SDGs, we have identified the key areas in which we believe we can actively contribute and make an impact.

There is a clear link between the SDGs and our own strategic goals: They are all about connecting. Connecting with the future, with the planet, with our people, and with society at large. Our path to growth has been laid out ahead of us. Proud of our heritage, open to the present, and confident about the future, we are ready to write a new chapter.



## At present, our focus lies on:



Good health and well-being (SDG 3)



Quality education (SDG 4)



Gender equality (SDG 5)



Affordable and clean energy (SDG 7)



Decent work and economic growth (SDG 8)



Industry, innovation, and infrastructure (SDG 9)



Sustainable cities and communities (SDG 11)



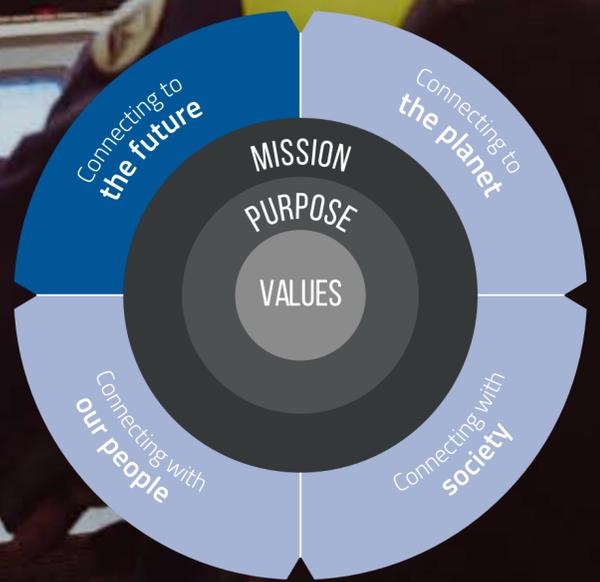
Responsible consumption and production (SDG 12)



Climate Action (SDG 13)



Peace, justice and strong institutions (SDG 16)



# CONNECTING TO THE FUTURE

# CONNECTING TO THE FUTURE

## via innovative solutions

We design and manufacture unique copper and aluminum alloy solutions that power progress in the global energy transition. Our advanced overhead conductors not only enhance transmission efficiency and capacity, but are also built to withstand severe climatic challenges. They reinforce the backbone of modern energy grid infrastructure and enable the integration of renewable sources.

Driven by a spirit of innovation, we replace aging technologies with next-generation alloys that meet the demands of a changing world. Our specialty copper and aluminum alloy wires help companies to reduce their carbon footprint. By improving energy efficiency, reducing raw material usage, and minimizing waste, we help our customers to build a more sustainable future: One connection at a time.

## Our goal

- Develop sustainable products that contribute to energy efficiency and sustainable communities

## Our contribution to the SDGs



## Our strategic target

- Allocate 5% of the annual gross margin to technology and innovation.

### This chapter covers the following material topics in E1 Climate change:

- Contribution to energy transition
- Technology and innovation



# CONTRIBUTION TO THE ENERGY TRANSITION THROUGH TECHNOLOGY AND INNOVATION

## Our impacts, risks and opportunities

The global energy transition and shift toward sustainable practices are driving unprecedented demand for aluminum overhead conductors (OHCs) and specialized aluminum and copper alloys. These materials are crucial in modernizing energy infrastructure and enabling innovations across various sectors. Lamifil is strategically positioned to capitalize on this growing market.

The energy transition, specifically, is creating significant opportunities for Lamifil. The increased need to transmit sustainably generated energy over long distances necessitates upgrading of infrastructure, including capacity upgrades to existing lines through reconductoring with high-temperature, low-sag (HTLS) conductors. This directly drives **demand for Lamifil's OHCs**. Simultaneously, the rapid growth of **electric mobility** fuels demand for the specialty copper and aluminum alloys that Lamifil produces.

Beyond the energy sector, innovation and sustainability are also driving demand for aluminum and copper in other industries served by Lamifil, such as aerospace, medical, and electronics. In these sectors, sustainability is manifested in various ways, including through the development of **lighter, smaller and more efficient components** that reduce overall material usage, and entirely new applications that require

innovative material solutions. Lamifil's expertise in alloy development, processing and manufacturing positions it to meet these diverse needs. By investing in research and development, as well as eco-efficient production practices, Lamifil can solidify its position as a key player in the energy transition and sustainable economy, aligning with its core business model and long-term growth strategy.

## Our approach

As clearly defined in our strategy, we contribute to the energy transition through **innovation**, leading to the development of products that support the energy transition and sustainable production processes. To further uphold this, we have made **strategic decisions** regarding our own production processes, which we continue to improve. Moreover, we have strengthened our organization to allow innovation to remain at the center of what we do.



“Innovation at Lamifil leads to the development of products that support the energy transition and sustainable production processes.”

**Jeroen Brijs**  
Business Unit Director Aluminum

## Our Innovation Board and Innovation Manager support our strategic growth targets.

### Innovating to replace outdated technology

A first key component of our commitment is prioritizing the research, development and manufacture of innovative copper and aluminum alloy products to replace outdated and less sustainable technologies.

Our Ultra High Conductivity (UHC) and High Temperature Low Sag (HTLS) overhead conductors use Lamifil highly conductive temperature resistant alloys, along with innovative core and conductor designs, helping to **address modern energy grid challenges** and **secure future energy supplies**. Our aluminum and copper specialty wires are stronger and lighter than alternative products, providing our customers and the end-user with significant benefits in terms of performance, energy consumption and durability.

### Cutting-edge continuous production processes

Lamifil has always made a difference and played a pioneering role by opting for **unique continuous production processes**. Today, Lamifil remains the only company to successfully use a unique continuous, automated and stable casting process for high-performance copper alloys.



As our aluminum and copper casting facilities are automated and process-driven, our customers can count on the **homogeneity** of our products and alloy specifications. Our innovative and high-quality aluminum and copper alloys delivered on coil help our customers to make their products and processes more sustainable by **lowering CO<sub>2</sub> emissions**, increasing **energy efficiency**, and **reducing waste and raw material consumption**.

## OUR TARGETS AND RESULTS

Lamifil aims to establish itself as the leading market reference in aluminum and copper alloys. Our strategy is built on two key pillars: developing new applications based on existing alloys, and creating new alloys with unique characteristics for emerging markets. To achieve this ambition, we consistently invest 5% of our annual gross margin into our innovation and technology team. In 2024, as in the year 2023, we achieved this target.

## Our key actions

In 2024, the decision was made to establish an innovation board and create the position of innovation manager to support our strategic targets. Operational by early 2025, the **Innovation Board** will oversee the strategic course and decisions, while the innovation manager will bridge the gap between vision and implementation, streamlining processes and managing resources and projects. Together, they reinforce our organization in the pursuit of agile new product development, process improvements, and a stronger market position.

We also continued to actively market, sell and produce our unique and innovative products worldwide. We saw a breakthrough with **PowerFil®** in 3D printing applications and in the aircraft sector.

Our HTLS conductors, including **ACCC® Conductors**, double transmission capacity, minimizing the need for new lines and reducing infrastructural impact. Our AAAC UHC conductor cuts line losses by 30% and boosts capacity by up to 30% compared to standard ACSR conductors. To tackle extreme weather like heavy winds, ice loads and wildfires, our engineers develop innovative solutions.

Our ACCC+ conductor range is specifically designed to face climate-related challenges, enhancing grid reliability and capacity while preventing excessive sagging that can cause outages and damage.

Lamifil innovates with new high-performance alloys like CuCrZr (PowerFil®) and CuCrAgSi, used for wires for automotive, aerospace, medical, electronics, additive manufacturing, and consumer goods. Recent investments and research allow us to create stronger, finer, highly conductive, and eco-friendly alternatives with high durability under repetitive movement or vibrations.

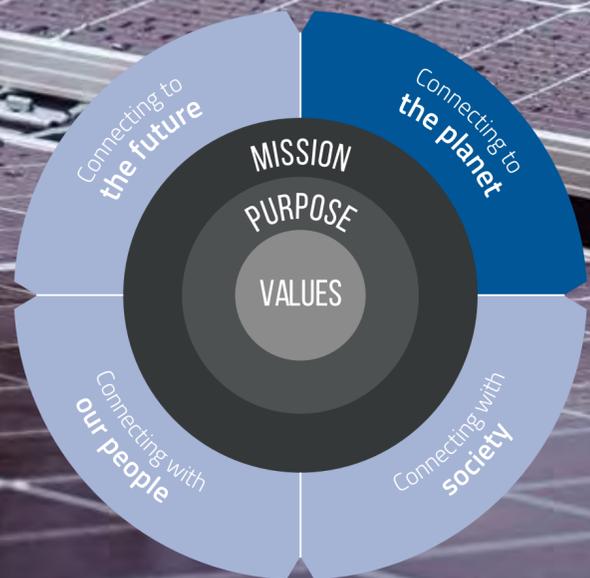
Our PowerFil® alloy revolutionizes **railway electrification**, enabling more trains per track and extending system longevity. This eco-friendly, cadmium-free alloy reduces electrical resistance by 19% and boosts conductivity by 14% in comparison to CuCdSn alloys, cutting CO<sub>2</sub> emissions and boosting efficiency.

**POWERFIL®**



“Our innovative PowerFil® alloy is used for railway electrification, 3D printing applications and in the aircraft sector, among others.”

**Dennis Vanleene**  
Business Unit Director Copper



# CONNECTING TO THE PLANET

# CONNECTING TO THE PLANET

## through sustainable manufacturing

At Lamifil, we understand that our manufacturing processes and upstream activities impact the environment. That is why we are committed to reducing our carbon footprint through sustainable practices.

In compliance with local and international regulations, we are continuously optimizing our resource and energy usage, managing emissions and waste, and mitigating contamination risks. By leveraging monitoring systems, investing in cleaner technologies, and engaging with our stakeholders, we are shaping a more sustainable manufacturing process.

We embrace circularity by reducing non-reusable packaging and promoting closed-loop systems. Committed to the use of fully recyclable key base metals, aluminum and copper, we increasingly source ECO aluminum and explore high-grade recycled copper alternatives.

## Our goal

- Reduce the environmental impact of our products

## Our contribution to the SDGs



## Our strategic targets by 2030

- Reduce 15% of scope 1 greenhouse gas emissions (base year 2023)
- Reduce 100% of market-based scope 2 greenhouse gas emissions (base year 2023)
- No environmental incidents according to local regulations (VLAREM)
- Use 100% ECO aluminum (footprint < 5 kg CO<sub>2</sub>eq/kg aluminum) in Overhead Conductor (OHC) applications
- Use 50% recycled copper (relative to total amount of copper)

### This chapter covers the following material topics in E1 Climate change, E2 Pollution, E5 Resource use and circular economy:

- Climate impact
- Environmental pollution
- Resource use and circular economy



# REDUCING THE CLIMATE IMPACT OF OUR BUSINESS

## Our impacts, risks and opportunities

### In our own operations

Lamifil's own operations generate direct CO<sub>2</sub> emissions through the use of natural gas to melt aluminum, to heat buildings and sanitary water, and to heat-treat intermediate products. Indirect CO<sub>2</sub> emissions are generated by sourcing electricity to melt copper and to process both metals into semi-finished products in our rolling, wiredrawing, extrusion and stranding lines, and intermediate heat-treatment furnaces.

Several shifts in the global market are posing transition risks for our business through rising operational costs, decreasing margins, and pressure on competitiveness. Energy prices rise and are volatile, driven by global geopolitical supply chain disruptions. The Carbon Border Adjustment Mechanism (CBAM), a tax on imported aluminum raw materials, impacts our business while creating an uneven playing field for non-EU manufacturers who import finished products like OHC that are currently (still) exempt from CBAM.

Changing weather conditions in Belgium potentially pose a physical risk, as heavy rains leading to urban flooding could cause temporary halts in production and negatively impact financial turnover.

### In the value chain

The base metals Lamifil uses – aluminum and copper – have a significant negative climate impact due to the CO<sub>2</sub> and PFC emissions emitted during the extraction of raw material. This also presents transitional risks stemming from rising CO<sub>2</sub> costs, increasing GHG reporting requirements, and the obligation to achieve carbon neutrality. However, both metals are **highly recyclable**, providing opportunities to enhance resource efficiency, reduce costs associated with newly mined materials, and avoid the emissions from extraction.

The use of our products in the energy transmission industry is inevitably causing resistance (Ohmic) losses, which impacts the climate in different ways, depending on the source of the transmitted energy.

CO<sub>2</sub> emissions from transportation, both by road and shipping, are generated through Lamifil's global sourcing and distribution of specific goods and products. Adopting a more Western European sourcing strategy offers opportunities to reduce these transportation emissions and become less reliant on shipping goods from regions with a high risk of significant delays caused by severe weather conditions.





More extreme weather, like storms or tornadoes, across the globe increases the need for repairs and upgrades to high-voltage infrastructure, which positively impacts demand. Combatting the effects of extreme weather presents an opportunity for us to develop and market innovative overhead conductors that improve grid reliability and capacity while preventing outages and damage from excessive sagging due to climatic challenges.

## Our approach

### TRANSITION PLAN

Lamifil's climate strategy is an integral part of its business strategy, and its drive to more sustainable business. We are already assessing our climate impact and setting relevant climate-related targets. We are developing a transition plan for climate change mitigation in accordance with the CSRD requirements in 2025, which will be included in the sustainability report for 2026.

### OUR CLIMATE-RELATED POLICIES

#### Own operations

Lamifil is committed to reducing its impact on climate change, and this is enshrined in our Environment, Health, Safety, and Quality (EHSQ) policy. Our approach involves the continuous optimization of our production processes and infrastructure, prioritizing sustainable sourcing and partnerships with eco-conscious suppliers.

Key to our approach is minimizing our environmental footprint by managing and mitigating our emissions and improving energy efficiency.





### Sustainable manufacturing

Sustainable manufacturing is an ongoing journey for us. A key pillar of our approach is minimizing our environmental footprint by managing and mitigating our emissions and improving energy efficiency. A second pillar is **continuous improvement**. We have established comprehensive energy and environmental management policies, and invest in modernizing our manufacturing plant with cutting-edge, eco-efficient equipment and innovative production methods.

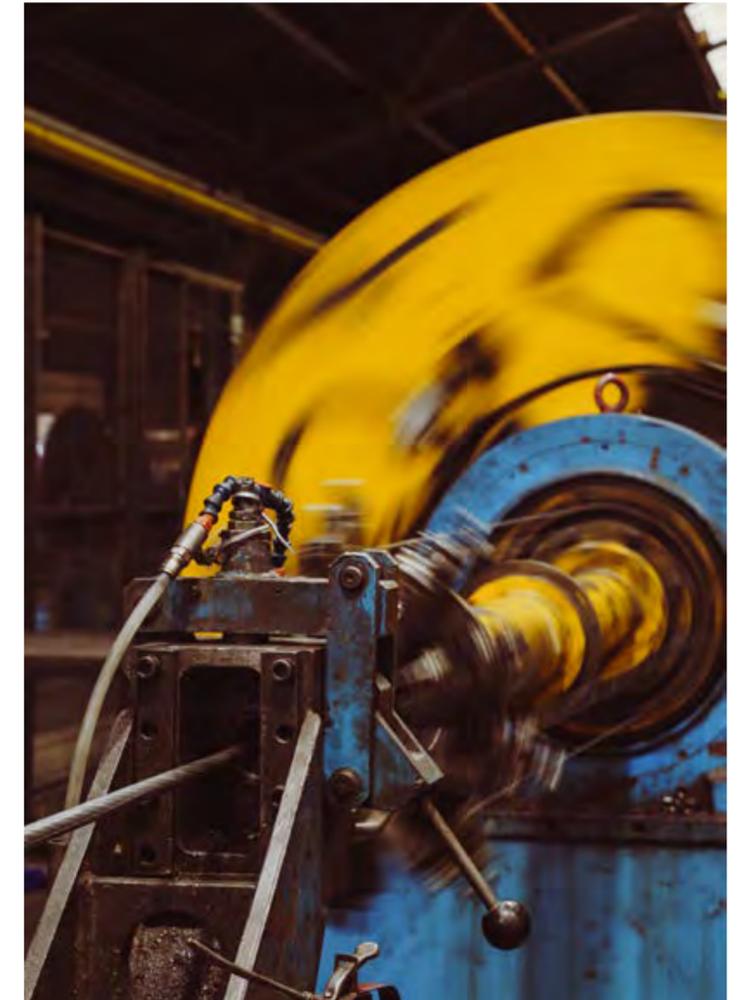


### Energy management

Our energy and environmental policies are linked to our Environment, Health, Safety, and Quality (EHSQ) Management System. This aligns us with global standards like ISO9001, ISO45001, and ISO14001, while also enhancing customer satisfaction.

Our energy management is incorporated into our existing environmental management system, which is ISO14001-certified and adheres to the Flemish Government's EBO program. The gradual elimination of the use of fossil fuels at Lamifil's site is embedded in our long-term policies. Although our aluminum smelting and casting facilities are already fully compatible with hydrogen fuel instead of gas, today local availability of hydrogen fuel is limited due to the lack of a distribution network in Belgium. Alongside producing a portion of our required energy via solar power, we intend to mitigate fluctuating energy prices by entering, whenever possible, into long-term contracts and partnerships.

We have dedicated resources to energy management. An energy team ensures the effective implementation, management and communication of our energy policies, including mitigation of risk related to energy pricing and availability. Furthermore, our EHSQ-S Manager further optimizes the efficiency of our energy resources. We also have a strategic plan in place to obtain certification for our Energy Management System according to ISO50001 standards.



### Extreme and changing weather conditions

Lamifil's approach to mitigate the impact of possible urban flooding due to severe weather includes stormwater management and improved drainage to prevent the overwhelming of urban systems.

## In the value chain

Our EHSQ policy aligns with a global vision of sustainability and CO<sub>2</sub> reduction, highlighting our commitment to minimizing the risks of impacting the local environment and surroundings.

Lamifil adopts a strategic, **data-driven advanced sourcing** approach to procurement that emphasizes collaboration and continuous improvement to maximize value and minimize risk.

Since 2023, Lamifil has been **monitoring all upstream carbon emissions** for our aluminum purchases. The aim is to evaluate the impact of our sourcing, define strategies, and enter into partnerships that will allow us to maintain the quality and reliability of the sourcing, while putting pressure on suppliers to offer aluminum at a lower carbon cost.

The evolution of the impact of CBAM regulations and Lamifil's approach to mitigation of the associated risks is managed by a dedicated metal manager who reports directly to the ExCom.

By adopting a regional sourcing strategy for a number of materials, we aim to reduce CO<sub>2</sub> emissions from transportation and become less reliant on shipping goods from regions with a high risk of delays caused by severe weather conditions.

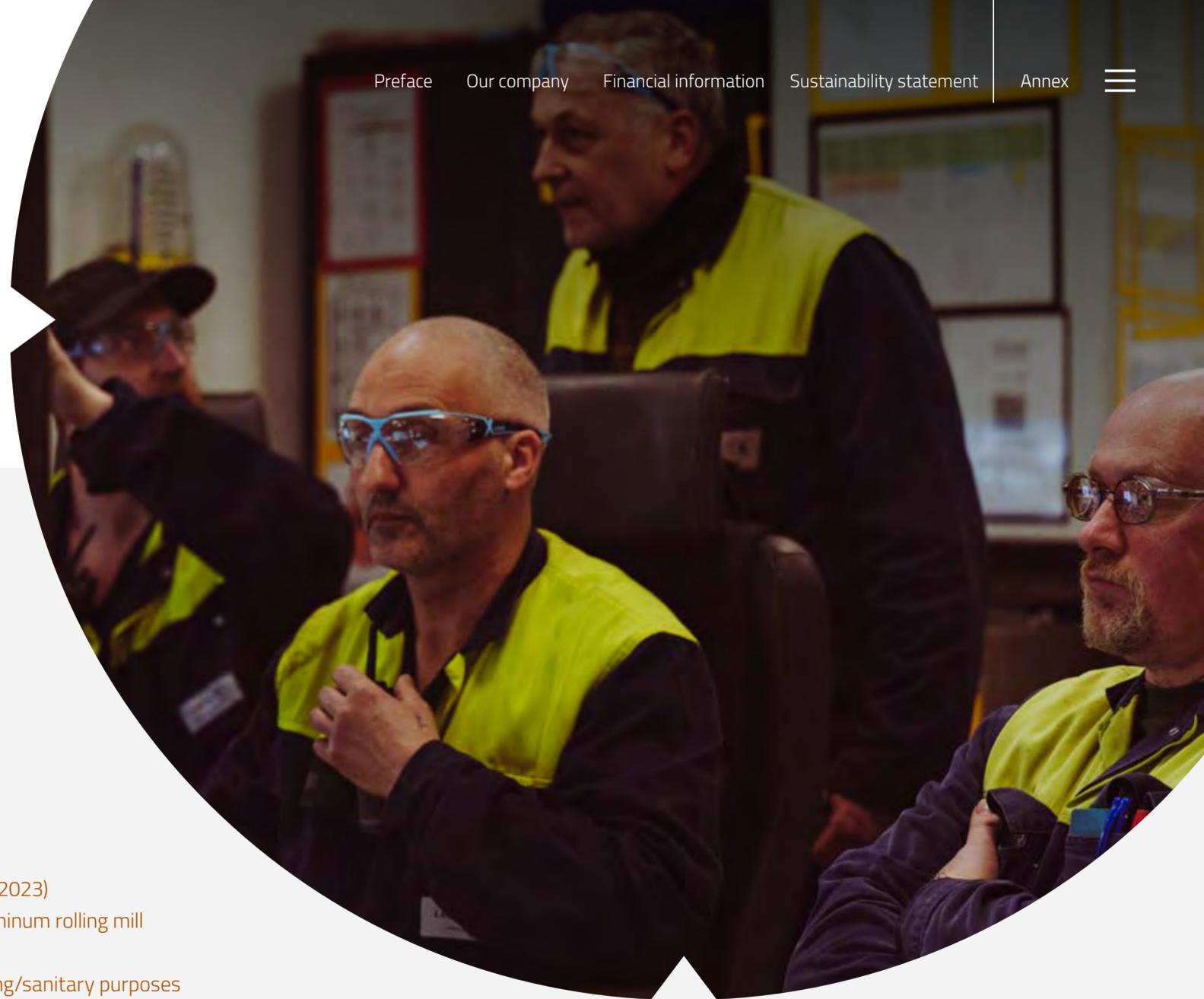
To reduce impact in the use phase of our products, Lamifil continues to design and market high-conductivity alloys to reduce resistance (Ohmic) losses as much as possible.

## OUR TARGETS AND RESULTS

### Targets

We have set the following targets:

- Net zero by 2050, provided a hydrogen grid is available
- By 2030:
  - 15% reduction in scope 1 GHG emissions (base year 2023)
  - 5% reduction in specific gas consumption of the aluminum rolling mill (product regime) (base year 2023)
  - 20% reduction in specific gas consumption for heating/sanitary purposes
  - 100% electric company cars (full, plug-in or hybrid)
  - 100% electric or HVO forklifts
- By 2030:
  - 100% reduction of market-based scope 2 GHG emissions (base year 2023)
  - 100% purchased electricity from renewable sources
  - 5% self-generated solar energy of total consumption electricity in own operations
- By 2030:
  - 25% reduction in scope 3 GHG emissions
  - 100% ECO aluminum used in Overhead Conductor (OHC) applications
  - >50% ECO aluminum of total purchased aluminum
  - >50% recycled copper of total purchased copper
  - >50% reused packaging in closed loop (drums/baskets/spools)



## OUR 2024 CARBON FOOTPRINT

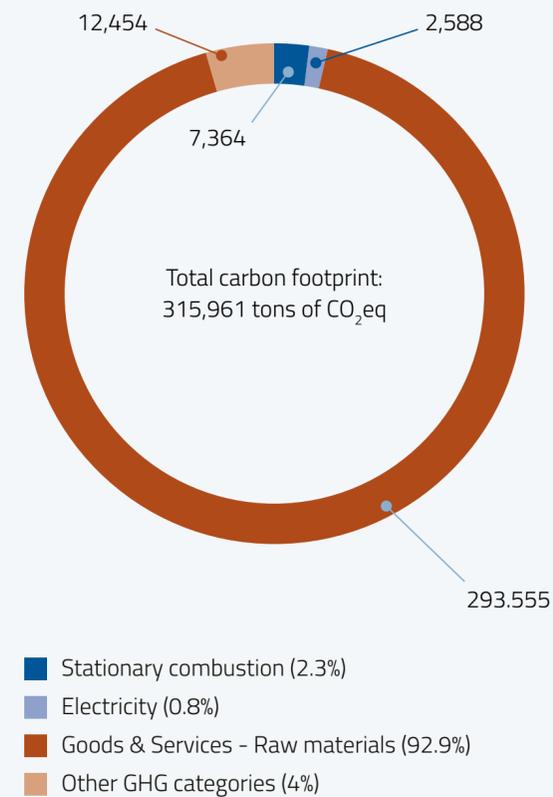
In early 2025, Lamifil conducted its second carbon footprint assessment, this time for the year 2024, in accordance with the guidelines of the Greenhouse Gas (GHG) Protocol. While our initial assessment focused on scope 1 and scope 2 emissions, this most recent calculation also includes scope 3 emissions.

Scope 1 covers direct emissions from stationary combustion, mobile combustion, and fugitive sources. Scope 2 includes indirect emissions associated with purchased electricity. Scope 3 encompasses all other indirect greenhouse gas emissions that occur throughout a company's value chain – for example, emissions from suppliers, transportation, product use, and waste processing.

In 2024, Lamifil's total carbon footprint was 315,961 tons of CO<sub>2</sub>-equivalent. Within scope 1, emissions amounted to 7,364 tons of CO<sub>2</sub>eq. The majority of these emissions stemmed from stationary combustion (7,364 tons CO<sub>2</sub>eq), representing 2.3% of our total footprint. This is mainly due to the natural gas used to melt aluminum. Emissions from mobile combustion – such as those from company vehicles and forklifts – and fugitive sources were negligible in 2024. Scope 2 emissions totaled 2,588 tons of CO<sub>2</sub>eq (market-based). Using the average electricity mix of the Belgian grid, scope 2 emissions would amount to 2,028 tons CO<sub>2</sub>eq (location-based).

However, the vast majority of our carbon footprint lies in scope 3, which totaled 305,754 tons of CO<sub>2</sub>eq in 2024. Most of these emissions (304,464 tons CO<sub>2</sub>eq) come from our upstream value chain.

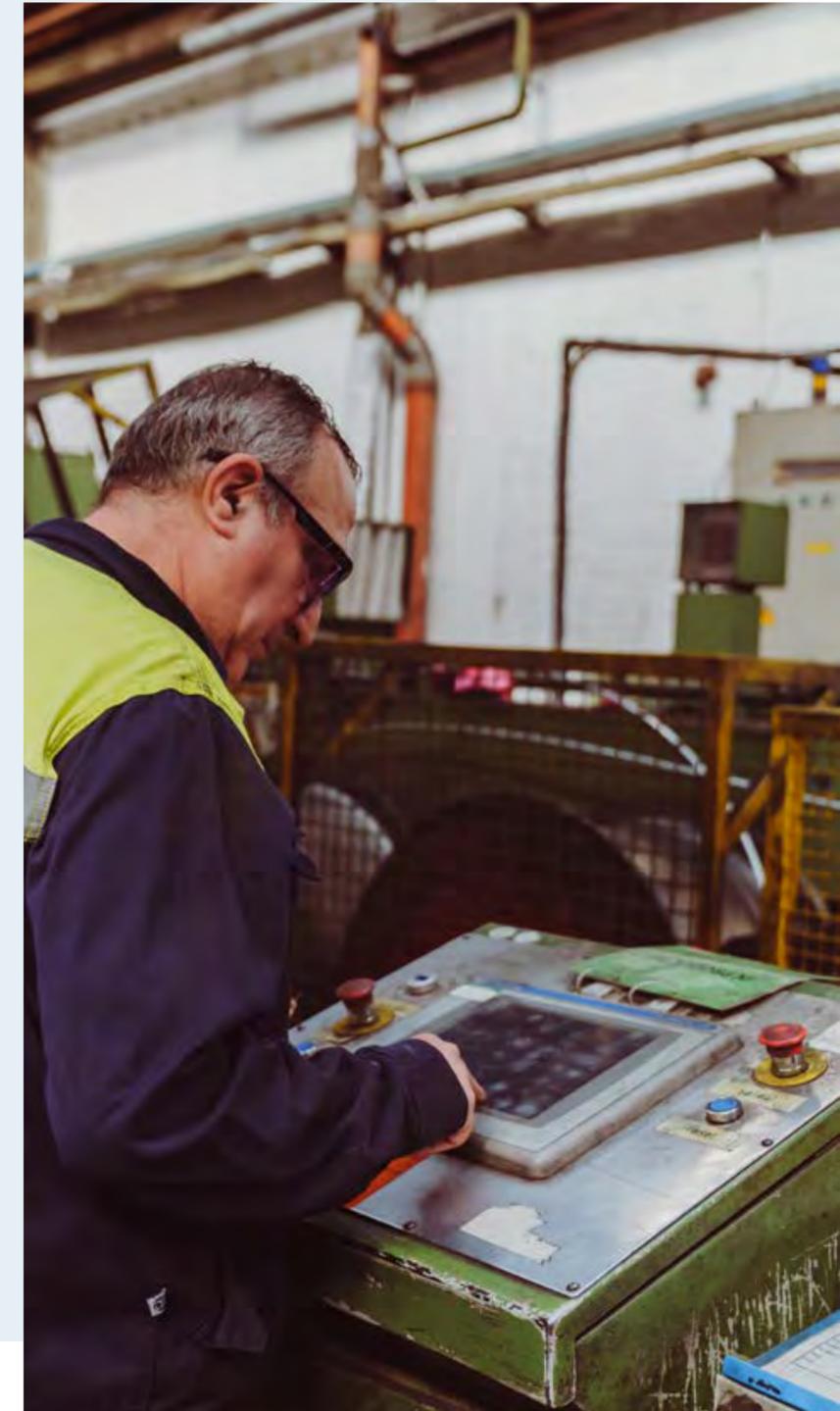
Carbon footprint Lamifil 2024



This is primarily due to the extraction and processing of our key raw materials: aluminum and copper. These emissions account for 92.9% of our total footprint. Other scope 3 emissions, such as those related to transportation, waste, employee commuting, business travel, and the end-of-life of sold products, were negligible in 2024.

Based on these results, Lamifil has set reduction targets for emissions across all scopes. For scope 1, we aim to reduce emissions by 15% by 2030 compared to our 2023 baseline. Due to our transition to a 100% renewable electricity contract, we are targeting a 100% reduction in scope 2 emissions. For scope 3, our goal is a 25% reduction by 2030, also compared to 2023.

To achieve these goals, Lamifil is implementing a range of measures within its own operations. These include transitioning to electric heat-treatment furnaces, installing sustainable heating systems for our buildings, securing contracts for 100% green electricity by 2025, greening our company vehicle fleet, and replacing LPG-powered forklifts with more environmentally friendly alternatives. Given the large impact of scope 3 emissions, we are also taking action in this area – for example, by sourcing ECO aluminum and using recycled copper.



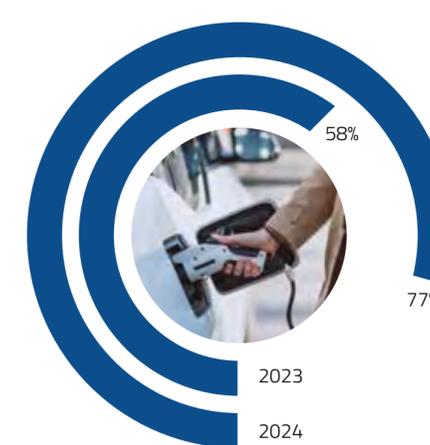
## Results

Climate Impact	2023	2024	Target 2025	Target 2030
<b>Net zero (if a hydrogen grid is available)</b>	/	/	/	By 2050
<b>Scope 1 greenhouse gas emissions reduction - %</b>	Base year	-12%	-10%	-15%
% reduction in specific gas consumption of the aluminum rolling mill (production regime)	Base year	-5%	-5%	-5%
% reduction in specific gas consumption for heating/sanitary purposes	Base year	-18%	-15%	-20%
% electric company cars (full, plug-in or hybrid)	58%	77%	80%	100%
% electric or HVO forklifts	18%	18%	18%	100%
<b>Scope 2 market-based GHG emissions reduction - %</b>	Base year	+1%	-100%	-100%
% purchased electricity from renewable sources	0%	0%	100%	100%
% self-generated solar energy of total consumption electricity in own operations	0%	4.8%	5%	5%
<b>Scope 3 emissions reduction - %</b>	Base year	-11%	N/A	-25%
% ECO aluminum used in Overhead Conductor (OHC) applications	30%	100%	100%	100%
% ECO aluminum of total purchased aluminum	30%	32%	>35%	>50%
% recycled copper of total purchased copper	34%	24%	>25%	>50%
% reused packaging in closed loop (drums/baskets/spools)	63%	57%	>50%	>50%

For a more detailed explanation of these results, please consult the information under 'Key Actions'.

We remain committed to green mobility, increasing the share of electric or hybrid vehicles.

Percentage of electric and hybrid vehicles in company car fleet



Percentage of electric or HVO forklifts in 2024



## Other metrics related to greenhouse gas emissions and energy use

CO <sub>2</sub> emissions in absolute values	Base year 2023	2024	%
Total greenhouse gas emissions – market based	354,322.56	315,960.73	-11%
Scope 1 greenhouse gas emissions	8,696.47	7,618.27	-12%
Location-based scope 2 greenhouse gas emissions	2,272.27	2,027.74	-11%
Market-based scope 2 greenhouse gas emissions	2,560.38	2,587.97	1%
Scope 3 greenhouse gas emissions	343,065.71	305,754.50	-11%
CO <sub>2</sub> emissions in relative values (kEUR)*	Base year 2023	2024	%
Intensity value of total greenhouse gas emissions	2.003	1.912	-5%
Intensity value of scope 1 greenhouse gas emissions	0.049	0.046	-6%
Intensity value of location-based scope 2 greenhouse gas emissions	0.013	0.012	-4%
Intensity value of market-based scope 2 greenhouse gas emissions	0.014	0.016	8%
Intensity value of scope 3 greenhouse gas emissions	1.939	1.850	-5%

\*Intensity value = greenhouse gas emissions/net revenue

Energy balance		2023	2024
Fuel consumption from coal and coal products	MWh	-	-
Fuel consumption from crude oil and petroleum products	MWh	1,063.23	1,078.42
Fuel consumption from natural gas	MWh	46,180.00	40,264.00
Fuel consumption from other fossil sources	MWh	-	-
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	5,881.82	5,971.51
<b>Total energy consumption from fossil sources</b>	<b>MWh</b>	<b>53,125.05</b>	<b>47,313.93</b>
Percentage of fossil sources in total energy consumption	%	84%	82%
<b>Total energy consumption from nuclear sources</b>	<b>MWh</b>	<b>10,136.89</b>	<b>9,671.20</b>
Percentage of energy consumption from nuclear sources in total energy consumption	%	16%	17%
Fuel consumption from renewable sources	MWh	-	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	-	-
Consumption of self-generated non-fuel renewable energy	MWh	-	752.00
<b>Total energy consumption from renewable sources</b>	<b>MWh</b>	<b>-</b>	<b>752.00</b>
Percentage of renewable sources in total energy consumption	%	0%	1.3%
<b>Total energy consumption related to own operations</b>	<b>MWh</b>	<b>63,261.94</b>	<b>57,737.12</b>

Gross scopes 1, 2, 3 and total greenhouse gas emissions	Base year 2023	2024	%
Achievements - Absolute			
<b>Scope 1 GHG emissions</b>			
Gross scope 1 greenhouse gas emissions (tCO <sub>2</sub> eq)	8,696.47	7,618.27	-12%
Percentage of scope 1 greenhouse gas emissions from regulated emission trading schemes (%)	0%	0%	0%
<b>Scope 2 GHG emissions</b>			
Gross location-based scope 2 greenhouse gas emissions (tCO <sub>2</sub> eq)	2,272.27	2,027.74	-11%
Gross market-based scope 2 greenhouse gas emissions (tCO <sub>2</sub> eq)	2,560.38	2,587.97	1%
<b>Significant scope 3 GHG emissions</b>			
Total gross indirect (scope 3) greenhouse gas emissions (tCO <sub>2</sub> eq)	343,065.71	305,754.50	-11%
1 Purchased goods and services	333,459.65	295,783.03	-11%
2 Capital goods	367.19	430.68	17%
3 Fuel and energy-related	2,180.61	1,997.11	-8%
4 Upstream transportation and distribution	5,202.84	6,027.29	16%
5 Waste generated in operations	47.22	12.39	-74%
6 Business travel	43.60	67.55	55%
7 Employee commuting	129.47	145.65	12%
8 Upstream leased assets	-	-	-
9 Downstream transportation	1,499.36	1,172.31	-22%
10 Processing of sold products	-	-	-
11 Use of sold products	-	-	-
12 End-of-life treatment of sold products	135.77	118.48	-13%
13 Downstream leased assets	-	-	-
14 Franchises	-	-	-
15 Investments	-	-	-
<b>Total greenhouse gas emissions</b>			
Total greenhouse gas emissions (location-based) (tCO <sub>2</sub> eq)	354,034.45	315,400.50	-11%
Total greenhouse gas emissions (market-based) (tCO <sub>2</sub> eq)	354,322.56	315,960.73	-11%

## Our key actions

### OWN OPERATIONS

In 2023, we conducted an in-depth **energy and climate audit**, leading to the development of a new **energy plan** for the years 2023–2026. This plan outlines various energy efficiency measures and research initiatives. By consistently monitoring the energy subsidy opportunities offered by VLAIO, the Flemish government’s agency for innovation and entrepreneurship, Lamifil secures financial support to study and implement these opportunities. Further opportunities to reduce climate impact in our own operations are being identified and studied in 2024 and beyond.

### Scope 1 GHG emissions

Our aim is to reduce emissions through technology and innovation. One of our main achievements in this respect has been the introduction of a unique eco-efficient aluminum production process in 2021, with new casting and melting facilities. This initially allowed us to **reduce natural gas consumption for melting aluminum by 25%** from 2020 to 2022. We continue to invest in process innovation of our aluminum melting and casting to reduce natural gas consumption, improve energy efficiency, and enhance operational performance, leading to more sustainable production processes.

In 2023, we improved the insulation in our casting launders and lids, thus **reducing our energy consumption** by 5% more compared to 2022. In comparison to our CSRD reporting

base year 2023, we achieved an additional reduction of energy consumption of 5% in 2024 by reducing energy losses from the exhaust fumes through optimizing the process settings and controls in cooperation with renowned technology experts.

In 2024, we also started a study on **energy recuperation** from exhaust fumes and cooling water from aluminum melting and casting, in combination with required filtration on the exhaust fumes. The result of this feasibility study will be available and evaluated in 2025.

To reduce the consumption of natural gas to heat buildings we launched an extensive **awareness campaign** in 2023, in which we urged our employees to avoid overheating, leaving doors open, or unnecessary heating during nights and weekends. We continued these efforts in 2024, and partly replaced outdated heating systems. This resulted in an 18% energy reduction in our building heating systems compared to the base year of 2023.

We maintained our commitment to **green mobility**. In 2024 we started to electrify our forklifts for internal transport to eliminate the use of LPG and reduce fuel costs. After initial pilots, 5 electric forklifts have been put into use in 2024, and we aim to have fully replaced all fossil fuel forklifts with either electric or HVO powered forklifts by 2030. In 2024, we continued expanding the share of electric or hybrid vehicles in our company fleet, which currently stands at 77%.

All Lamifil personnel can use our own charging infrastructure at an extremely affordable price, saving up to 30% compared to at-home installations.

The **bicycle leasing program** initiated in 2019 is a continued success. At present, almost one in three employees leases a bicycle through Lamifil. In the case of e-bikes, employees can charge their electric bicycle for free on the company’s premises. This program contributes to making our employees aware of their impact on sustainability even beyond our site.

We installed approximately 2,000 PV panels, with a combined capacity of 1.16 MWp.



## Scope 2 GHG emissions

In spring 2024 we installed approximately 2,000 PV panels on the roofs of Lamifil's buildings, with a combined capacity of 1.16 MWp. This on-site generation of renewable energy reduces the volume of electricity purchased from the grid. The green solar power generated annually amounts nearly 1 GWh, providing 5% of the electricity currently required to power the factory. In 2025, all of the electricity we purchase will be from renewable sources.

## Extreme and changing weather conditions

In order to anticipate any impact from urban flooding, stormwater management facilities, as well as drainage systems are maintained on a regular basis. Stormwater management facilities include, among others, retention and detention systems to slow water discharge into municipal systems, rainwater harvesting for uses like cooling systems. Our drainage systems are capable of handling high-intensity rainfall, and water discharge controls prevent overwhelming urban drainage systems.

**752 MWh**  
of solar power generated in 2024



## IN THE VALUE CHAIN

### Scope 3 GHG emissions

#### Upstream

Following the monitoring of all upstream carbon emissions for our aluminum purchases, Lamifil continues to gain market insights regarding its supply chain's GHG emissions. Lamifil has entered into long-term contracts and partnerships with producers of certified green aluminum, and is confident to achieve its strategic goal of using 100% **ECO aluminum** (footprint <5 kg CO<sub>2</sub>eq/kg aluminum) by 2025 for OHC applications. For non-OHC applications, we continue to pursue opportunities to use green aluminum, which is influenced by price and availability.

By increasing the sourcing of raw materials from suppliers using green energy during raw material extraction (e.g., green sourcing of aluminum and copper from Scandinavia), Lamifil has the opportunity to reduce its scope 3 GHG emissions.

Following market research, Lamifil developed a go-to-market approach in 2024 to position itself as a provider of products based on 100% certified recycled copper. Throughout 2025, several activities will be undertaken to increase awareness of Lamifil's sustainable copper alloy offering upon the global market. By expanding its offering with **recycled copper-based products**, Lamifil aims to achieve its target to increase the share of recycled copper content within its total amount of purchased copper to 50% by 2030.

#### Downstream

The majority of packaging materials used by Lamifil circulate within a **closed loop** system. Steel is by far the most used packaging material. Throughout 2024, we continued to invest in returnable packaging solutions such as steel drums, baskets and spools. We have entered into partnerships with customers to use returnable packaging, and we continued to push our customers to shift to a closed loop system whenever geographically and economically feasible.

To reduce impact in the use phase of our products, Lamifil continues to develop high-conductivity alloys to reduce the resistance (Ohmic) losses as much as possible. For instance, our Powerfil is increasingly adopted, offering 23% more conductivity compared to CuMg 0,5, less resistance and heat losses, allowing more trains to run on the same track, whilst avoiding use of Cd-based alloys.

# ADVANCING OUR COMMITMENT TO ENVIRONMENTAL RESPONSIBILITY

## Our impacts, risks and opportunities

Lamifil's activities currently lead to the emission of pollutants to air and water. Emission monitoring performed in 2023–2024 indicated that Lamifil does not exceed any threshold of the European Pollutant Release and Transfer Register (E-PRTR). However, Lamifil is subject to local environmental regulations, which are generally stricter than those of the E-PRTR.

Air emissions at Lamifil's site are mainly generated by the aluminum and copper foundries and during gas combustion processes used for thermal heating of materials and heating systems that are installed on the site. These emissions pose a risk for Lamifil's operations in the event that we fail to comply with the existing local environmental legislation and regulations and the assigned environmental permit conditions. The occasional exceeding of limit values has a negative impact on the environment, the environmental authority and our neighbors, as involved stakeholders. The risk involves administrative fines or, in extreme cases, a partial temporary halt in production until the excess has been mitigated.

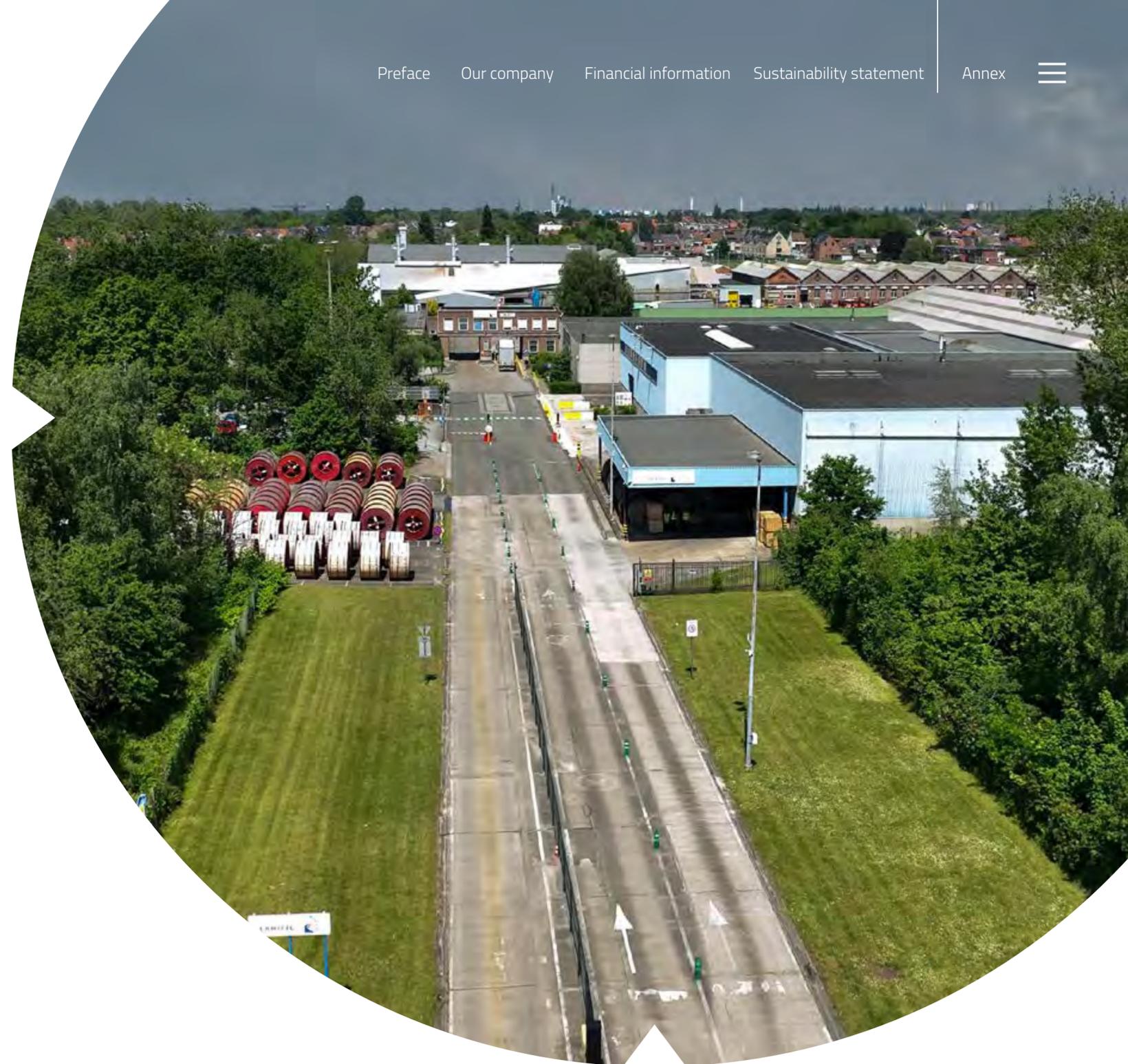
Lamifil has been operating at the same site for over 95 years, and, during the earlier years of its operations, the soil and groundwater were contaminated by chlorinated hydrocarbons, mineral oils and heavy metals.

This historical contamination has been identified as an environmental risk and impact, which has been extensively communicated to and discussed with neighbors in recent years. It is important to note that today there is no longer any emission of pollutants to the soil.

In spite of the fact that Lamifil does not exceed any threshold value of the E-PRTR, we do use different chemical products and potentially polluting substances for our activities, such as chlorine gas and perchloroethylene. Lamifil is continuously looking for ways to phase out all polluting products at its premises for the benefit of our employees' health and safety, as well as a reduction of the potential environmental impact. Furthermore, none of the products used at Lamifil are included in the candidate list of substances of concern and very high concern of ECHA (SVHC list dated 7 November 2024).

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Lamifil does not exceed any threshold of the European Pollutant Release and Transfer Register (E-PRTR).





## Our approach

### Managing and reducing emissions

Lamifil has made significant strides in managing and reducing its emissions in accordance with local and international regulations. Emission monitoring and control, ground and wastewater treatment, proper usage and disposal of polluting materials, noise remediation, and innovative solutions for recycling and waste management are among the key measures we have taken, driven by our Environment, Health, Safety, and Quality (EHSQ) policy.

Our EHSQ Management System governs all our activities and measures regarding emissions. Our policy states that we need to comply at all times with the existing environmental legislation and regulations. Moreover, Lamifil is considered an IPPC (“Integrated Pollution, Prevention and Control”) company, which means that it has a potential large impact on the environment, and therefore has to follow the European Directive regarding industrial emissions (RIE 2010/75/EU). This includes the obligation for Lamifil to implement the Best Available Techniques (BAT) and perform self-monitoring of its emissions. For the production of secondary aluminum, the application of BATs is reviewed in our legal compliance check. Self-monitoring is realized through yearly **measurement by an accredited laboratory** of the main emissions, within a frame agreement. Any non-compliance with the limit values is registered as an environmental incident, and the environmental inspection authority is informed accordingly.

### Air

As required by local VLAREM regulations, we monitor all our air emission point sources using our self-controlled air emission program strategy. All measuring ports are compliant with the local LUC/0/001 standard to guarantee representative measurements by an accredited laboratory.

### Soil

Due to historical on-site contamination, Lamifil has been actively undertaking a soil and groundwater remediation program since 2000. This includes groundwater treatment, as well as a comprehensive annual monitoring program, for which progress reports are submitted to the relevant governmental agencies every two years.

### Water

Our environmental approach includes sustainable water management. Lamifil uses 54% of all the captured rainwater on the roofs as cooling water in its processes. Mitigation of freshwater consumption is realized through an integrated approach that includes an employee awareness program, innovative work practices and rainwater reuse. In addition, we continuously monitor our wastewater flow rate.

Lamifil does not generate process wastewater. We discharge captured rainwater and some sanitary waters into the public sewage system via a measuring chute after purification through a sand and ion resin filter. We arrange for independent monthly sampling and analysis of our wastewater.

### Pollutants

Lamifil is subject to EU REACH regulations that govern the registration, evaluation, authorization and restriction of certain pollutants used to produce our high-quality aluminum, copper and alloy products. We continue to reduce chemical-related risks to human health and the environment, avoiding the use of polluting substances and continuously looking for new processes and less-polluting replacement products. Our employees follow company-wide work processes to ensure that products containing polluting substances are properly labeled, stored, handled and transported.

According the SVHC list dated 7 November 2024, no substances of concern or very high concern are actually used at our premises since the ban of Cadmium in October 2023.

## OUR TARGETS AND RESULTS

### Targets

We have set the following targets for 2030:

- No polluting substances listed in the E-PRTR Regulation to air, water or soil that exceed the threshold
- No environmental incidents according to local regulations (VLAREM)

### Results

Our performance	2023	2024	2025 target	2030 target
Number of polluting substances listed in the E-PRTR Regulation to air, water or soil exceeding the threshold	0	0	0	0
Number of environmental incidents according to local regulations (VLAREM)	4	2	0	0

In 2024, Lamifil did not exceed any threshold of polluting substances listed in the European Pollutant Release and Transfer Register (E-PRTR).

The number of environmental incidents according to local regulations (VLAREM) decreased to 2 in 2024. This involved a malfunctioning incident of the burners of a gas-operated heat treatment furnace that resulted in exceeding the local CO emission limit value and exhaust fumes from the aluminum purification system temporarily exceeding the emission limit for dust.



The Global Environmental Prevention Plan 2022–2026 forms the basis of our activities and monitoring related to the environment.



## Our key actions

To mitigate environmental emissions and achieve the target of zero incidents of exceedance of local thresholds, Lamifil has drawn up long-term action plans, the progress of which is measured periodically by an emission steering group, chaired by the CEO.

The **Global Environmental Prevention Plan 2022–2026** forms the basis of our activities and monitoring related to the environment.

### Soil

Specifically for soil and groundwater remediation, Lamifil has been actively carrying out an on-site program for over 20 years. Since 2000, Lamifil has been remediating its groundwater so that the plume resulting from historic contamination stays within boundaries of the site, as agreed with OVAM, the Public Waste Agency of Flanders, with annual monitoring of the main monitoring wells.

The associated drainage system and **groundwater treatment plant** are operated by an external provider of environmental services. Every two years, an external soil and groundwater consultancy firm prepares an informative interim report for OVAM requiring its approval. Lamifil obtained its most recent approval in 2023. The remediation agreement with OVAM ends in 2029, and will then most likely to be prolonged for another 30 years.

The external consultancy firm executed its annual extensive monitoring program to evaluate the evolution of the contaminated plume. The plume, which is mainly

contaminated with mineral oils, has not been remediated at this stage because of the ongoing production activity and the protective clay layers. Discussions with external firms to determine remediation techniques in order to fully eliminate the soil and groundwater contamination have begun. Pilot projects could be rolled out in 2027, following positive evaluation and prior approval from OVAM.

### Air

Lamifil takes solid measures to **reduce and monitor air emissions**. Through continuous emissions monitoring and optimizations, we have taken significant steps to control and mitigate our impact while ensuring compliance with regulatory standards.

In order to reduce the air emissions from dust and Hydrogen Fluoride (HF) caused by the aluminum ovens, Lamifil has adapted its process. Intensive measuring campaigns revealed the significant positive impact of these changes on the reduction of HF air emissions, as well as dust. In 2024, Lamifil initiated a study to investigate the best possible solution to filter exhaust fumes from the aluminum ovens. Following a neighbor complaint regarding the black fumes in exhaust gases of the aluminum ovens, Lamifil had the gas-air mixture of the combustion process optimized by an international specialist company.

Periodically, the burners of the gas-operated heat treatment furnaces are adjusted to comply with the CO and NOx local emission limit values. We performed tests with respect to the replacement of the LPG forklifts with electrical ones. We anticipate a progressive roll-out of this change by 2030.

### Water

In 2023, a **wastewater treatment plant** for heavy metals was successfully installed, using a sand filter, aeration, and ion resin purification treatment. This investment allows Lamifil to continue to comply with wastewater discharge regulations.

### Pollutants

In 2024, the positive impact of Lamifil's cadmium ban continued to resonate throughout our operations and beyond. The transition to **100% cadmium-free production** has not only enhanced workplace safety and environmental sustainability, but has also spurred innovation within our research and development teams. Our ongoing projects are continuing to yield impressive results, with our new cadmium-free alloys demonstrating superior performance in demanding applications.

Testing was done to evaluate the replacement of perchloroethylene that previously replaced the more harmful trichloroethylene. We are looking for new mechanical processes in order to degrease the wires, instead of opting for another chemical product.

Finally, in 2025 Lamifil will install a new chlorine gas installation, reducing manual activities and replacing the transportation by pipe of 100% pure chlorine with a mixture of 4% Cl<sub>2</sub> and 96% Argon. A HazOp study was executed on the detailed engineering of the new chlorine installation.

# CLOSING THE LOOP WITH RESOURCE EFFICIENCY AND A CIRCULAR APPROACH

## Our impacts, risks and opportunities

### Base metals

Lamifil contributes to the circular economy by using the fully recyclable base metals aluminum and copper. However, we are aware that the mining of primary metals depletes natural reserves, hindering future generations. Our copper and aluminum specialty products are made entirely out of metal and are fully recyclable, while our overhead conductor (OHC) products, consisting of aluminum and, for some types, a steel or carbon core, are over 99% recyclable.

Driven by the environmental and climate impact of its raw materials and the increasing consumer demand for sustainable – recycled – solutions, Lamifil is increasingly sourcing ECO aluminum raw materials from suppliers using green energy, such as hydro and geothermal, depending on price and availability. We are also monitoring market developments for high-grade copper produced from recycled sources. However, there may be supply constraints and significant fluctuations in their availability and price, posing transitional risks to securing these materials and potentially increasing costs.

### Packaging materials

Lamifil is committed to reducing its use of non-reusable packaging materials (e.g., wooden pallets, non-returnable drums, protective paper, cardboard and plastics), and are actively exploring sustainable alternatives in order to minimize our environmental impact.

We supply overhead conductor (OHC) and semi-finished products to nearby markets using reusable packaging (drums, baskets, spools) within a closed-loop system. Designed for indefinite use, they are returned and reused between the installation site or customer plant and Lamifil.

### Our approach

We support a circular approach to product development and manufacturing. This is not only reflected in the design of our products, but also in the way that we support mechanisms to reuse and recycle materials throughout the product cycle.

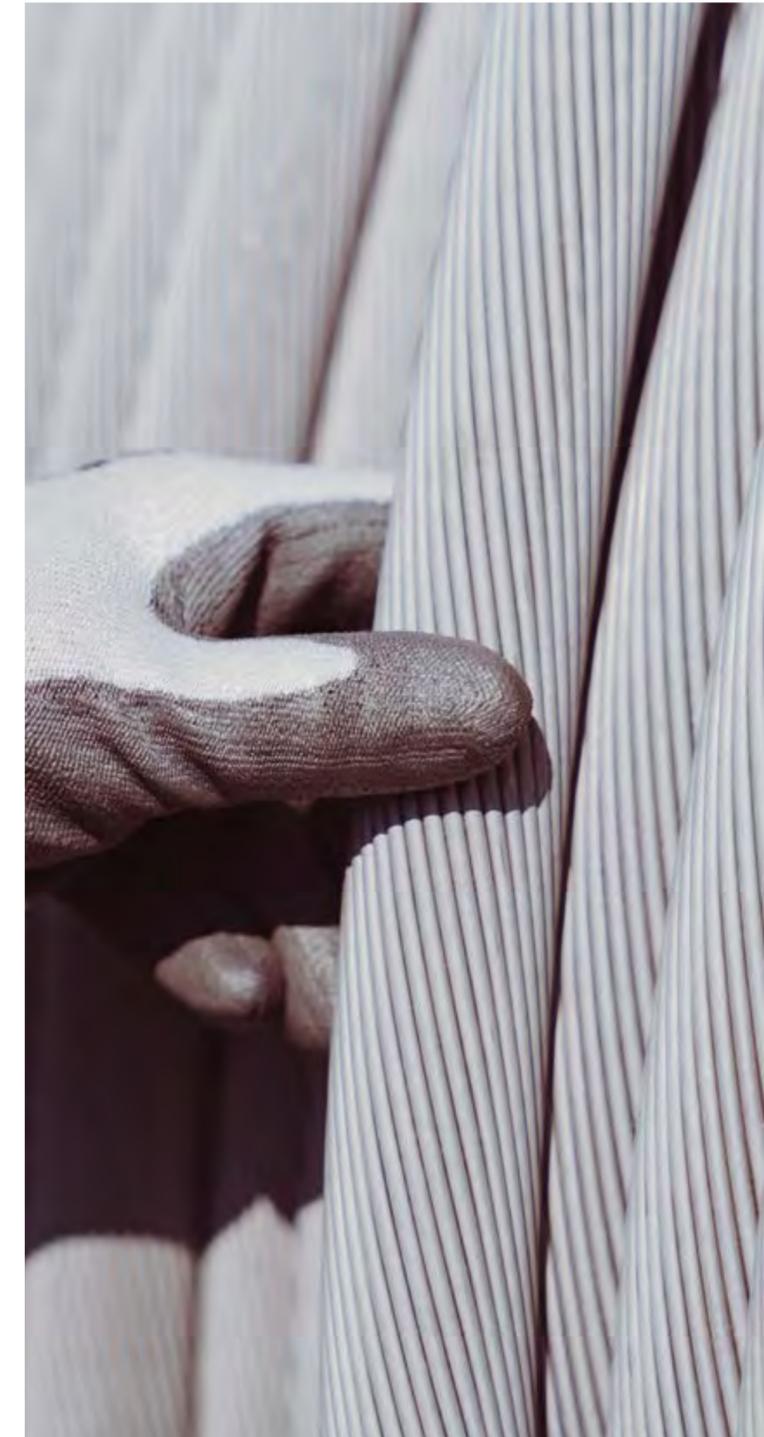
We are extremely conscious of the fact that the earth's resources are limited, and therefore we relentlessly seek to further optimize in this field. Aluminum and copper are 100% recyclable, and their scrap and product waste can be easily recovered for reuse in production.

Efficient packaging reduces weight, volume, and impact on transportation. We apply a return policy wherever possible, and many of our customers who use proprietary packaging follow the same principle.

To support the promotion of circularity and waste management in our business, we intend to formulate a resource management policy covering all Lamifil activities in the course of 2025. Nonetheless, the main guidelines regarding resource use and circularity are already embraced within our organization. The overall objective of the policy will be to address our aim of minimizing the use of virgin resources and to provide the direction for sustainable sourcing of resources. Accountability for our circularity efforts lies with our ExCom, and KPIs are tracked on an annual basis.

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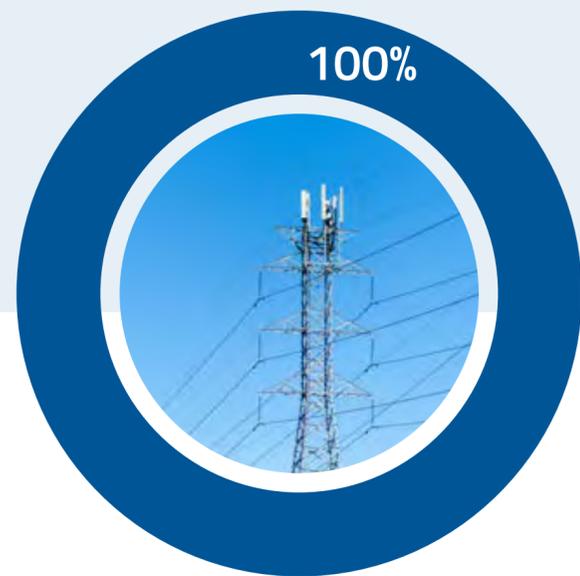
Since 2024, 100% of the production volume of OHC applications has been covered by ECO aluminum.



## 2024 PERFORMANCE HIGHLIGHTS

Responsible use of resources and circularity are embraced within our organization. We are on track to attain our 2030 targets regarding the use of ECO aluminum and recycled copper and reused packaging.

100% ECO aluminum used in overhead conductor (OHC) applications



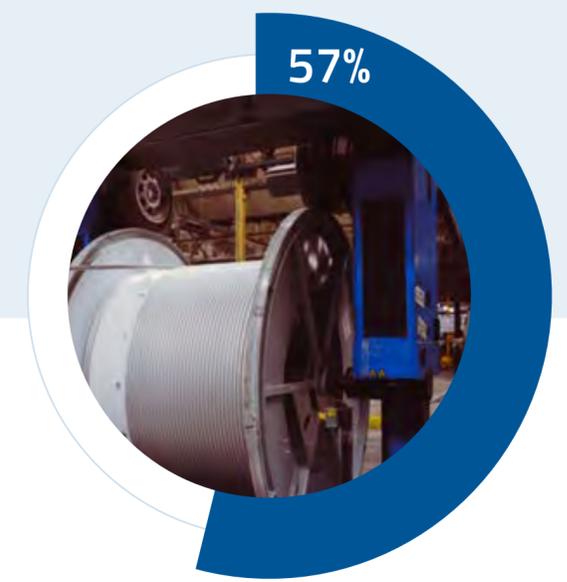
> 50% ECO aluminum of total purchased aluminum



> 50% recycled copper of total purchased copper



> 50% reused packaging in closed loop (drums/baskets/spools)



# OUR TARGETS AND RESULTS

## Targets

We have set the following targets for 2030:

- 100% ECO aluminum\* used in overhead conductor applications
- > 50% ECO aluminum of total purchased aluminum
- > 50% recycled copper of total purchased copper
- > 50% reused packaging in closed loop

\*ECO aluminum is aluminum with a greenhouse gas emission lower than 5kg CO<sub>2</sub>eq per kg.



## Results

Since 2024, 100% of the production volume of OHC applications has been covered by ECO aluminum. The full aluminum product range, including OHC as well as our aluminum specialty business, has been covered by approximately 30% ECO aluminum in 2023 and 2024. For 2025, a slight increase is targeted, and by 2030 we aim for 50% ECO aluminum, depending on price and availability on the raw material market.

The share of recycled copper within our total purchased copper decreased by 10% from 2023. The amount of recycled copper used in our products depends on the product mix that is sold, and is therefore driven by market trends and demand. At this point, not all copper raw material suppliers are ready to calculate, declare and/or certify the recycled content in their products.

However, we are confident that the supplier market will continue to evolve towards greater sustainable recycled copper offering. Moreover, we continue to maximize our efforts to sell more products based on recycled copper with new actions.

Closed-loop packaging is economically viable for specific nearby markets and product groups. Depending on the markets in which our products are sold, the percentage of reused packaging in closed loop may fluctuate over time. However, we aim to consistently maintain at least 50% reused packaging in closed loop from 2025 until 2030. Lamifil is working with its customers to further optimize the environmental impacts of the returnable packaging system.

Our performance	2023	2024	2025 target	2030 target
% ECO aluminum used in Overhead Conductor (OHC) applications	30%	100%	100%	100%
% ECO aluminum of total purchased aluminum	30%	32%	> 35%	> 50%
% recycled copper of total purchased copper	34%	24%	> 25%	> 50%
% reused packaging in closed loop (drums/baskets/spools)	63%	57%	> 50%	> 50%



## Our key actions

### Material inflows

We continuously search for partners, experts, and universities to overcome the challenge of using recycled aluminum for electrical applications whilst retaining, at minimum, the conductivity that is achieved with virgin aluminum. Lamifil reuses 100% of its own production scrap. For our copper and copper alloy production scrap, we work together with a copper recycling specialist, who in turn supplies copper wire rod to Lamifil and other parties.

### Packaging

We work together with our customers to determine the most efficient and environmentally friendly packaging solutions. The drums we use at present are constructed from either FSC-certified wood or steel, and they are reused to the greatest extent possible. This closed-loop packaging system significantly reduces waste generated downstream.

### Waste

#### Reducing production waste

Lamifil is committed to the efficient use of resources across all manufacturing processes. In addition to efforts aimed at minimizing production scrap, Lamifil is dedicated to reducing the effects of inevitable waste. This is achieved by adopting the principles of the “Ladder of Lansink”,

encouraging systematic actions to refuse, reduce, reuse, repurpose and recycle forms of waste.

To achieve these objectives, we are strengthening partnerships with waste management specialists and undertaking initiatives to reduce the amount of waste produced and increase the rate of circularity. Our waste management system allows us to monitor different waste streams, with the aim of advancing them up the ‘ladder’.

#### Waste recovery in the value chain

Many recycling solutions exist on the market for both aluminum- and copper-based finished products, mostly offered by specialist recyclers. Lamifil has also developed partnerships with specialized partners to enable proper and responsible recycling. Lamifil can furthermore help customers by liaising them with these experts in the event that they have materials they want to send for recycling, and have issues in identifying such specialists.

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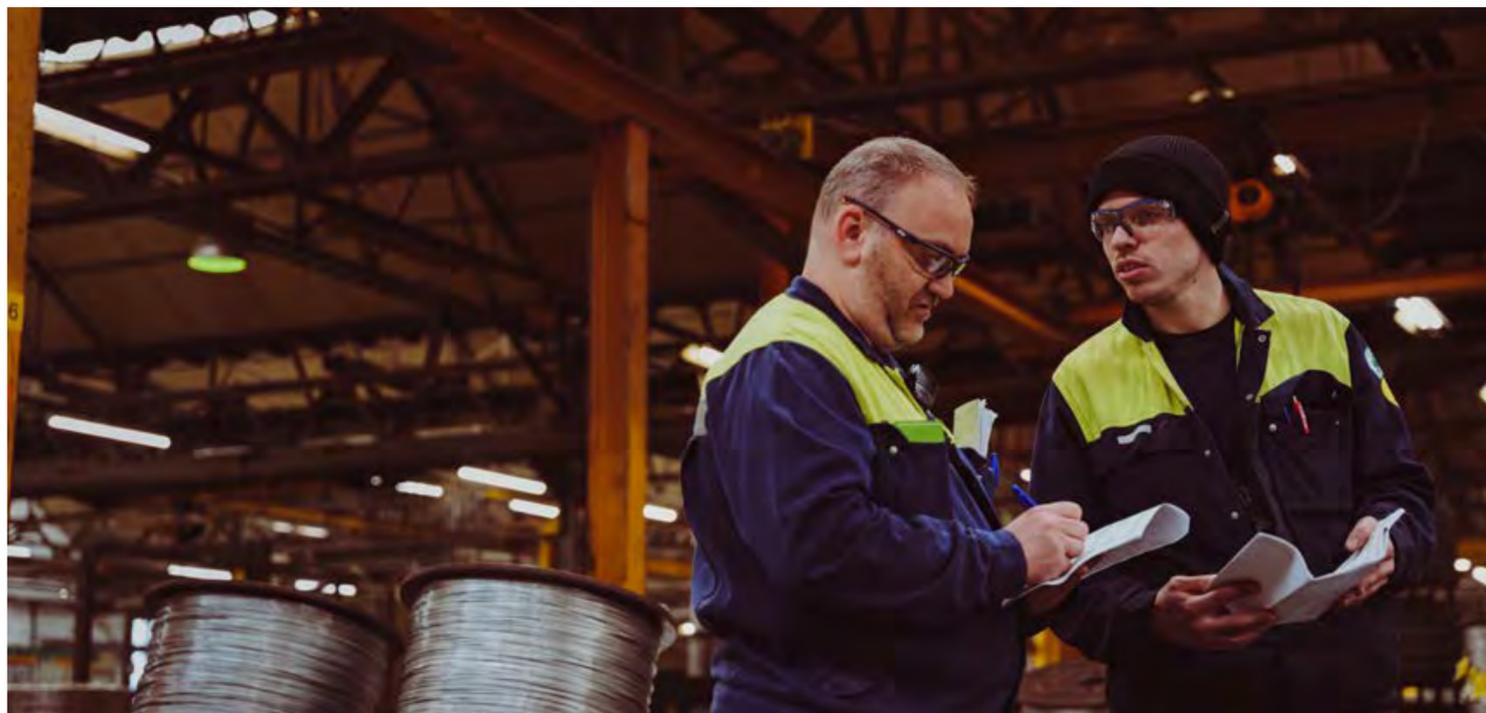
Lamifil reuses 100% of its aluminum production scrap.



## Overview of resource inflows

The inflows of Lamifil consist of the raw materials and the packaging materials used. The raw materials mainly include the base metals aluminum and copper in different grades and

shapes, and in smaller amounts of a whole range of alloying elements. Specifically in the overhead conductor products, steel or composite core and greases are required.



Resource inflows	Unit	2023	2024
Overall weight of material inflows, i.e. total aluminum, aluminum alloying elements, composite core, steel core, grease, copper, copper alloying elements and packaging materials	ton	40,851.71	36,144.88
Percentage of biological materials (and biofuels used for non-energy purposes)	%	2.4%	2.6%
Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture our products and services (including packaging)	ton	1,136.61	727.04
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials	%	2.8%	2.0%

## Raw materials

- **Aluminum** inflows mainly consist of pure aluminum with alloying elements such as magnesium, silicon, manganese, etc. Lamifil uses primary aluminum for its applications due to its optimal conductivity. Our aluminum procurement typically consists of T-bars, sows and ingots sourced predominantly through traders on the London Metal Exchange or directly from European suppliers.
- **Copper** consists of pure copper with alloying elements such as magnesium, silver, etc. Lamifil prefers copper with maximally recycled content. We procure copper directly from European manufacturers in the form of copper cathodes and copper wire rod.
- **Grease** is added to protect the integrity of specific types of overhead conductors, consequently extending their lifespans. This material lacks recycled content.
- **Steel core** is used in relatively small quantities as a reinforcing material for specific OHC applications. There is no data available on the recycled content in the purchased steel core at this point.
- **Composite core**, which contains carbon fibers surrounded by resin, replaces steel core in specific OHC types due to its superior strength-to-weight ratio. The carbon core contains no recycled content to guarantee optimal performance.

## Packaging materials

- **Returnable steel drums, baskets and spools** are by far the most-used packaging materials at Lamifil. With nearby customers, an efficient closed-loop packaging solution system is in place, allowing for their return and reuse between both parties. Over 50% of the packaging weight sent to customers is returned. Therefore this is not considered as inflow.
- **Wood** is used as a protective packaging material for our outgoing material to ensure secure transportation. It consists mainly of pallets, beams and planks. Wood represents the lion's share of renewable packaging materials used by Lamifil, and originates from responsibly managed forests, backed by FPC certification.
- **Cardboard & paper** are used as protective packaging material to protect our outgoing material flows from weathering. There is no data available on the recycled content in these packaging materials at this point.
- **Plastic packaging materials** are used as protective packaging materials to protect our outgoing material flows from weathering. Lamifil favors plastics with recycled content, but is confronted with high variability in supply, resulting in the fact that all the plastic packaging is conservatively considered virgin.

## Overview of resource outflows

We distribute and sell our rods, wires and cables all over the world. The transportation of our products is typically handled by our customers themselves. Our sales operations exclusively target business-to-business transactions. The sales markets for our products are highly diverse, and vary between business units.

Our product portfolio encompasses both **finished and semi-finished goods**. For instance, we produce finished aluminum overhead conductors and copper catenary wires from our proprietary PowerFil® alloy. These are sold to national and international grid and railway operators.

In addition, we manufacture semi-finished products, specifically aluminum and copper specialty wires and rods in a variety of shapes and diameters. Our specialty wires and rods undergo further processing and transformation into end products. This downstream processing typically involves multiple parties, positioning us as a tier 3 supplier of the end product.

**Aluminum and copper (incl. alloying elements)** products are primarily made from high-quality pure aluminum and copper. This creates options for recycling after the operational life of the products, whilst simultaneously maintaining their quality. The high purity of the base materials, combined with the large availability of quantities when products are dismantled, provides attractive conditions for selective recovery. This facilitates both reuse and recycling of these materials. As such, material recovery in a closed-loop system with suppliers is thinkable.

## 99.5% of our products is made of recyclable content.

**Steel** can be recovered 100% in the sense that, after a product's end-of-life, it can be reused without further processing or sent for recycling, after which the material remains at a similar quality level.

**Composite cores**, used in aluminum overhead conductors, can be separated from the wires, yet no practical valuable reuse on a significant scale or recycling scenario is available for the core at present. Techniques like mechanical recycling, chemical recycling and thermal recycling are being explored by producers to reclaim fibers and resins for new applications. Those techniques are encouraging, and Lamifil is committed to contributing to recovery solutions wherever possible.

**Grease** is added in some cases, in accordance with customer specifications, to extend the lifetime of the conductor. This material lacks a viable recycling solution, and Lamifil therefore considers it non-recyclable for the time being.

## Packaging

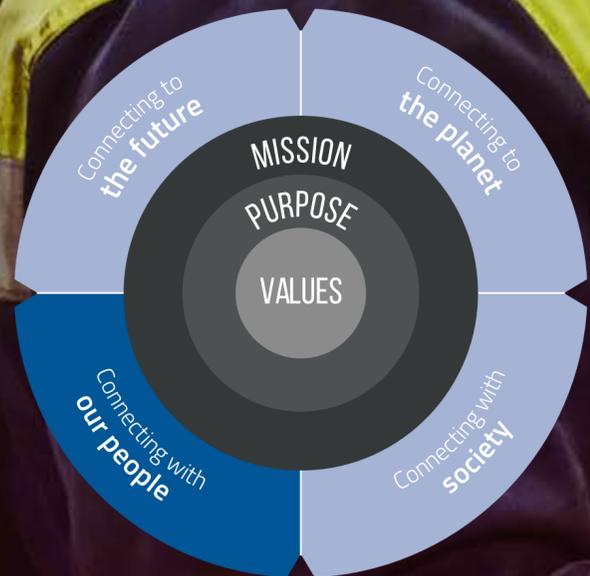
Lamifil has an efficient closed-loop packaging solution system in place. We supply materials to major customers on reusable steel drums, baskets and spools in a closed loop system, allowing for their return and reuse between both parties. As a result, over half of the packaging weight sent to customers is returned. Therefore, this is not considered an outflow.

The remainder of the packaging materials are sent one-way to the customer. These consist mainly of wood, cardboard, paper and plastics. A small number of overseas customers receive our products on one-way steel drums.

We have calculated the rates of recyclable content for all products and packaging that leave our facilities. The results are as follows:

Resource outflows	Unit	2023	2024
Rate of recyclable content in products	%	99.5%	99.5%
Rate of recyclable content in product packaging	%	100%	100%





# CONNECTING WITH OUR PEOPLE

# CONNECTING WITH OUR PEOPLE

## by increasing well-being and safety

Our employees lie at the core of our company. Their safety, well-being, and professional growth are essential to fostering a resilient and engaged workforce. Through a structured approach, we continue to build a culture of safety, supported by technical measures, training, and proactive risk management.

Our commitment goes beyond physical safety, emphasizing mental well-being, job satisfaction, and opportunities for continuous learning and development. By nurturing a diverse, inclusive working environment rooted in our core values, we create space for every voice to be heard and every person to grow. This empowers our people to do their best work, collaborate, and strengthen both our company and the communities we serve.

## Our goals

- Increase the well-being and safety of our employees
- Offer a pleasant working space and opportunities to grow

## Our contribution to the SDGs



## Our strategic targets

- Lost Time Injury Frequency Rate (LTIFR) lower than 20
- Lost Time Injury Severity Rate (LTISR) lower than 1
- Employee Turnover Rate less than 5%
- 100% of employees participated in regular performance and career development reviews

### This chapter covers the following material topics in S1 Own workforce:

- Working conditions of own employees
- Personal growth and development



# EMPOWERING OUR WORKFORCE: SAFETY, WELL-BEING, AND GROWTH

## Key figures

**247**  
total employees

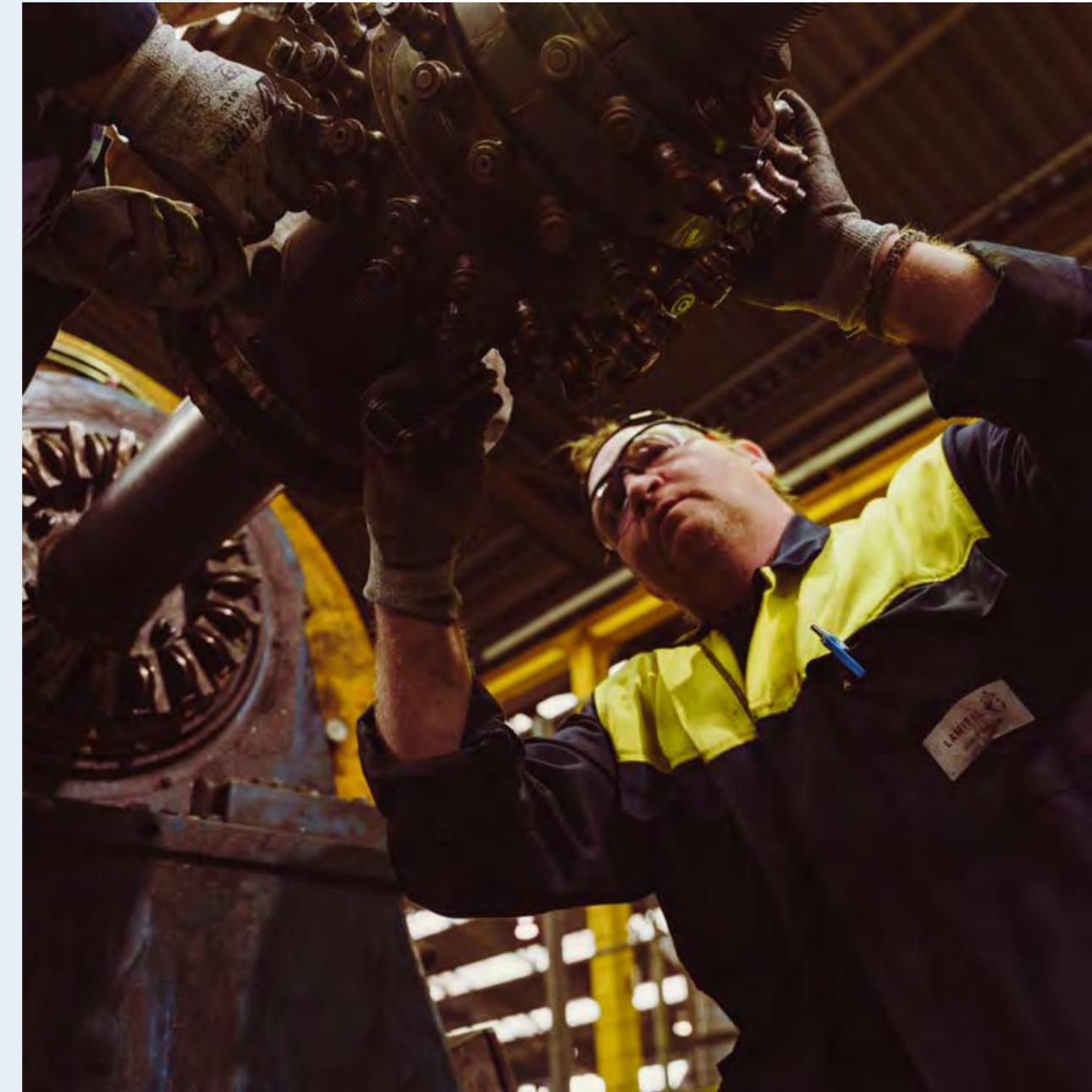
Gender distribution (head count)	Female	Male
Number of employees	12	235
Number of permanent employees	12	218
Number of temporary employees	0	17
Number of non-guaranteed hours employees	0	0
Total number of non-employees - self-employed	0	7

Age distribution (head count)	Number of permanent employees
Number of employees under 30	29
% employees under 30	12.6%
Number of employees between 30 - 50	112
% employees between 30 - 50	48.7%
Number of employees above 50	89
% employees above 50	38.7%

## Collective bargaining coverage and social dialogue

Coverage rate	Workplace representation EEA*	Social dialogue (EEA only)*
0-19%		
20-39%		
40-59%		
60-79%		
80-100%	x	x

\* all Belgium: (for countries with > 50 employees representing and > 10% total employees)





## SAFETY AND WELL-BEING OF OUR EMPLOYEES

### Our impacts, risks and opportunities

The high-tech production processes of Lamifil, which involve heavy machinery, foundries and moving vehicles, among other things, have inherent safety risks. The primary risks concern production-related jobs, and include accidents, injuries, and a shortage of experienced workers due to the physical nature of many production jobs.

Lamifil places utmost **priority on employee safety and well-being**, which are integral to our strategy and business model that relies on skilled labor to operate complex machinery and processes. Understanding the specific risks and impacts for different employee groups allows Lamifil to tailor its safety measures effectively, contributing to less accidents, reduced absenteeism and employee turnover, and supporting our efforts to attract and retain experienced workers.

Recognizing the importance of safety, Lamifil continuously adapts its approach to enhancing working conditions. These efforts not only protect employees, but also contribute to Lamifil's long-term success by ensuring a stable and skilled workforce.

### Our safety approach

Lamifil has a simple safety credo: "All employees should return home safely and in good health at the end of their workday." To make this possible, our policy spearheads a safety culture underpinned by continuous training programs and physical safety, with each having its specific objectives and actions aimed at achieving our safety and well-being objectives.

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Lamifil has a simple safety credo:

"All employees should return home safely and in good health at the end of their workday."

## Our safety approach is based on two pillars

**Safety culture** prioritizes the attitudes and actions of each employee regarding safety. We strive towards a proactive safety culture. We recognize the need to intensify our efforts to raise awareness of risks and potential dangers to effectively alter our employees' mindset, which is often still too reactive. Our employees receive thorough training in the tasks they are expected to perform so that they can be carried out safely, with the aim of reducing the frequency and severity of labor-related accidents.

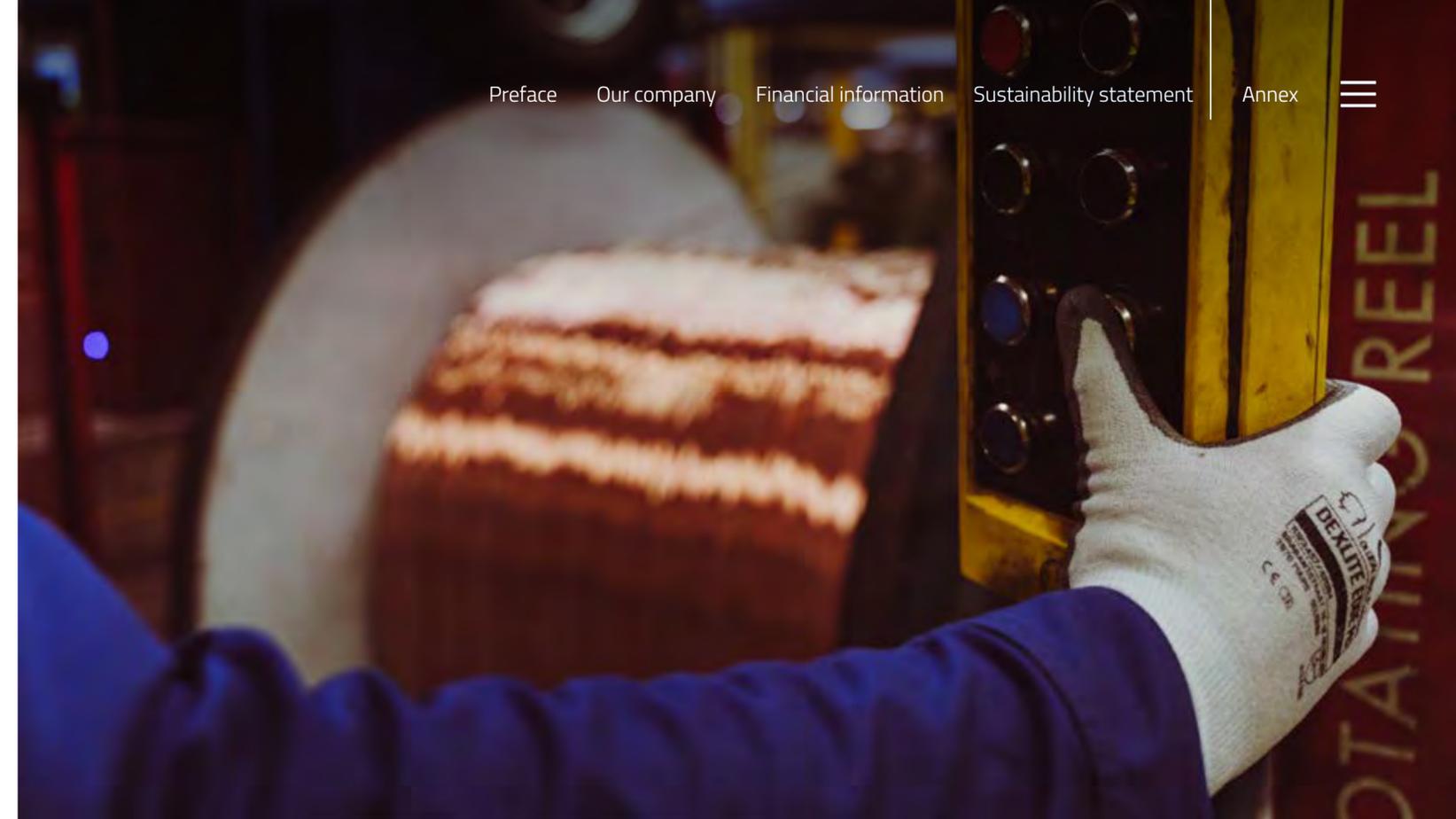
**Physical safety** focuses on technology to keep our employees safe. Lamifil considers worker safety and adherence to current machine safety regulations critical to a safe workplace environment. Our policy includes the examination of our equipment, leading to Risk Inventories and Evaluations (RIE) that specify required actions. These recommendations serve as the foundation for long-term investment plans and safety policies. Lamifil offers adapted work to employees who have difficulties with specific physical tasks due to their individual situation or as the result of an accident.

## An integrated approach

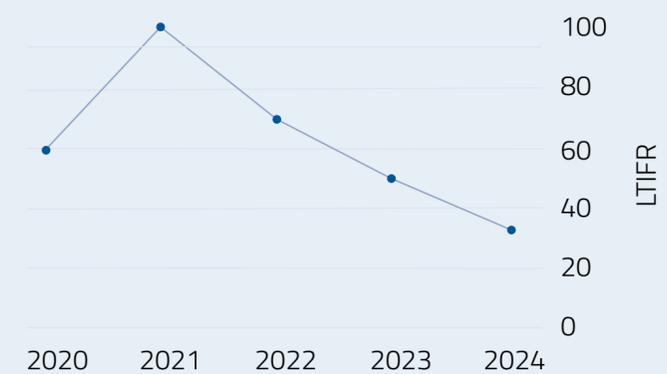
Our **Environment, Health, Safety, and Quality (EHSQ) policy** and management system govern all our health, safety, and well-being activities and measures. Our EHSQ system, implemented and operated in accordance with international standards ISO45001, ISO9001 and ISO14001, is overseen by our QEHS-S department. They coordinate all activities aimed at mitigating factors that could harm the physical and mental health and well-being of our employees.

**Employee involvement** is central to our safety policy. Workers' participation is facilitated through a dedicated Committee on Prevention and Protection at Work (CPBW), comprised of both employer and employee representatives. Beyond the CPBW, several active steering committees manage specific health and safety projects and programs, reporting directly to the management team.

Lamifil applies a prevention hierarchy in our approach towards identified risks. This means that risk elimination precedes risk isolation, before protecting our employees with special PPE. Lamifil enforces a zero-tolerance policy regarding inappropriate use of PPE and phones at work. Policies regarding stress, harassment, violence, and all types of discrimination are embedded in the work regulations.



### Lost Time Injury Frequency Rate (LTIFR)



*(Number of lost time injuries in the reporting period x 1,000,000) / (Total hours worked in the reporting period)*

### Lost Time Injury Severity Rate (LTISR)



*(Number of lost workdays x 1,000) / (Total hours worked in the reporting period)*

## OUR TARGETS AND RESULTS

### Targets

We have set the following targets for 2030:

- Lost Time Injury Frequency must be below 20
- Lost Time Injury Severity Rate must be below 1

### Results

Our performance	2023	2024	2025 target	2030 target
Lost Time Injury Frequency Rate (LTIFR)	48	33	< 30	< 20
Lost Time Injury Severity Rate (LTISR)	1.14	1.22	< 1	< 1

LTIFR: (Number of lost time injuries in the reporting period x 1,000,000) / (Total hours worked in the reporting period)

LTISR: (Number of lost workdays x 1,000) / (Total hours worked in the reporting period)

**In 2024, the Lost Time Injury Frequency Rate (LTIFR) was 33, a decrease of over 30 per cent compared to the previous year, the target for 2025 being lower than 30.**

The Lost Time Injury Severity Rate (LTISR) slightly increased in 2024 compared to 2023, from 1.14 to 1.22. The latter does not represent a significant trend change, but is due to the specificity of a number of individual cases.

## Additional metrics related to safety and well-being

Our performance	Result 2024
Coverage of undertaking's health and safety management system (ISO45001:2018)	100%
Fatalities as a result of work-related injuries - own workforce	0
Fatalities as a result of work-related ill health - own workforce	0
Fatalities as a result of work-related injuries - other workers working on undertaking's sites	0
Fatalities as a result of work-related ill health - other workers working on undertaking's sites	0
Number of recordable work-related accidents for employees	11
Rate of recordable work-related accidents - own workforce	33.44%
Number of cases of recordable work-related ill health	0
Number of days lost due to work-related injuries/fatalities - own workforce	371
Number of days lost due to work-related ill health - own workforce	0



“Our Lost Time Injury Frequency Rate dropped by 30% compared to 2023 which indicates a continuing positive trend towards our long-term goals.”

**Chris Martens**  
Chief Operations Officer



## Our key actions

We realized these results by implementing the **Global Prevention Plan 2022–2026 and Year Action Plan 2024**.

### Thorough analysis to improve

Since 2022, work-related accidents have been reduced year-on-year thanks to a continuously improving safety culture and physical safety. A thorough **analysis of accidents** has been a key factor in our progress concerning safety: Each important accident where external care was needed, is analyzed in detail (root cause analysis), and actions are taken to prevent its recurrence. Moreover, all near misses and unsafe actions of operators are registered so that **adequate preventive actions** can be established. Lamifil has a well-implemented registration system for accidents, incidents, near misses, environmental incidents, external complaints, dangerous situations, vandalism, robbery and technical defects, which is accessible to all employees.

Each of the notifications is discussed during a weekly safety meeting with the operations director and production managers. In case of accidents where outside care was needed and near misses, the EHS team establishes an event tree and/or Ishikawa diagram together with foremen and operators. Subsequently, a one-pager of the accident is prepared, showing what has happened and how it can be prevented in the future. This information forms the basis of a toolbox for all employees working in the production department.

In 2024, Lamifil continued to work on strengthening its safety culture through existing and new activities and campaigns.

### Safety culture

Everybody's conduct plays a critical role in the effectiveness of Lamifil's safety strategy, and we make it very clear what conduct is expected, what needs to be modified, and what will not be accepted, in alignment with the values of our business. **In 2024, Lamifil continued to work on strengthening its safety culture through existing and new activities and campaigns**, including:

- The "Everything from the ground up" **campaign to avoid ankle injuries**.
- Enforcing the requirement to watch the **EHS safety video**, outlining the primary risks associated with Lamifil's activities, along with the emergency protocol that is in effect across our site.
- **Last Minute Risk Analysis (LMRA)** training: We request our internal and external employees undertake an LMRA before starting an activity so that the work activities can be carried out in a safe and secure environment.
- **Coaching of foremen** and continuous **training of employees**.
  - In 2024 Lamifil entered into a year-long contract with an external training company, initiating an extensive training program for all its employees regarding overhead cranes, forklifts,

electrical installations, aerial platforms and other safety functions. This will continue in the following years.

- Mandatory toolboxes were organized on a monthly basis on safety-, environment- and production-related topics. Registration and a Performance Indicator (PI) are used to track implementation.
- Every new employee receives TO-DO List training from an experienced employee at the designated workplace.
- Implementation of **risk boards** that indicate all the risks and required PPE at that workplace. New hires begin their training at the risk board of the workplace to which they have been assigned.
- Gradual implementation of a **5S culture**, emphasizing a clean, organized, and standardized workplace.
- Continuous **workplace observations** regarding the safe actions of workers by management and, in the near future, also by foremen.
- Observation of **forklift** drivers by an external consultant.
- Preparation and registration of the permit system in the Enterprise Asset Management system.
- Actions taken for increased **involvement of foremen** regarding the workplace survey on safe actions of workers. We are planning to introduce training in relation to this through specific safety courses in the near future.

## Physical safety

- Lamifil considers worker safety and adherence to current machine safety regulations critical to a safe workplace environment. Although physical protection against all moving parts of our machinery is an ongoing effort, Lamifil commits to improving this every year. Watching the EHS safety video, which highlights all key physical risks across our site, is mandatory for every visitor to our site.
- Despite automation in our production, manual work is still required, especially when preparing machinery for production and removing reels from the rewinders. Although Lamifil has several **rollmovers**, hoists and overhead cranes in use, ergonomics are an ongoing point of attention for which yearly improvements are made. In 2024 we installed new platforms at a copper rough milling machine so that our employees can more easily perform the set-up. Four additional rollmovers have also been purchased to reduce the manual handling of reels. Lamifil is fully committed to complying with new Belgian regulations regarding ergonomics that came into effect in May 2024.
- Lamifil continues its **risk analysis** (RIE) of each installation, identifying and classifying all types of physical risks, after which proposals to resolve them are presented. To date, 60% of the RIEs have been realized.
- Prevention regarding physical safety is achieved through periodical **inspection and preventive maintenance** of the critical equipment, coordinated by our maintenance team.
- **Collective protections** like protective fences along the safety roads have been considered a priority in order to guarantee safe travel on foot across our site.
- Lamifil continuously improves its **Personal Protective Equipment** (PPE) and Collective Protective Equipment (CPE) to give each employee the required protection. We introduced, after adequate testing, new safety gloves, eyewear, shoes, sleeves, clothing, ear protectors and other items in collaboration with our PPE supplier. In 2024, Lamifil provided PPE vending machines with a badge system, so that all the correct PPE is always available to each employee.
- Our emergency response system was upgraded by modernizing the fire alarm panel and alarm system, the appointment of an intervention leader, and introduction of backups.



## JOB CREATION AND JOB RETENTION

### Our impacts, risks and opportunities

For 95 years, our Hemiksem-based company has fostered a culture of commitment and teamwork, forging technology, innovation and diverse talent into groundbreaking products. As a major local employer, we offer opportunities for a broad range of individuals, from experienced professionals and recent graduates to those with creative or technical talents. Our team unites **people of different nationalities, cultures and perspectives, all driven by one goal: Bringing connections to life.**

Lamifil's commitment to job creation and retention is central to its strategy and business model, ensuring long-term operational stability and growth. Collective labor agreements enhance talent attraction, employee satisfaction and retention, particularly among skilled workers in physically demanding roles. By fostering a supportive work environment, Lamifil aims to strengthen workforce resilience, benefiting both employees and contractors.



—  
“Our strength lies in our people – diverse, dedicated, and united by our purpose: Bringing connections to life.”

**Myriam Blaton**  
Chief Human Resources Officer

## Our approach for job creation and retention

Lamifil places a strong emphasis on managing the identified risks and leveraging opportunities related to job creation and job retention, including employee turnover and career development, training, and succession planning. To address these challenges, Lamifil has implemented several key policies and strategies:

- **Workforce demographics and absenteeism management.** Lamifil has an aging workforce (see key figures), which, combined with physically demanding jobs, leads to high absenteeism rates. To reduce absenteeism, Lamifil commits to open communication with employees, and provides HR support to managers to address frequent or long-term absences.
- **Local talent attraction.** Lamifil actively participates in local job initiatives in collaboration with Hemiksem's local community, public employment services, the local school community and key local employers, with the aim of drawing attention to and supporting the sustainable aspects of working in the local area, such as less traffic congestion, greater soft mobility, and a healthy work-life balance.
- **Retention strategies.** Lamifil strives to retain employees by offering a diverse and inclusive work environment, competitive compensation packages, and flexibility in working hours, allowing employees to maintain a healthy work-life balance. The company has introduced bonus systems tied to company, departmental and personal performance targets, with the aim of boosting employee commitment and satisfaction.

- **Salary and benefits transparency.** The company is working on enhancing wage transparency, ensuring internal fairness, and aligning salary packages with market standards. Lamifil also focuses on employees' financial well-being and participates in a network of HR directors to exchange ideas on future HR challenges.
- **Respect and diversity.** Lamifil's policies align with local laws and labor agreements, as well as recommendations as defined by the International Labor Organization. We uphold human rights, privacy, and respect for all, regardless of background, belief, or identity. Hiring is based solely on skills, competences, and attitude. Employees commit to our Code of Conduct upon joining.
- **Employee engagement.** Lamifil has outlined several objectives for improving employee engagement from 2024 to 2026. These include enhancing internal communication, leadership profiles and performance reviews, as well as improving ergonomics and increasing salary policy transparency.

Lamifil actively participates in local job initiatives in collaboration with the local community.





## OUR TARGETS AND RESULTS

### Targets

Our target for 2030 is

- An employee turnover rate < 5%

### Results

Our performance	2023	2024	2025 target	2030 target
Employee turnover rate	4%	8%	< 5%	< 5%
Employee turnover (headcount)	9	18		

In 2024, our employee turnover rate increased by 4% compared to 2023, resulting in 8% of employees leaving the company voluntarily, through dismissal, or retirement. Several factors contributed to this change. The implementation of our business unit organization led to a shift in roles and responsibilities, causing more white-collar employees to leave voluntarily. Additionally, a number of actions taken to address performance issues among our production workforce impacted turnover. Finally, a project aimed at engaging long-term sick employees resulted in some of them leaving the company.

## Our key actions for job creation and retention

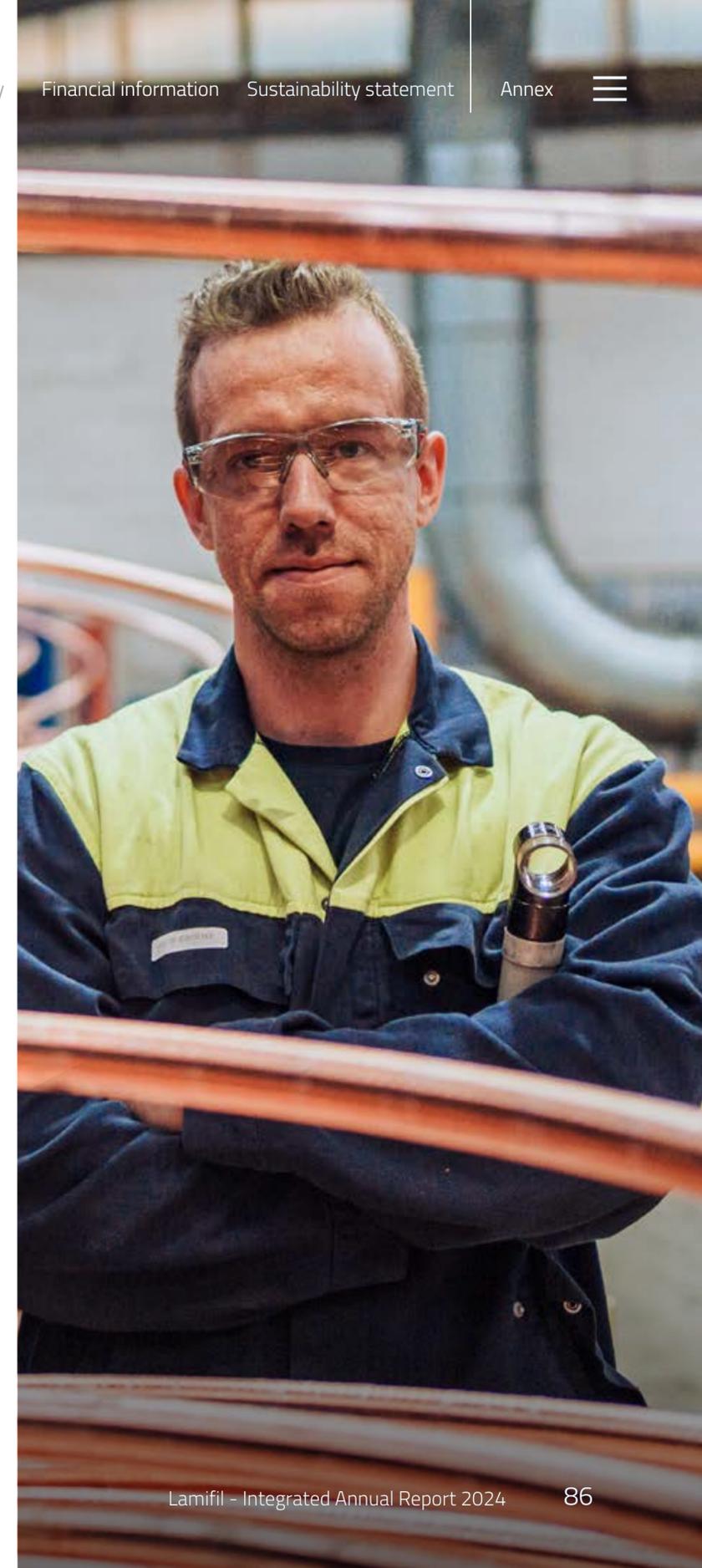
To achieve these results we developed a series of targeted actions based on the material risks and impacts:

- **Reducing absenteeism.** Lamifil's HR department works proactively with employees to understand the reasons behind frequent or long-term absenteeism. For employees absent for over a year, HR reaches out to discuss reintegration options and support mechanisms. This approach aims to reduce absenteeism and improve employee well-being. Tools, coaching, and procedures are in place to facilitate reintegration for long-term absentees.
- **Attracting and retaining local talent.** Lamifil actively participated in multiple local and regional job fairs in 2024, focusing on those for companies in economically challenged areas. By attending events such as Jobbeurs Hemiksem, Jobvillage Antwerpen, and Jobfair In-net, Lamifil directly engaged with potential candidates, showcased its job opportunities, and enhanced awareness of its company culture and initiatives. For operator roles, sector experience and the ability to work in a 3-shift system are key criteria in the recruitment process. For white-collar positions, Lamifil looks for candidates with potential for growth into senior management or expert roles.

## Lamifil is committed to fostering a culture of respect and effective communication.

- **Improving working conditions.** Lamifil has invested in workplace renovations and employee facilities to create a more attractive and supportive work environment. Additionally, actions are being taken to improve ergonomics on the work floor, based on direct employee feedback.
- **Enhancing employee engagement:**
  - **Communication:** We have established a communication protocol, are further visualizing internal communications, and are providing training on the use of communication tools for all our employees.
  - **Leadership profiles:** We have developed a competency grid for each job level, outlining the expected behavior from our leaders.
  - **Performance:** HR is organizing sessions to explain the performance review process and is providing training on conducting effective performance discussions. To ensure all employees have such a conversation, we monitor meeting uptake on a weekly basis, and managers are held accountable for this.
- **Ergonomics:** We maintain a focus on providing toolbox talks on ergonomics.
- **Salary policy:** We are working on creating a transparent salary framework for each job group to give employees greater insight into their salary structure.
- **Training and Respect programs:** Lamifil is committed to fostering a culture of respect and effective communication. A well-being program, which includes training employees on respect and communication, will be rolled out by 2025. This program will help build a more connected and collaborative workplace.

By focusing on these actions, Lamifil seeks to minimize risks like high turnover and absenteeism, while maximizing opportunities such as improved employee retention and satisfaction. These efforts are integral to maintaining a stable, motivated workforce that can support the company's long-term goals and strategy.



# PERSONAL GROWTH AND DEVELOPMENT

## Our material impacts, risks and opportunities

Lamifil's focus on employee growth and development plays a crucial role in its strategy and business model, contributing to the company's long-term success. Through the **Lamifil Academy**, employees participate in comprehensive training programs designed to enhance skills, foster career advancement, and drive performance.

Regular **performance reviews** establish clear goals, providing employees with structured feedback and opportunities for continuous improvement. This creates a culture of accountability and encourages self-driven growth.

**Career guidance** and **succession planning** initiatives further strengthen retention, providing transparency in career paths and supporting the development of experts and future leaders. By providing personalized guidance, Lamifil tailors its initiatives to allow employees to develop their potential. These practices support Lamifil's strategy of cultivating a skilled, engaged workforce, enabling the company to adapt and thrive in a competitive market.

## Our approach for personal growth

Our employees are essential to our success. We're committed to their personal and professional growth, which we believe is key to our own. That is why Lamifil's approach and policies focus on promoting both technical and personal growth to achieve individual and organizational goals. The following elements are considered crucial to Lamifil's approach to personal growth and development:

- **Growth opportunities.** The development of a targeted training policy not only contributes to the best quality products, but also enhances the personal development of employees. Training increases product knowledge and improves safety within the production environment. Moreover, it helps ensure succession planning and company continuity.
- **Development discussions.** Employees are encouraged to discuss their development goals with their managers. In the annual performance review, one development goal is set for each employee, with this being aimed at fostering internal succession.
- **Succession planning.** Lamifil conducts a review of succession planning twice a year. This helps unlock employee potential in a structured way. Regular review sessions help identify talent, development potential and retention risks. These sessions are facilitated by HR, leading to clear actions within management teams with the aim of managing performance, potential, succession pipelines and development needs.
- **Legal requirements.** Lamifil complies with the legal obligation to invest in training (Belgian Labor Deal), including the right to five days of individual training in 2024.





## OUR TARGETS AND RESULTS

### Targets

In 2030 we want to achieve the following targets:

- 100% of employees participate in regular performance and career development reviews
- Each employee should follow on average 40 hours of training per year
- Twice a year a succession planning is made for key positions

### Results

Our performance	2023	2024	2025 target	2030 target
% of employees that participated in regular performance and career development reviews	86%	90%	100%	100%
Average number of training hours per employee per year	6	6	20	40
Frequency of succession planning for key positions	2x/year	2x/year	2x/year	2x/year

In 2024, on average 90% of employees participated in regular performance and career development reviews. This leaves us in a good position to reach the 100 per cent goal in 2025.

Our employees followed on average 6 hours of training in 2024. This includes classroom and toolbox training sessions, not on-the-job training hours. The target is to achieve 40 hours per employee by 2030. Two times a year, key positions at Lamifil receive a succession planning. This result has been stable for many years and is on target.

In 2024, an average 90% of employees participated in regular performance and career development reviews.

### Our key actions for personal growth

Lamifil's actions related to personal growth and development are aimed at strengthening employees' skills and career paths while ensuring company continuity. Key actions include:

- **Training and development.** Lamifil offers a wide range of training opportunities to its employees, both formal and informal. This is supported by the annual training plan validated by the Works Council. Training is focused on product knowledge, safety, and the development of both technical and personal skills.
- **Digital and informal training.** Lamifil offers a variety of training methods, including e-learning, self-study, and on-the-job training. This approach enables employees to develop their skills regardless of their specific role or location.
- **Development goal.** During annual performance reviews, one development goal is set for each employee. This promotes personal growth and ensures that employees focus on goals that are important for both their careers and internal succession.
- **Succession planning.** Lamifil reviews succession planning twice a year, identifying high-potential employees. This offers a structured method by which to retain and develop talent within the company. The success of this planning is measured through regular review sessions and the implementation of clear follow-up actions.
- **Career guidance.** Lamifil works on transparent career paths and succession planning, ensuring talent retention. Career guidance and clear growth opportunities help employees feel motivated and valued within the company, leading to higher retention.

Lamifil remains committed to developing its employees by continuously offering training opportunities and structured growth programs, with a focus on unlocking potential and building a strong succession pipeline.



## HOW WE ENGAGE WITH OUR EMPLOYEES

Lamifil deems communication and interaction crucial to engaging with internal stakeholders. With this in mind, we have put in place a number of processes:

Communication occurs both directly with employees and through their representatives, primarily the Works Council; a crucial body in Belgian companies.

**Direct communication** with employees occurs via weekly, biweekly, and monthly (inter)departmental and team meetings, as well as quarterly town hall meetings, providing our entire workforce with regular updates from the CEO and management on corporate strategy and major initiatives. In these meetings, our employees are encouraged to provide feedback, interact and ask questions. It almost goes without saying that day-to-day interactions with foremen and management also facilitate ongoing communication.

The company's **quarterly newsletter** serves as a platform for disseminating both formal and more casual information and gathering input, occasionally through surveys.

Regular (usually monthly) **Works Council meetings** are mandatory, and cover a wide range of topics, from the company's economic and financial health to personnel matters, working conditions, and employee well-being. Meetings with union representatives also play a significant role in representing worker interests and negotiating collective bargaining agreements.

The Works Council needs to be proactively informed about the company's situation, future plans, and potential impacts on jobs. This includes seeking the Council's input before making decisions, engaging in meaningful discussions, and carefully considering its views. Even if the company's final decision differs from the Council's advice, they must provide a clear explanation. These measures promote open communication and ensure employees remain well-informed and have a voice in decisions that affect their work.

In order to **streamline internal communication** processes, Lamifil will roll out an extensive campaign in 2025 regarding the proper use of internal communication channels.

The HR department is responsible for organizing and facilitating workforce consultation processes, ensuring legal compliance, and documenting outcomes. The Works Council Secretary documents the Council's opinions and tracks agreement implementation. Effectiveness is assessed through employee surveys, Works Council feedback, and the tracking of agreement implementation, among other things.

Processes for employee engagement are underpinned by **Belgian law**, particularly the Law on Collective Bargaining Agreements and the Law on Works Councils, with the latter providing a strong framework for ensuring that employee perspectives are genuinely considered in company decision-making. Non-compliance with these legal obligations can have serious repercussions for the company.



# CHANNELS FOR OUR EMPLOYEES TO RAISE CONCERNS

We consider **continuous dialogue with our employees** to be of immense value. Employees can provide feedback and input through both informal and formal channels within our organization, directly and at any time.

## Whistleblower procedure

Employees at Lamifil should be able to raise concerns at any moment, without experiencing any obstruction in doing so. The whistleblowing procedure at Lamifil is designed to allow employees, contractors, and other affiliated individuals to report unethical, illegal, or harmful behavior within the company confidentially, without the risk of retaliation. This includes violations of company policies, legal infractions, safety breaches, fraud, discrimination, and other forms of misconduct. The procedure is vital to creating a safe and transparent working environment where integrity is valued.

## Direct communication with foreman/manager

We encourage regular **one-on-one meetings** between employees and their supervisors to discuss work-related issues, concerns, and suggestions. We maintain an **open-door policy** at all levels of our company.

Managers and members of the Executive Committee should make themselves available to employees who wish to discuss concerns outside of scheduled meetings.

## Human Resources (HR) department

Employees have a point-of-contact within the HR department for raising confidential concerns, including those related to discrimination, harassment, or ethical violations. Additionally, Lamifil has a whistleblowing hotline, allowing all employees to anonymously raise concerns without fear of retaliation.

Reports can be made through dedicated channels such as the Hotline (03/870 06 45) or via email ([klokkenluiden@lamifil.be](mailto:klokkenluiden@lamifil.be)). These channels are specifically set up for whistleblowing, and are intended to maintain confidentiality.

The whistleblowing process is distinct from the role of a confidential advisor, who provides support and advice to employees in need, but does not directly handle reports of misconduct.

The whistleblowing procedure forms an integral part of the work regulations documentation.

## Employee representatives, Works Council and CPBW

Our employees are represented by delegates through the Works Council, the Committee for Prevention and Protection at Work, and the trade union delegation.



These bodies play a crucial role in communication between employees and management. **Employees can raise concerns through their representatives**, who can then bring them to the attention of management. If employees are members of a union, they can also raise concerns through union representatives within the company. According to law, Lamifil has a Health and Safety Committee where employees can raise concerns related to workplace safety and health.

## Feedback system/survey

Every two years, a comprehensive health and well-being survey is conducted among our employees, accurately highlighting key areas of focus that will guide our approach in the coming period.

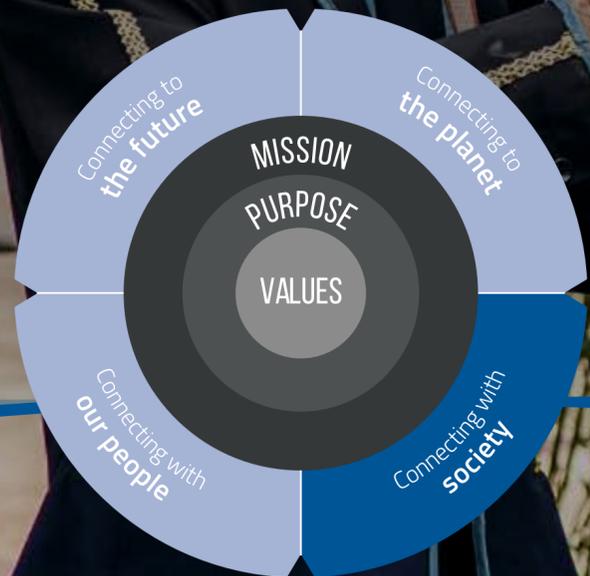
## Training and communication

Our employees are made aware of all available channels for raising concerns through communication. In 2025, additional efforts will be made to **raise awareness** for our whistleblower procedure.

## Culture of accountability

Lamifil fosters a culture of accountability by encouraging all employees to immediately and respectfully **address safety violations** whenever they are encountered or observed. This approach ensures everyone feels responsible for maintaining a safe work environment and confident in reporting any safety concerns they have.

# CONNECTING WITH SOCIETY



# CONNECTING WITH SOCIETY

## as a corporate citizen

Our role in society is not merely defined by compliance; it is inspired by our purpose. As a proud and enduring part of the Hemiksem community, we do not just operate here: We connect. We listen, collaborate, and contribute, building relationships with residents, businesses, and local leaders to help shape a place with a positive atmosphere for both living and working. By investing in local talent, we support local economic development.

We commit to integrity, transparency, and accountability, from our boardroom decisions to our day-to-day operations. ESG principles are embedded into the core of our business and corporate culture. Through solid governance, we uphold ethical leadership, safeguard digital trust, and support sustainable supply chains, driving long-term value for all stakeholders.

## Our goals

- Respecting and supporting our local neighborhood
- Contributing to a better society as a responsible corporate citizen
- Upholding ethical business practices and good corporate governance

## Our contribution to the SDGs



## Our strategic targets by 2030

- Ensure there are no formal complaints filed by local residents caused by Lamifil
- 100% of the selected suppliers are screened on ESG criteria (critical products and spend-based)

### This chapter covers the following material topics in S3 Affected communities and G1 Business conduct:

- Relations with neighbors
- Sustainable business operations
- Company culture and ethics
- Data management and protection
- Sustainable procurement



# STRENGTHENING COMMUNITY RELATIONS: LAMIFIL AND ITS NEIGHBORS

## Our material impacts, risks and opportunities

Ever since the dawn of the 20<sup>th</sup> century, Lamifil’s production facilities have been an integral part of the Hemiksem community. Maintaining a constructive dialogue with our community and neighbors is part of our company strategy. The legacy of having generations growing up with Lamifil as a neighbor is one that we do not take lightly: these **longstanding roots in the local community** motivate us to minimize any risk of disturbing or burdening the local environment.

When not mitigated properly, emissions from the company’s operations can potentially have an impact on those living in close proximity to our production site. The main possible impact sources are the historical contamination of soil and groundwater across the site, as well as air and noise emissions from our current operations. Complaints may lead to regulatory scrutiny, potential fines and legal actions, stricter operational constraints and an erosion of community trust.

Because we are an important **local employer**, we contribute to the economic well-being of the community. Approximately 70% of our employees live within cycling distance of our site. We strengthen that role through consistent strategic and operational investments in our production facilities. These investments have generated employment for 247 people in diverse roles, ranging from operators, lab & other technical professionals and engineers, to commercial and administrative talent.

By enhancing transparency and communication through initiatives such as a **neighborhood committee**, we build trust and demonstrate our commitment to addressing concerns of our neighbors. We build upon our relationships with municipal authorities to improve understanding of the company’s activities and our efforts to reduce our impacts. We demonstrate our community commitment through proactive support for and sponsorship of various local sporting, cultural and charitable activities.

## Our approach towards our neighbors

Despite our global reach, we have remained firmly rooted in Hemiksem, Belgium, for over 95 years.

As a major employer in Hemiksem, Lamifil embraces its community role. We actively collaborate with local companies, residents and authorities, and support local organizations and initiatives. Open dialogue is maintained with all stakeholders to foster positive engagement. When defining “neighbors”, we consider the extended local community, encompassing residents near our site, the municipality of Hemiksem, and even neighboring municipalities where some of our (future) employees reside.

Lamifil’s approach to neighbor relations is not a standalone policy, but is rather integrated into several policies addressing the environmental impact, human resources, reputation management, and overall business strategy. We proactively engage with local residents and neighbors while also responding to their concerns, and stay connected with the local community through **a variety of initiatives**.



Lamifil has taken significant action to foster a harmonious relationship with the local community.

## Engaging with neighbors

As a corporate citizen and longtime neighbor, Lamifil has taken significant action to foster a harmonious relationship with the local community. By enhancing transparency and communication through initiatives such as a neighborhood committee, the company can build trust and demonstrate its commitment to addressing residents' concerns.

### Engaging proactively with key local stakeholders

We pledge to **proactively keep our community updated** about our activities, pending issues, and developments through direct communication, regular interactions with the municipal administration, and local press outreach. As mentioned, Lamifil has established a neighborhood committee representing key local stakeholders. Externally, this includes neighborhood residents and ad hoc representation from relevant parties. Internally within Lamifil, senior management is represented, with the CEO leading the meetings. Alongside this committee, Lamifil has developed a framework within which it provides transparency about its business activities and actively engages with local people. The committee meets on an annual basis during an in-person event at Lamifil's site. Each session includes updates on Lamifil's recent activities, sustainability concerns, current initiatives, and emission- and nuisance-related measures. During the event, attendees may also sign up to receive relevant notifications via email from Lamifil on a regular basis about the issues addressed during the gathering or community-related topics.

## Capturing and responding to neighbor concerns

In addition to our proactive approach, we ensure that **feedback and reactions from the local community** can reach us, and that all inquiries and complaints are efficiently managed and pursued through an official complaint procedure, including a dedicated contact point and reporting mechanism. Inquiries and complaints to which Lamifil responds usually, but not exclusively, relate to matters concerning well-being and health of local neighbors. This procedure includes the following key steps:

- Inquiries and complaints reach Lamifil ad hoc either through the dedicated email address [milieu@lamifil.be](mailto:milieu@lamifil.be), which has been made available to our neighbors, or via the municipal services registering inquiries and complaints via their official reporting point.
- Messages received through these channels are immediately handled by a single point of contact (SPOC), which is the EHS manager for the direct messages and the communication manager for the messages received from the municipality.
- After careful assessment, a direct and swift response is provided with an answer to the inquiry, or a message confirming that the inquiry/complaint has been received and the timeframe within which an answer or solution can be provided.
- The complaint procedure is managed by the EHS manager and communication manager under supervision of the CEO. The definition, implementation and follow-up of mitigating actions is the responsibility of the managers of involved departments, supervised by the CEO and the communication & EHS department.



Additionally, Lamifil has set up a responsive channel of communication involving the sending of emails to local residents who have agreed to be informed by Lamifil. This occurs whenever an incident takes place that may have a local impact, or in the event of important intermediary updates on ongoing projects and cases affecting the local community and direct neighbors.

## Staying connected

During the neighborhood committee meetings and ad hoc communications, Lamifil gathers direct feedback from the local community to evaluate and improve whenever possible the effectiveness of its communication and engagement channels.

Lamifil aims to actively increase its understanding of the perspectives of vulnerable members of and groups within the local community by actively engaging with various local organizations and internal committees. Through its collaboration with non-profit Welzijnsschakel Hemiksem – Tochtgenoten, for example, Lamifil gains valuable insights into the challenges faced by local individuals living in poverty. By maintaining regular contact with local trade associations such as VIBH (*Vereniging van industriële bedrijven in Hemiksem* – Association of Industrial Companies Hemiksem), the company is kept informed about the needs and concerns of local businesses and their employees. Women4Metals provides a platform for Lamifil to understand and support the empowerment of women in the metals industry.



## Engaging with municipalities and the industry

Strengthening relationships with municipal authorities and the industry will lead to better cooperation and understanding of our company's activities. As an active member of the VIBH, Lamifil comes together with 28 other local enterprises to liaise with the local municipal administration as the largest economic activity bloc within our community.

Our affiliation with the Flanders Chamber of Commerce and Industry (Voka) links us to an expansive network of over 18,000 regional enterprises, which collectively represent two-thirds of employment positions in the private sector and contribute 70% of the added value within the regions of Flanders and Brussels. Additionally, through our membership of Agoria, Belgium's national technology federation, we leverage industry-specific knowledge and networking expertise to even further refine our strategic approach and policies.

## Engaging with the local community

Since our establishment in 1929, our commitment to engaging with the local community has remained steadfast. A major component of our proactive engagement is our support for and sponsorship of a range of local activities centered around sports, cultural events, and charitable causes. We also advocate for these in our communications. Moreover, our procurement policy stipulates that we will prioritize the local sourcing of goods and services wherever this is possible. Finally, our local commitment towards engaging and employing local talent is a key part of our approach.

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Lamifil is affiliated with a network of over 18,000 regional enterprises.

## OUR TARGETS AND RESULTS

### Targets

In relation to our neighbors, we have defined the following targets for 2030:

- Zero formal complaints filed by local residents caused by Lamifil
- 75% of employees living within cycling distance (within a radius of 15 km)
- 30% employees using our bicycle lease plan

### Results

Our performance	2023	2024	2025 target	2030 target
Number of formal complaints filed by local residents caused by Lamifil	2	2	0	0
% of employees living within cycling distance (within a radius of 15 km)	71%	69%	70%	75%
% employees using bicycle lease plan	30%	29%	30%	30%

In January 2024, a complaint was received regarding visual disturbance caused by the lighting on our site, which had become disordered due to inclement weather conditions and new installations. Our technical department remediated the reported issues within 48 hours.

In May 2024, an incident involving the formation of black smoke triggered another complaint.

The cause of this incident was a defective air valve, which was remediated immediately by our maintenance department.

To increase the population of our employees coming to work by bicycle as well as supporting the local community employment rate, we continue our efforts to maximize hiring of people within cycling distance of our site. Our bicycle lease program continues to be a success among our employees.



## Our key actions

Lamifil’s Global Prevention Plan 2022–2026 covers all actions, goals, means and statuses related to well-being, health and safety in connection to key environmental and community-relevant topics. Our annual corporate communication plan covers all other activities related to local engagement with municipalities, the community and other local stakeholders.

### Actions to minimize the risk of disturbance

Soil and groundwater at the Lamifil site are historically contaminated and since 2000, Lamifil has been treating its groundwater in order to keep the contamination zone within the boundaries of the site.

In 2024, no additional measures were taken to mitigate truck traffic congestion, as no incidents were reported. To mitigate sporadic traffic congestion issues caused by the transport of products and unloading of materials at Lamifil’s site, the company takes pre-emptive measures, including placing cargo close to the loading area to expedite efficient loading.

Noise continued to pose a challenge throughout 2024, but thanks to several actions undertaken within the **noise action plan** that has been put in place, Lamifil is confident it will be able to address noise concerns in both the short and long term.

This plan will continue to be implemented in 2025, and is furthermore subject to intermediate evaluation. As a result of an acoustics analysis, we have addressed noise-intensive installations, by improving the isolation of walls, process adjustments, or reducing noise at the source. We respond to and follow up on any complaints from neighbors, and we are committed to developing new solutions in close collaboration with the community, environmental and municipal authorities, and companies specializing in noise mitigation. Throughout 2024, for example, Lamifil engaged an external independent company to perform noise measurements and evaluate the impact of our mitigation measures with respect to the rolling mill and the heat treatment furnaces.

### Activities to connect with the municipality and industry

We hosted an event in May for the members of **Voka’s local Antwerpen-Waasland division** to present a case study on sustainable manufacturing. The CEO and Operations Director shed light on how sustainability is embedded in Lamifil’s vision and strategy. They highlighted our ESG roadmap, including innovative and sustainable products, efficient and sustainable production processes, and sustainable relationships with employees and with the company’s immediate neighbors.

On October 23<sup>rd</sup>, Lamifil, together with its partners TAUW Belgium and Mourik Belgium, welcomed 19 master’s students in bioscience engineering from Ghent University to provide them with an introduction to an industrial soil decontamination process.

Lamifil actively participated in six events organized by the **Union of Industrial Companies Hemiksem (VIBH)** in 2024. Collaboration and exchange of best practices with other local industrial businesses enabled the company to actively engage with the local municipal administration, fostering stronger ties and contributing to the overall development of the community.

### Actions to engage with the local community

#### Charity initiatives

In 2024, we continued our long-standing support for **Welzijnsschakel – Tochtgenoten vzw**. We sponsored their May soccer tournament, fostering community spirit among diverse participants. In December, we contributed to their ‘Knuffelbox voor de Warmste Week’, a local initiative combating loneliness during the festive season, aligned with the national ‘De Warmste Week’ action.

#### Cultural activities

As part of another longstanding partnership with the local Harmonie Verenigde Vrienden, we supported the annual event of this esteemed local music association in Hemiksem, held on November 15th–16th, 2024. Through a year-long sponsorship, we proudly partnered with local guild Sint Sebastiaansgilde Hemiksem, which upholds traditions and fosters community engagement.

#### Sports activities

We sponsored Turnkring SJB’s gymnastics show, Hellvoc’s beach volleyball event, and the Grote Prijs Rupske Lauwers cycling race. Additionally, we continued our long-term partnership with S-sport Hemiksem, providing a three-year sponsorship to Schelle Sport, which supports local youth sports.



### Activities to foster local employment

Lamifil actively engaged in various **local and regional job fairs**. Through our presence at events like Jobeurs Hemiksem, Jobvillage Antwerpen, and Jobfair In-net, Lamifil connected directly with potential employees, promoting its open positions and raising awareness about our company culture and activities.

We implemented a **bicycle leasing program** in 2019, with the number of employees who opt to lease bicycles growing each year. At present, more than one in four employees leases a bicycle through Lamifil. In case of e-bikes, employees can charge their electric bicycle for free on the company's premises.

Lamifil opened its doors to young people in order to spark their interest in working in industry and engineering. In February, a group of young **STEM** enthusiasts aged between 9 and 12 from the locally organized STEM academy paid a child-safe visit to our site. By showing them how science and technology are applied in real life, they gained a better understanding of future fields of study and career opportunities.

In October 2024, we participated in the YOUCA project, welcoming young students to experience the professional world firsthand at our site. This initiative not only provides valuable insights into various career paths, but also empowers the next generation by fostering their skills and aspirations.



## COMMUNICATION

- On June 9<sup>th</sup>, 2024, Lamifil held its **annual community meeting/neighborhood committee**. Local residents and neighbors were invited to the site to be provided with more information about the activities Lamifil undertakes there, what measures they have in place to avoid nuisances, and the status of a number of ongoing projects and issues, including follow-ups to noise complaints.
- In September, Lamifil organized a topical communication campaign, reaching out to local press to communicate about **our 95<sup>th</sup> birthday celebration event**, which was hosted at the Lamifil site for employees and their close relatives.

## FOSTERING A CULTURE OF ETHICAL AND SUSTAINABLE BUSINESS

At Lamifil, we realize that strong corporate governance and ethical business conduct are fundamental to sustainable growth. Our commitment to **integrity, transparency, and accountability** extends across all levels of our organization and throughout our value chain. By embedding ESG principles into our corporate culture and core business,

we ensure responsible decision-making, adherence to legal and regulatory frameworks, and the prevention of corruption. Through policies and continuous oversight, we foster a governance structure that supports ethical leadership, cybersecurity resilience, and sustainable supply chain practices, driving long-term value for all stakeholders.



“By integrating ESG principles into its core business, Lamifil prioritizes environmental & social responsibility and good governance.”

**Wim Vandenbrande**  
Chief Financial Officer

## Business conduct and sustainable growth

### Our material impacts, risks and opportunities

#### Fostering a culture of ethical business

By proactively addressing key aspects of ethical business conduct, Lamifil demonstrates its commitment to responsible and sustainable operations, strengthens its resilience in a dynamic market, and positions itself for long-term success in the non-ferrous metals industry.

A strong ethical foundation is central to Lamifil’s success. By fostering a culture of integrity and ethical conduct,

Lamifil not only enhances employee engagement and improves stakeholder relationships, but also mitigates significant risks. Potential breaches of ethical business conduct policies can have severe consequences, including reputational damage, eroded trust, and difficulties attracting and retaining talent.

By prioritizing ethical behavior, Lamifil continues to build a strong brand reputation and advances a positive and productive work environment, aligning with its objective of building long-term sustainable value.

#### Driving growth with sustainability

Lamifil is dedicated to sustainable growth, creating a positive impact across its operations and value chain. By integrating ESG principles into its core business, prioritizing environmental & social responsibility and good governance, Lamifil actively drives meaningful change.

This includes cutting its carbon footprint and reducing waste, promoting ethical sourcing, setting clear ESG goals, and tracking progress through regular reporting. As a result, Lamifil aims to attract and retain environmentally conscious customers and investors while ensuring ethical and responsible operations.

Lamifil’s data-focused approach underscores its objective of achieving growth and operational excellence in a sustainable way. As data is indeed a key driver for growth in today’s global economy, Lamifil invests in robust cybersecurity data protection measures.

## Our business conduct and corporate culture approach

A solid approach to business conduct is crucial for any organization operating in today's complex global landscape. Lamifil operates within a framework outlining key policies and practices to manage risks, ensure compliance, and foster a culture of integrity.

### Core policy and governance

A foundational element is our policy and code of conduct, which set clear expectations for ethical behavior, based on Flemish, Belgian and European legislation and inspired by the OECD's Due Diligence Guidelines, the Global Compact and ILO's Declaration on fundamental Principles and Rights at Work. Lamifil has integrated its policy and code into a management system. Every employee is expected to familiarize themselves with our ethical policy and code, and to adhere to them. Lamifil's code of conduct outlines how we expect our employees to behave in a responsible manner, within a defined framework of agreements, and to act and communicate transparently and fairly with all stakeholders.

Lamifil, a privately owned company, follows the **Code Buysse**, an advisory code for unlisted companies in Belgium. This code, last updated in December 2024 (Code Buysse IV), provides guidelines for establishing sound corporate governance and management practices, including principles for control, risk management,

board structure and function, CEO/management roles, and shareholder engagement. The latest version includes a specific focus on ESG-related matters, as well as cybersecurity. The Code Buysse is coordinated by the Belgian Corporate Governance Commission, and is part of the European Corporate Governance Codes Network (ECGCN).

### Reporting mechanisms and whistleblower protection

The whistleblowing procedure at Lamifil is designed to allow employees, contractors, and other affiliated individuals to report unethical, illegal or harmful behavior within the company confidentially, without the risk of retaliation. This includes violations of company policies, legal infractions, safety breaches, fraud, discrimination, and other forms of misconduct. The procedure is vital to creating a safe and transparent working environment where integrity is valued.

Reports can be made through dedicated channels such as the **Hotline (03/870 06 45)** or via email ([klokkenluiden@lamifil.be](mailto:klokkenluiden@lamifil.be)). These channels are specifically set up for whistleblowing, and are intended to ensure confidentiality and to allow reported concerns to be investigated promptly, independently, and objectively.

The whistleblowing process is distinct from the role of a **confidential advisor**, who provides support and advice to employees in need, but does not directly handle reports of misconduct.

The whistleblowing procedure as a document has formed part of the work regulations since 2024. In 2025, we will focus on the training of the employees regarding this procedure through various internal communication methods, such as training, company-wide announcements, and the intranet. This will ensure that all employees understand how to report misconduct and can be confident that their concerns will be taken seriously and addressed promptly.

To date, Lamifil has not yet implemented a separate whistleblowing procedure either upstream or downstream along the value chain. We intend to devise a mechanism in the course of 2025.

### Data protection and cybersecurity

Although the use of personal data within daily operations at Lamifil is rather limited, we are further documenting our procedures to ensure maximal GDPR compliance for EU residents' personal data, data security, and protection against unauthorized access. Recognizing cybersecurity risks, Lamifil employs an integrated approach combining hardware, software, and employee training. The program uses ethical hacking and external testing to maintain high industry standards. Lamifil is in the process of implementing the NIS2 Directive, and aims to finalize this by end of 2025. All ICT partners hold ISO 27001 certification.

## Anti-corruption and bribery

Lamifil maintains a **zero-tolerance policy** in terms of bribery and corruption. Our travel and living policy establishes a clear framework for all our employees, prohibiting them from exchanging gifts that can be suggestive of bribery. Modest gifts and entertainment are permitted if aligned with standard business practices and hospitality conventions. We will be updating our Travel & Living Policy to align with best practices and ethical considerations, ensuring responsible and transparent expense management.

Reflecting its global business operations, Lamifil stays informed of best practices by consulting anti-corruption guidelines from organizations like the UN, OECD, and the Belgian Ministry of Foreign Affairs. In 2025, a new policy will be implemented for people who hold power of attorney for signature authorization above defined levels.

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In 2024, almost 8 out of 10 employees with a Lamifil user account participated in a monthly cybersecurity training.

## OUR TARGETS AND RESULTS

### Targets

We have set the following targets for 2030:

- Percentages of functions-at-risk covered by training programs should reach 100%
- 100% of Lamifil-managed user accounts participate monthly in cybersecurity training
- We receive a 70% score on the cybersecurity index

### Results

Sustainability KPI	2023	2024	2025 target	2030 target
Percentage of functions-at-risk covered by training programs (corruption and bribery)	0%	0%	100%	100%
% of Lamifil-managed user accounts participating monthly in cybersecurity training	80%	78%	100%	100%
% scoring on cybersecurity index	69%	69%	70%	70%

The training program for functions-at-risk on corruption and bribery will be developed in 2025.

In 2024, 78% of Lamifil-managed user accounts participated in a monthly cybersecurity training, on par with the results of 2023.

We almost achieved our 2025 target of scoring 70% on the cybersecurity index. In both 2023 and 2024 we achieved a rating of 69%. A new cybersecurity audit will be performed in 2025 to evaluate the progress made.



### Additional metrics related to business conduct

	Result 2024
Number of convictions for violation of anti-corruption and anti-bribery laws	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0

## Our actions in relation to business conduct

### Ensuring governance performance

We continue to strengthen our commitment to ethical and transparent operations, nurture good governance, and bolster our overall ESG performance. Our actions are designed to enhance oversight, improve risk management, and ensure accountability within the organization, ultimately fostering a culture of integrity and sustainable growth.

Each quarter, a **progress report** is drawn up that is presented to the board of directors and can be consulted by the shareholders. This report provides an overview and corresponding actions of all key aspects of our core business and operations, including production, EHS (Environment, Health & Safety), quality, research and development, human resources, sales, and governance.

Below are some of the specific actions and plans related to our governance targets:

### Data management and protection

To ensure GDPR compliance, Lamifil has drafted a roadmap in collaboration with an external specialist and will appoint a Data Protection Officer (DPO) in 2025. The DPO will be tasked with overseeing data protection strategies, conducting regular audits, and maintaining awareness about GDPR requirements. By appointing a DPO, Lamifil aims to enhance its data governance framework, mitigate risks associated with data breaches, and maintain transparency for customers and stakeholders.

### Cybersecurity

We collaborate with external experts for the setup and management of firewalls and backups, and in 2024, with their help, we established a **disaster recovery system**.

To increase awareness among employees, **cybersecurity training sessions** are organized. Every month, everyone who possesses a Lamifil email account is required to follow an online training. In 2025, we will switch to a new external partner for organizing these trainings and performing targeted mailings. Additionally, our employees are stimulated to report spam via a dedicated button in their email application.

Finally, since December 2023, we have taken out a cybersecurity insurance policy. This covers any amounts that need to be paid to hackers, and also provides assistance with restart and recovery.

Lamifil will continue to closely monitor our cybersecurity index, which stood at 69% in 2024, in order to track and improve our overall security posture.

### Ethical business conduct

An updated version of our Code of Conduct will be released in early 2025. Additionally, to foster a culture of integrity from day one, we will integrate the renewed Code of Conduct into our onboarding process, ensuring all new employees are well informed about our ethical standards.



To strengthen our stance against corruption and unethical practices, we will develop a dedicated anti-corruption toolbox. This will serve as a practical resource for employees to navigate ethical dilemmas. Furthermore, targeted training for management will be rolled out to reinforce our zero-tolerance policy.

## Management of relationships with suppliers

### Our impacts, risks and opportunities

Lamifil faces the risk of reputational damage stemming from possible breaches of ethical business conduct policies or a deviation from our corporate culture. This risk can arise from various activities throughout Lamifil's value chain, including sourcing, production, and distribution. The possible effect lies in eroded trust, potential boycotts, or difficulties attracting and retaining top talent, among other things, all of which can impact Lamifil's brand image and hinder our ability to achieve our strategic goals.

We can capitalize on the rising importance of ESG in tenders and customer inquiries. By integrating sustainability into our operations and value chain, we can enhance our brand reputation, mitigate risks, and unlock new market opportunities. This aligns with Lamifil's strategic goals of long-term organic growth, customer satisfaction, and operational excellence.

Lamifil expects our partners and suppliers to adhere to globally recognized ethical standards and comply with both local and international laws. Our Supplier Code of Conduct requires our partners to respect key ESG criteria, including requirements related to human rights, occupational health and safety, environmental stewardship, ethics, and transparency.

### Our approach to managing relationships with suppliers

#### Procurement process and fair behavior

Lamifil manages our procurement process in a structured way, emphasizing fair behavior, timely payments, risk management and sustainability. We prioritize suppliers that show strong environmental and social practices, such as fair labor standards and responsible sourcing of materials, throughout the identification and selection process.

As we continue to implement our supplier code of conduct, respect for human rights is integrated into our supply chain management. Our supplier code of conduct includes requirements related to human rights and occupational health and safety, environmental concerns, ethics, and transparency, which are evaluated on a regular basis by our purchasing department.

We strive to adhere to agreed-upon payment terms and to avoid late payments. Late payments can impact cash flow and financial stability, especially for SMEs. Lamifil's policy to prevent this includes establishing and communicating clear payment deadlines within our contracts. In the near future, our policy will be expanded to streamline invoice processing procedures to ensure timely payments.



## Supply chain risks and sustainability

Building strong and resilient supplier relationships is crucial in mitigating supply chain risks. In order to avoid supply chain disruptions due to natural disasters, geopolitical instability or other factors, we build-in redundancy by partnering with at least two suppliers for our key products. We contribute to managing the impact of price fluctuations of raw materials through long-term contracts, hedging strategies, and the exploration of alternatives.

Lamifil recognizes the importance of social sustainability throughout the supply chain, and relevant criteria are included in our supplier code of conduct. However, due to the intricate nature of our global supply network, a comprehensive audit of every supplier against all social sustainability criteria would be prohibitively resource intensive. We will elaborate our current policy by including a whistleblower process in 2025.



## Our actions

We conduct regular assessments of supplier performance, encompassing quality control, on-time delivery, and adherence to contractual terms. We assess carbon emissions of our key suppliers of raw materials, transportation and energy supply, and promote the use of recycled or renewable materials.

We endeavor to evaluate suppliers' waste management practices, and encourage waste reduction and recycling. Full transparency in waste management practices within the supply chain, however, remains insufficient, although an ongoing shift in mentality is evident.

As we continue to improve our supply chain management process, our aim is to introduce additional means by which

to evaluate our suppliers in terms of their ESG performance through audits or monitoring conducted by ratings agencies.

We uphold fair behavior towards our suppliers, fostering transparency, open communication and clear expectations. Our critical suppliers are considered as partners in a long-term relationship, and we value their expertise. By cultivating long-term relationships with our suppliers, we can more accurately assess and address ESG concerns.

We negotiate and finalize clear and fair contracts that outline terms, conditions, payment schedules, and performance expectations. We maintain efficient systems for placing orders, tracking deliveries, and resolving any discrepancies.

# OUR TARGETS AND RESULTS

## Targets

- 100% of the selected suppliers must be screened for ESG criteria

## Results

Sustainability KPI	2023	2024	2025 target	2030 target
% of selected suppliers screened on ESG criteria (critical products and spend-based)	/	/	80%	100%

Formal screening on specific ESG criteria will be developed in 2025 for selected suppliers, based on the criticality of the purchased goods and the spent amount.

## Additional CSRD metrics

	Result 2024
Average number of days to pay an invoice from the date when the contractual or statutory term of payment starts to be calculated	31
Number of outstanding legal proceedings for late payments	0

# Lobbying

## Actions

Through our affiliation with the Flanders Chamber of Commerce and Industry (Voka), we are connected to a vast network of over 18,000 regional businesses, together accounting for two-thirds of private-sector employment and 70% of the added value in Flanders and Brussels.

Our membership in Agoria, Belgium’s national technology federation, further strengthens our position by enabling us to leverage specialized industry insights and a strong professional network, helping us to refine our strategic approach and policy development.

For instance, by advocating for fair energy pricing and effective implementation of the EU’s Carbon Border Adjustment Mechanism (CBAM), Lamifil seeks to manage the financial impact of energy costs and carbon regulations on its operations. By doing so, Lamifil supports a level playing field in the market, and aligns with its strategic objective of long-term competitiveness within a challenging regulatory landscape.



PART IV  
**ANNEX**

# CHANGES IN PREPARATION AND PRESENTATION

Lamifil has commenced reporting within the CSRD framework of requirements, leading to an adaptation of the report's structure to align with this framework. For the 2024 report, Lamifil has completely revamped its approach to capturing and managing ESG data. This includes a thorough review of metrics and targets, ensuring alignment with the DMA and the data requirements of CSRD.

Notably, one significant change in the preparation and presentation of specific data is the adjustment of the base year for gas consumption to 2023 instead of 2022, consistent with all other metrics and targets in the new report.



# SUSTAINABILITY PERFORMANCES AND TARGETS

Topic	Sustainability KPI	Status 2023	Status 2024	2025 target	2030 target
<b>CONNECTING TO THE FUTURE</b>					
<b>Contribution to energy transition / Technology and innovation</b>					
E1	% of gross margin allocated to technology and innovation	5%	5%	>5%	>5%
<b>CONNECTING TO THE PLANET</b>					
<b>Climate impact</b>					
E1	Net zero (if a hydrogen grid is available) - 2050 target	/	/	/	/
E1	Scope 1 GHG emissions reduction - %	Base year	-12%	-10%	-15%
E1	% reduction in specific gas consumption of the aluminum rolling mill (production regime)	Base year	-5%	-5%	-5%
E1	% reduction in specific gas consumption for heating/sanitary purposes	Base year	-18%	-15%	-20%
E1	% electric company cars (full, plug-in or hybrid)	58%	77%	80%	100%
E1	% electric or HVO forklifts	18%	18%	18%	100%
E1	Scope 2 market-based GHG emissions reduction - %	Base year	1%	-100%	-100%
E1	% purchased electricity from renewable sources	0%	0%	100%	100%
E1	% self-generated solar energy of total consumption electricity in own operations	0%	4.8%	5%	5%
E1	Scope 3 emissions reduction - %	Base year	-11%	n/a	-25%
<b>Resource use and circular economy</b>					
E5	% ECO aluminum used in Overhead Conductor (OHC) applications	30%	100%	100%	100%
E5	% ECO aluminum of total purchased aluminum	30%	32%	> 35%	> 50%
E5	% recycled copper of total purchased copper	34%	24%	> 25%	> 50%
E5	% reused packaging in closed loop (drums/baskets/spools)	63%	57%	> 50%	> 50%
<b>Environmental pollution</b>					
E2	Number of polluting substances listed in the E-PRTR Regulation to air, water or soil exceeding the threshold	0	0	0	0
E2	Number of environmental incidents according to local regulations (VLAREM)	4	2	0	0

Topic	Sustainability KPI	Status 2023	Status 2024	2025 target	2030 target
<b>CONNECTING WITH OUR PEOPLE</b>					
<b>Working conditions</b>					
S1	Lost Time Injury Frequency Rate (LTIFR)	48	33	< 30	< 20
S1	Lost Time Injury Severity Rate (LTISR)	1.14	1.22	< 1	< 1
S1	Rate of employee turnover	4%	8%	< 5%	< 5%
<b>Personal growth and development</b>					
S1	% of employees that participated in regular performance and career development reviews	86%	90%	100%	100%
S1	Average number of training hours per employee per year (excl. on-the-job machine-training)	6	6	20	40
S1	Frequency of succession planning for key positions	2x/year	2x/year	2x/year	2x/year
<b>CONNECTING WITH SOCIETY</b>					
<b>Relations with neighbors</b>					
S3	Number of formal complaints filed by local residents caused by Lamifil	2	2	0	0
S3	% of employees living within cycling distance (within a radius of 15 km)	71%	69%	70%	75%
S3	% employees using bicycle lease plan	30%	29%	30%	30%
<b>Data management and protection</b>					
G1	Percentage of functions-at-risk covered by training programs (corruption and bribery)	0%	0%	100%	100%
G1	% of Lamifil-managed user accounts participating monthly in cybersecurity training	80%	78%	100%	100%
G1	% scoring on cybersecurity index	69%	69%	70%	70%
<b>Sustainable procurement</b>					
G1	% of selected suppliers screened on ESG criteria (critical products and spend-based)	/	/	80%	100%

# ESRS CONTENT INDEX

ESRS Standard	Disclosure requirement	Page #	Link to paragraph	
ESRS 2 - General Disclosures	<b>Basis for preparation</b>			
	BP-1	General basis for preparation of sustainability statements	<a href="#">30</a>	General information for the preparation of the sustainability statement
	BP-2	Disclosures in relation to specific circumstances	<a href="#">108</a>	Changes in preparation and presentation
	<b>Governance</b>			
	GOV-1	The role of the administrative, management and supervisory bodies	<a href="#">31-33</a>	Governance: Shareholders and Annual General Assembly, Structure, roles and expertise, Our leadership team
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	<a href="#">34</a>	Information on sustainability matters from the Board and Management
	GOV-3	Integration of sustainability-related performance in incentive schemes	<a href="#">35</a>	Integration of sustainability-related performance in incentive schemes
	GOV-4	Statement on due diligence	<a href="#">35</a>	Statement on due diligence
	GOV-5	Risk management and internal controls over sustainability reporting	<a href="#">36</a>	Risk management and internal control over sustainability reporting
	<b>Strategy</b>			
	SBM-1	Strategy, business model and value chain	<a href="#">13-21</a>	Our organization
	SBM-2	Interests and views of stakeholders	<a href="#">37-39</a>	Engaging with stakeholders
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	<a href="#">43-46</a>	Material IROs
	<b>Impact, risk and opportunity management</b>			
	IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	<a href="#">40-41</a>	Our sustainability strategy 2030: Double materiality assessment
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	111	ESRS content index	

ESRS Standard	Disclosure requirement	Page #	Link to paragraph	
ESRS E1 - Climate change	<b>Governance</b>			
	ESRS 2 GOV-3	Integration of sustainability-related performance in incentive schemes	<a href="#">35</a>	Integration of sustainability-related performance in incentive schemes
	<b>Strategy</b>			
	ESRS E1-1	Transition plan for climate change mitigation	<a href="#">56</a>	Reducing the climate impact of our business: Our approach: Transition plan
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	<a href="#">43-46</a> , <a href="#">50</a> , <a href="#">55-56</a>	Material IROs, Contribution to the energy transition: Our impacts, risks and opportunities, Reducing the climate impact of our business: Our impacts, risks and opportunities
	<b>Impact, risk and opportunity management</b>			
	ESRS 2 IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	<a href="#">40-41</a>	Our sustainability strategy 2030: Double materiality assessment
	ESRS E1-2	Policies related to climate change mitigation and adaptation	<a href="#">56-58</a>	Reducing the climate impact of our business: Our approach
	ESRS E1-3	Actions and resources in relation to climate change policies	<a href="#">62-63</a>	Reducing the climate impact of our business: Our key actions
	<b>Metrics and targets</b>			
	ESRS E1-4	Targets related to climate change mitigation and adaptation	<a href="#">58</a>	Reducing the climate impact of our business: Our targets and results
	ESRS E1-5	Energy consumption and mix	<a href="#">61</a>	Reducing the climate impact of our business: Our targets and results
	ESRS E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	<a href="#">62</a>	Reducing the climate impact of our business: Our targets and results
	ESRS E1-7	GHG removals and GHG mitigation projects financed through carbon credits	<i>This disclosure requirement was not included in the annual report 2024.</i>	
	ESRS E1-8	Internal carbon pricing	<i>This disclosure requirement was not included in the annual report 2024.</i>	
ESRS E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	<i>This disclosure requirement was not included because a phase-in provision applies.</i>		

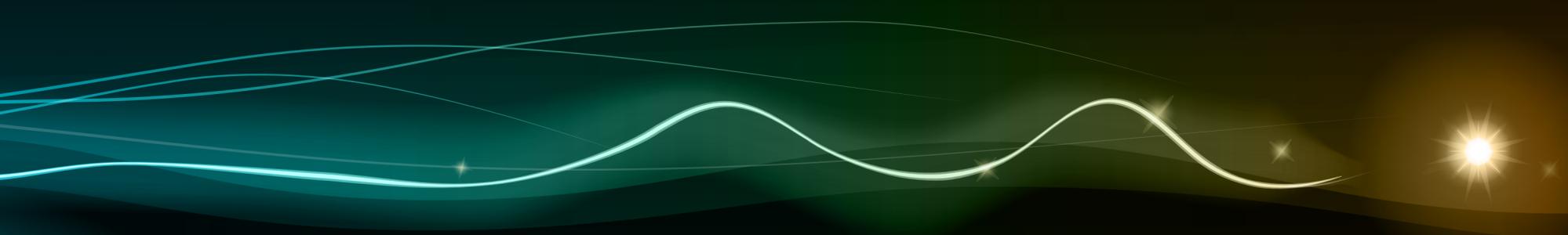
ESRS Standard	Disclosure requirement	Page #	Link to paragraph	
ESRS 2 - Pollution	<b>Impact, risk and opportunity management</b>			
	ESRS 2 IRO-1	Description of the processes to identify and assess pollution-related impacts, risks and opportunities	<a href="#">40-41</a> , <a href="#">64</a>	Our sustainability strategy 2030: Double materiality assessment, Advancing our commitment to environmental responsibility: Our impacts, risks and opportunities
	ESRS E2-1	Policies related to pollution	<a href="#">65</a>	Advancing our commitment to environmental responsibility: Our approach
	ESRS E2-2	Actions and resources related to pollution	<a href="#">67</a>	Advancing our commitment to environmental responsibility: Our key actions
	<b>Metrics and targets</b>			
	ESRS E2-3	Targets related to pollution	<a href="#">66</a>	Advancing our commitment to environmental responsibility: Our targets and results
	ESRS E2-4	Pollution of air, water and soil	<a href="#">66</a>	Advancing our commitment to environmental responsibility: Our targets and results
	ESRS E2-5	Substances of concern and substances of very high concern	<a href="#">64-65</a>	Advancing our commitment to environmental responsibility: Our impacts, risks and opportunities, Our approach
	ESRS E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	<i>This disclosure requirement was not included because a phase-in provision applies.</i>	

ESRS Standard	Disclosure requirement		Page #	Link to paragraph
ESRS E5 - Resource use and circular economy	<b>Impact, risk and opportunity management</b>			
	ESRS 2 IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	<a href="#">40-41, 68</a>	Our sustainability strategy 2030: Double materiality assessment, Closing the loop with resource efficiency and a circular approach: Our impacts, risks and opportunities
	ESRS E5-1	Policies related to resource use and circular economy	<a href="#">68</a>	Closing the loop with resource efficiency and a circular approach: Our approach
	ESRS E5-2	Actions and resources related to resource use and circular economy	<a href="#">71</a>	Closing the loop with resource efficiency and a circular approach: Our key actions
	<b>Metrics and targets</b>			
	ESRS E5-3	Targets related to resource use and circular economy	<a href="#">70</a>	Closing the loop with resource efficiency and a circular approach: Targets and results
	ESRS E5-4	Resource inflows	<a href="#">72</a>	Closing the loop with resource efficiency and a circular approach: Overview of resource inflows
	ESRS E5-5	Resource outflows	<a href="#">73</a>	Closing the loop with resource efficiency and a circular approach: Overview of resource outflows
	ESRS E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	<i>This disclosure requirement was not included because a phase-in provision applies.</i>	

ESRS Standard	Disclosure requirement	Page #	Link to paragraph
ESRS S1 - Own workforce	<b>Strategy</b>		
	ESRS 2 SBM-2	Interests and views of stakeholders	<a href="#">37-39</a> Engaging with stakeholders
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	<a href="#">40-41</a> , <a href="#">77</a> , <a href="#">83</a> , <a href="#">87</a> Material IROs, Safety and well-being of our employees: Our impacts, risks and opportunities, Job creation and retention: Our material impacts, risks and opportunities, Personal growth and development: Our material impacts, risks and opportunities
	<b>Impact, risk and opportunity management</b>		
	ESRS S1-1	Policies related to own workforce	<a href="#">77-78</a> , <a href="#">84</a> , <a href="#">87</a> Safety and well-being of our employees: Our safety approach, Job creation and retention: Our approach for job creation and retention, Personal growth and development: Our approach for personal growth
	ESRS S1-2	Processes for engaging with own workers and workers' representatives about impacts	<a href="#">89</a> How we engage with our employees
	ESRS S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	<a href="#">90</a> Channels for our employees to raise concerns
	ESRS S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	<a href="#">81-82</a> , <a href="#">86</a> , <a href="#">88</a> Safety and well-being of our employees: Our key actions, Job creation and retention: Our key actions for job creation and retention, Personal growth and development: Our key action for personal growth
	<b>Metrics and targets</b>		
	ESRS S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	<a href="#">79</a> , <a href="#">85</a> , <a href="#">88</a> Safety and well-being of our employees: Our targets and results, Job creation and retention: Our targets and results, Personal growth and development: Our targets and results
	ESRS S1-6	Characteristics of the undertaking's employees	<a href="#">76</a> Empowering our workforce: safety, well-being, and growth: Key figures
	ESRS S1-7	Characteristics of non-employee workers in the undertaking's own workforce	<a href="#">76</a> Empowering our workforce: safety, well-being, and growth: Key figures
	ESRS S1-8	Collective bargaining coverage and social dialogue	<a href="#">76</a> Empowering our workforce: safety, well-being, and growth: Collective bargaining coverage and social dialogue
	ESRS S1-9	Diversity metrics	<a href="#">33</a> , <a href="#">76</a> Our leadership team, Empowering our workforce: safety, well-being, and growth: Age distribution
	ESRS S1-10	Adequate wages	<i>Not material</i> Since Lamifil is operating in Belgium, with strict legislation on fair payment, this topic is considered not material.
	ESRS S1-11	Social protection	<i>Not material</i> Since Lamifil is operating in Belgium, with strict legislation on social protection, this topic is considered not material.
	ESRS S1-12	Persons with disabilities	<i>Not material</i>
ESRS S1-13	Training and skills development metrics	<a href="#">88</a> Personal growth and development: Our targets and results	
ESRS S1-14	Health and safety metrics	<a href="#">79-80</a> Safety and well-being of our employees: Our targets and results	
ESRS S1-15	Work-life balance metrics	<i>Not material</i> Since Lamifil is operating in Belgium, with strict legislation on family-related leave, this topic is considered not material.	
ESRS S1-16	Compensation metrics (pay gap and total compensation)	<i>Not material</i>	
ESRS S1-17	Incidents, complaints and severe human rights impacts	<i>This disclosure requirement was not included in the annual report 2024 but will be included in report 2025.</i>	

ESRS Standard	Disclosure requirement		Page #	Link to paragraph
ESRS S3 - Affected communities	<b>Strategy</b>			
	ESRS 2 SBM-2	Interests and views of stakeholders	<a href="#">37-39</a>	Engaging with stakeholders
	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	<a href="#">40-41, 94</a>	Material IROs, Strengthening community relations: Lamifil and its neighbors: Our material impacts, risks and opportunities
	<b>Impact, risk and opportunity management</b>			
	ESRS S3-1	Policies related to affected communities	<a href="#">94-96</a>	Strengthening community relations: Lamifil and its neighbors
	ESRS S3-2	Processes for engaging with affected communities about impact	<a href="#">94-96</a>	Strengthening community relations: Lamifil and its neighbors
	ESRS S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	<a href="#">95</a>	Capturing and responding to neighbor concerns
	ESRS S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	<a href="#">98-99</a>	Strengthening community relations: Lamifil and its neighbors: Our key actions
	<b>Metrics and targets</b>			
	ESRS S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	<a href="#">97</a>	Strengthening community relations: Lamifil and its neighbors: Our targets and results

ESRS Standard	Disclosure requirement	Page #	Link to paragraph
ESRS G1 - Business conduct	<b>Governance</b>		
	ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	<a href="#">31-33</a> Governance: Shareholders and Annual General Assembly, Structure, roles and expertise, Our leadership team
	<b>Impact, risk and opportunity management</b>		
	ESRS 2 IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	<a href="#">40-41</a> Our sustainability strategy 2030: Double materiality assessment
	ESRS G1-1	Corporate culture and business conduct policies and corporate culture	<a href="#">100-103</a> Fostering a culture of ethical and sustainable business, Business conduct and sustainable growth
	ESRS G1-2	Management of relationships with suppliers	<a href="#">104-106</a> Management of relationship with suppliers
	ESRS G1-3	Prevention and detection of corruption and bribery	<a href="#">101, 103</a> Our business conduct and corporate culture approach, Our actions in relation to business conduct
	<b>Metrics and targets</b>		
	ESRS G1-4	Confirmed incidents of corruption or bribery	<a href="#">102</a> Additional metrics related to business conduct
	ESRS G1-5	Political influence and lobbying activities	<a href="#">106</a> Lobbying
ESRS G1-6	Payment practices	<a href="#">106</a> Business conduct and sustainable growth: Additional CSRD metrics	



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