



Report

CORPORATE SOCIAL RESPONSIBILITY

SOCIETAL INNOVATION AT THE HEART OF THE ORGANIZATION

2023

ARMOR GROUP

WE MANUFACTURE VITAL COMPONENTS



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MESSAGE FROM
**PRESIDENT AND CHIEF
EXECUTIVE OFFICER**

Hubert de Boisredon



ARMOR GROUP's DNA rests on 4 complementary pillars: its ability to create local value throughout the world, its role as an innovation laboratory, its diverse business applications and, last but not least, its commitment to CSR. This requires us to make decisions that are sometimes difficult, and sometimes exciting, both for our stakeholders and for society as a whole.

"Industry, ecology and social progress are intimately linked. We are determined to work in this direction"

The restructuring of our ASCA business dedicated to flexible organic photovoltaic films in France and the sale of the same business in Germany

to the industrialist Hering were among the difficult decisions we had to make in 2023, as the economic conditions were not ripe to continue developing this breakthrough innovation in the solar field. But our determination to innovate to meet the challenges facing society remains as strong as ever.

The goal of producing two million electric vehicles in France by 2030, set by French President Emmanuel Macron, encourages us in our developments for our battery components business. As such, the brand-new ARMOR BATTERY FILMS plant, for which construction began in January 2023, will be operational by September 2024.

And as the re-use of consumer goods takes on ever greater importance, we have recently expanded our industrial facilities dedicated to the reconditioning of print cartridges. As

part of our new Responsible Printing business, now renamed ALTKIN, we also acquired THS Group in autumn 2023, a German specialist in copiers and office systems, offering solutions in printing consumables, spare parts and MPS software for photocopiers and printers.

Furthermore, in order to broaden ARMOR GROUP's vision of a technology company serving societal challenges, we have embarked on a policy of industrial partnerships with innovative start-ups that share our ambition of an industry with a positive social and environmental impact. In 2023, ARMOR GROUP acquired a stake in HoloSolis. Founded in 2023, this company is working in Hambach, in the in the urban community of Sarreguemines Confluences, to set up a gigafactory for photovoltaic cells and panels, due to come on stream in 2025, with a cruising speed production capacity of 5 GW per year, i.e. 10 million modules produced annually, equivalent to the energy needs of one million households.

Last but not least, I am delighted and proud that our ECOVADIS Gold label has been renewed for the 4th consecutive year, confirming our commitment to CSR. This assessment rewards companies' CSR initiatives in terms of environmental and social actions, respect for human rights, ethics and responsible purchasing.

ARMOR GROUP aspires to be one of the European spearheads of a vibrant, open and plural industry that works towards a positive social, environmental and economic impact. Our century-old group will continue to invest in new projects to promote energy transition and resource protection, in partnership with our industrial customers.

It is against this backdrop that we are publishing our CSR report for the 15th year running, a compass for staying on course and a transparent record of our actions and progress. As every year, this document presents our progress in 6 major areas, directly inspired by the United Nations Global Compact's

"Industry is one of the sectors most in need of positive transformation, as it is a formidable generator of value"

SDGs (Sustainable Development Goals): governance and ethics, circular economy, renewable energies, responsible traceability, employee development and territorial solidarity.

I hope this report sheds some light on the nature of our commitments to the ten principles of the United Nations Global Compact on human rights, international labor standards, the environment and anti-corruption.

HUBERT DE BOISREDON
ON CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF ARMOR GROUP

ARMOR GROUP ACTIVITIES

With an international presence, ARMOR GROUP puts its know-how at the service of the production and innovation of essential components. The group is the common denominator for five activities, focused on traceability, the circular economy and renewable energies, and embodies the following 4 values: Humanism, Commitment, Innovation, Customer focus.

ARMOR-IIMAK



"Secure goods and people by ensuring product traceability with Thermal Transfer consumables."

ARMOR-IIMAK designs and manufactures Inked films for Thermal Transfer technology. This printing technology is adapted to industrial environments and used for marking variable information on labels or flexible packaging: bar codes, logos, texts, expiration dates, etc. and batch numbers. This information allows to identify a product and to ensure traceability.

ALTKIN



"Reduce the environmental footprint of printing by offering responsible consumables."

ARMOR Print Solutions offers global printing solutions including remanufactured cartridges, managed print services and semi-industrial inks. With expertise in all three major technologies (new inkjet, remanufactured inkjet and remanufactured laser) and the strength of its brand ARMOR Print Solutions is a leader in Europe in the OWA circular economy. The business invests in R&D as well as and in its industrial tool to guarantee certify and prove the performance of its printing solutions.

▼ ▼ **Combining economy and social utility is nowadays the most important the only model for the future of the company.**

Hubert de Boisredon,
Chairman and CEO
of ARMOR GROUP

ARMOR BATTERY FILMS



"Increase battery safety, performance and life with En' Safe® current collectors."

ARMOR BATTERY FILMS designs and manufactures current collectors for batteries and supercapacitors. This high-tech activity, which requires significant investment in R&D, is nevertheless deeply rooted in the group's historical industrial know-how: high-precision formulation and coating. The activity markets under the En' Safe® brand name, current collectors with a coating which protects against corrosion, improves adhesion while reducing internal electrical resistance.

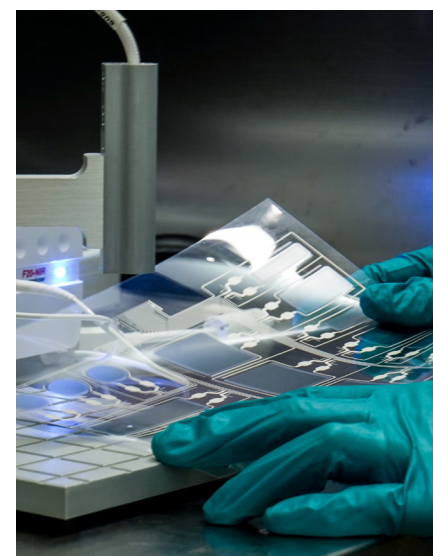
KIMYA



"Putting the design and production of materials for 3D printing to work locally."

KIMYA designs and produces materials for 3D printing. The business offers a range of ready-to-use filaments (Kimya Materials) and develops custom 3D printing materials with high added value (Kimya Lab). Since 2017, KIMYA has developed strategic partnerships with leading 3D printer manufacturers (Stratasys, Raise 3D, miniFactory, Ultimaker and AON3D) to enable them to homologate Kimya filaments on their machines to facilitate the printing process for users.

ARMOR SMART FILMS



"Developing films and active components that are useful for people and the environment."

ARMOR SMART FILMS was born from the synergies of the Group's expertise in the formulation and coating of films and complex components. This activity is dedicated to the development of active, intelligent materials (e.g. presence sensors, transducers, membranes for renewable energy generation...). In particular, it offers innovative solutions for sectors such as MedTech, GreenTech, Information and Communication Technologies.

ACTIVITIES HISTORY 2

In its early years, ARMOR GROUP produced carbon paper and ribbons for typewriters. ARMOR Print Solutions is a direct result of this historical know-how. As for the ARMOR-IIMAK Thermal Transfer activity, it was created in 1983 and has now become the group's main activity.

NEW TECHS EXPERTISE 3

The New Techs are the activities the most recently developed by the group. They are the result of a diversification and investment strategy focused on renewable energy and the circular economy.

130 M€

**INVESTMENT ON
THE PERIOD 2018-2022**

140 RESEARCH & DEVELOPMENT EXPERTS



KIMVA

ULTIMAKER
MATERIAL
ALLIANCE
PROGRAM

ABS KE
light w
copper

416M €

REVENUES 2023

2,500

EMPLOYEES

PERIMETER
OF THE REPORT

For the 15th consecutive year, ARMOR GROUP is a member of the UN Global Compact. In the context of the “In the Communication on Progress (COP) report, the Group presents its progress and future objectives, in line with the 10 principles of the Global Compact and the UN Sustainable Development Goals (SDGs). This Corporate Social Responsibility report presents the results for the year 2023 and covers all ARMOR GROUP’s operational sites marked in red (see world map below). Prepared in accordance with GRI standards (compliance option essential - See GRI Index in Appendix 4), the report is focuses on the objectification of the Group’s significant impacts and efforts, within the limits of confidentiality related to competition. It includes the consolidated indicators for the entire scope. A cross-reference table (Appendix 1) presents, by issue, the Group’s commitments, the associated key indicators, the objectives, and the SDGs.

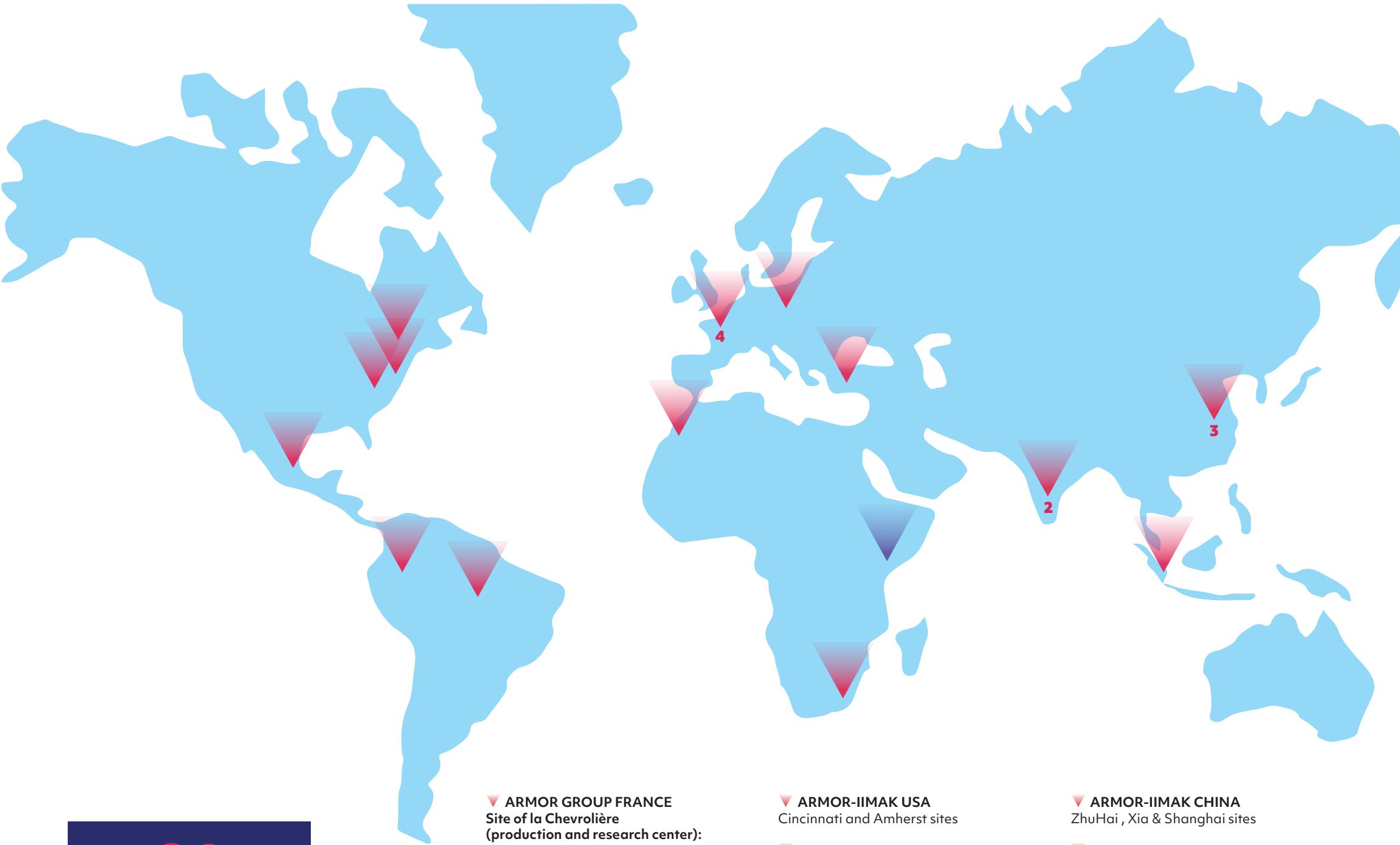


VIRTUOUS INTERNATIONAL
GROWTH THANKS TO
CO-INDUSTRIALIZATION

Co-industrialisation consists of seeking growth in rapidly developing areas of the world, while maintaining production and employment in France. As part of its Thermal Transfer activity, ARMOR-IIMAK produces semi-finished products at the La Chevrolière site, which are then transformed and customized at industrial sites around the world. Subsidiaries provide a more agile response to the needs of local customers while limiting the transport of goods. By paving the way for the implementation of this scheme within its activities, ARMOR-IIMAK is thinking in terms of two-stage production (local production and finishing as close to the customer as possible), while at the same time perpetuating investment and employment at its French sites.

21
INDUSTRIAL
SITES

1
RESEARCH
CENTER



- ▼ **ARMOR GROUP FRANCE**
Site of la Chevrolière (production and research center): ARMOR-IIMAK, ABF, ASF
Sites of Nantes: Head office, ALTKIN (Cordon Bleu)
Les Sorinières site: Kimya
- ▼ **ARMOR-IIMAK TURKEY**
Istanbul site
- ▼ **ARMOR-IIMAK COLOMBIA**
Medellin site
- ▼ **ARMOR-IIMAK CANADA**
Mississauga site

- ▼ **ARMOR-IIMAK USA**
Cincinnati and Amherst sites
- ▼ **ARMOR-IIMAK BRAZIL**
Manaus site
- ▼ **ARMOR-IIMAK MEXICO**
Querétaro site
- ▼ **ARMOR-IIMAK INDIA**
Bangalore & New Dehli sites
- ▼ **ARMOR INDUSTRIES**
Birdjid site: ALTKIN
- ▼ **ARMOR-IIMAK AFRICA**
Johannesburg site

- ▼ **ARMOR-IIMAK CHINA**
ZhuHai , Xia & Shanghai sites
- ▼ **ARMOR-IIMAK ASIA**
Singapore site
- ▼ **ARTECH POLSKA**
Prudnik site: ALTKIN
- ▼ **ARMOR-IIMAK EAST AFRICA**
Nairobi site
- ▼ **INDUSTRIAL SITES**
NOT INCLUDED IN THE SCOPE OF THE REPORT

A VALUE
SHARED ECONOMIC

The CEO and management team of ARMOR GROUP bought back the majority of the capital in April 2014. This takeover was built under a novel form of Industrial Management and Innovation Capital (CMII). As of 2018, employee investments have strengthened the group's capital, which is now owned by its management team and nearly 450 employees.

INVESTORS
WORLD 450

That's the number of investors internal to the company around the world including management and employees.

FCPE
PARTS 5.6 M€

This is the total number of employee shares invested in the company mutual fund (FCPE).

ARMOR SAS, APS SAS, KIMYA SAS, ABF SAS scope, excluding acquisitions

Subsidies €4 M
Financing €3.1 M
Subsidiaries (income from investments) €3.5 M
Customers (Sales) €257 M

INVESTISSEMENTS €31 M

Employees €57 M
Remuneration of capital contributors €0 M
Suppliers (including raw materials and components: €73 M)
Society (taxes) €6 M
Banks (refunds) €9 M

THE 6 ISSUES
OF SOCIETAL
INNOVATION

Links between ARMOR GROUP's 6 challenges and the United Nations' SDGs (Sustainable Development Goals)

GOVERNANCE AND ETHICS



CIRCULAR ECONOMY



RENEWABLE ENERGIES



RESPONSIBLE TRACEABILITY



EMPLOYEE DEVELOPMENT



TERRITORIAL SOLIDARITY





GOVERNANCE & ETHICS

Corporate Social Responsibility

Adapting our organization to make decisions and act in a manner consistent with the challenges of sustainable development and ethics while respecting the interests of our stakeholders.

ANCHOR SUSTAINABLE DEVELOPMENT AT THE HEART OF GOVERNANCE

ARMOR GROUP's governance is based on boards of directors (2/year), exchange committees with investors (6/year), strategic committees with associate managers (2/year), general management committees (8/year) and executive committees (monthly).

No women on the General Management Committee and 11% on the Board of Directors and Executive Committees. The Gender Equality Index is 81 for Armor SAS.

The management of the Group's social responsibility is steered by a CSR Committee created in 2011, which meets two times a year, supported by a network of correspondents around the world.

The CSR Committee is chaired by the Chairman and CEO and led by the Director of Corporate Innovation. It brings together the Group's functional managers (HR, finance, legal, etc.) and operational managers from all activities (purchasing, marketing, production, etc.). Each of them is both an ambassador for the Group and a relay for the expectations of its.

The company's stakeholders (employees, customers, suppliers, shareholders, local authorities, etc.). Depending on the agenda, other collaborators may be invited to participate. In the subsidiaries, a **CSR**

management review takes place every year with the CSR correspondents, the subsidiary's management and the Group CSR Department. Taking into account. The inclusion of local specificities in the global CSR strategy allows it to be optimized and integrated at all levels of governance. The Group's expectations are expressed through an action plan and quantified objectives. Consolidated results are made available through specific media such as the CSR report or other dedicated communication media.

METHOD OF APPOINTING EMPLOYEE REPRESENTATIVES

Staff representatives elected by ballot	France, Colombia, Morocco
Employee representatives appointed by the employees	Mexico, Turkey, Poland
Staff representatives designated by management	China
No employee representative	USA, Brazil, Canada, Singapore, South Africa, India

WORLD TOUR OF
CSR CORRESPONDENTS

CSR correspondents exist at all industrial sites around the world and are the local relays for the implementation of the group's CSR strategy.



Pierre Lavoix
FRANCE



Annabelle Guillet
FRANCE



Franck Bouvet
FRANCE



Valérie Chamaillard
FRANCE



Fayne Crase
USA



Tanylle Paula
BRAZIL



Sutiyantha Harith
SINGAPORE



Sue Han
CHINA



Jenny Xiao
CHINA



Asena Buyukustun
TURKEY



Wendolyn Lopez
MEXIQUE



Ileene Santofimio
CANADA



Terence Riley
SOUTH AFRICA



Adriana Glowacka
POLAND



Raja Shekar
INDIA



Saida Boutrouka
MOROCCO

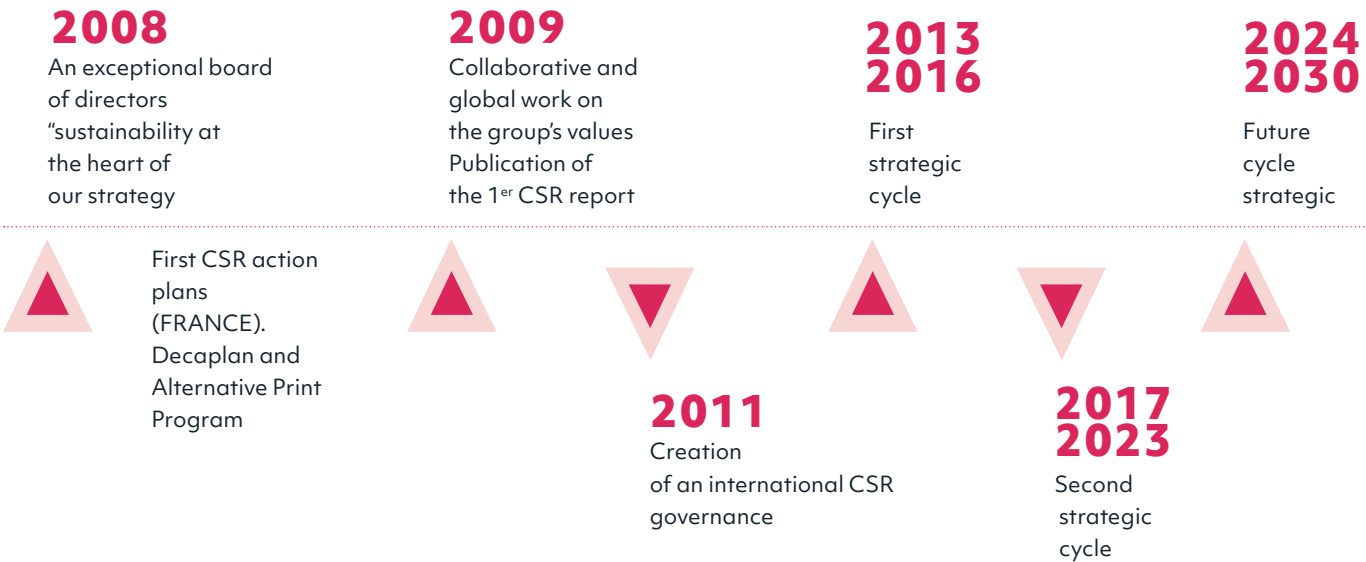


Luis González
COLUMBIA

HISTORY
OF THE CSR STRATEGY

Combining economy and social utility is today the only model for the future of business.

Hubert de Boisredon,
Chairman and CEO of ARMOR GROUP



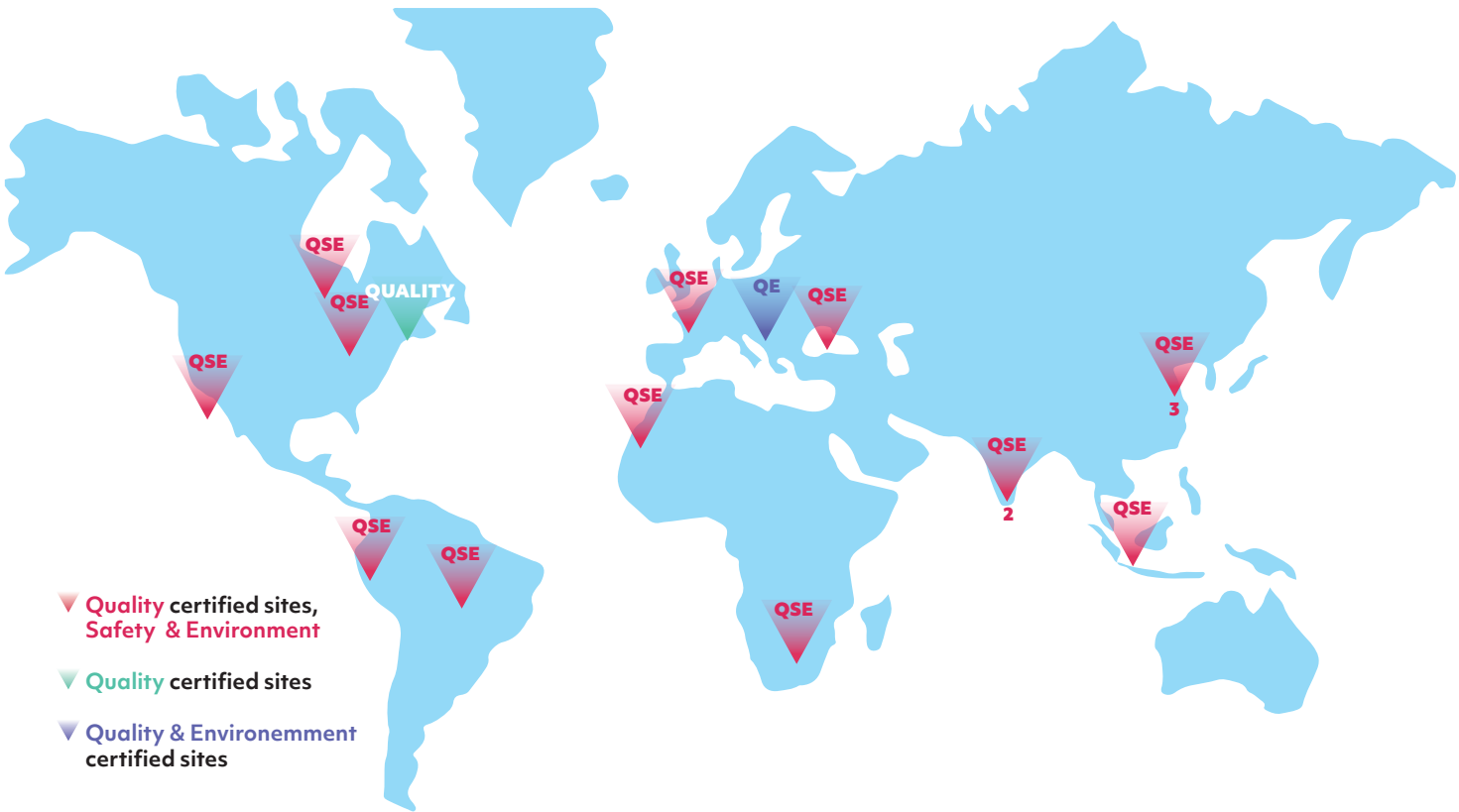
OF THE GROUP'S COMMITMENTS...
... TO THE OPERATIONAL

DEPLOYING SYSTEMS
MANAGEMENT
**RELIABLE AND
STRUCTURING**

ARMOR GROUP's ambition is clear: to certify all its production sites to **ISO 9001 (Quality), ISO 45001 (Occupational Health and Safety) and ISO 14001 (Environment) standards** in order to ensure the consistency of management systems across all Group entities. It should be noted that Armor Group has been awarded the Responsible Purchasing and Supplier Relations label and the ISO 20400 Probatant level.



SHARE OF QSE-CERTIFIED SITES



OBJECTIVE
2023

100%

of QSE certified sites

RESULT
2023

89%

83% in 2020
92% in 2021
82% in 2022

**ACTION
#9**

Certified sites:
ISO 9001: 100%
ISO 45001: 79%
ISO 14001: 89%

LISTENING
OF STAKEHOLDERS

**ACTION
#7, 11, 12**

In order to implement a coherent CSR strategy, **ARMOR GROUP takes into account the expectations of its stakeholders. This wealth of views helps to guide the Group's strategy.**

Since 2016, a process for identifying significant stakeholders has been put in place. It takes into account three major criteria: **the frequency** of contacts,

the impact of the stakeholder on ARMOR GROUP and **the influence** of ARMOR GROUP on the stakeholder stakeholders. The following are some of the Group's major stakeholders. At the end of 2019, the CSR Committee initiated a societal perception survey among a representative sample of its stakeholders. The results will feed into the work on the Group's future 2024-2030 strategic cycle.

STAKEHOLDERS	DIALOGUE MODE	MAIN EXPECTATIONS
Shareholders ARMOR GROUP internal investors and financial organizations	<ul style="list-style-type: none">• Board of Directors• Investor Exchange Committee	<ul style="list-style-type: none">• Long-term value creation and economic sustainability• Controlling reputational risks
Customers OEM and distributors	<ul style="list-style-type: none">• Customer satisfaction survey• Trade shows and public events• Customer appointments• ATC (ARMOR Technical Club)• Website / 2go2 website	<ul style="list-style-type: none">• Offer quality products, safe for the health and safety of users• Product innovations• Transparent information on product characteristics• Compliance with the code of business ethics• Control of industrial risks
Employees Employees and unions	<ul style="list-style-type: none">• Health and Safety Committee• CSR approach (progress groups, exchange meetings)• Meetings with employee representatives• Staff satisfaction survey	<ul style="list-style-type: none">• Optimal working conditions• Well-being at work• Employability development• Possibility of career development• Compensation equity• Equal opportunities and non-discrimination• Control of industrial risks
Suppliers & service providers	<ul style="list-style-type: none">• CSR Questionnaire• Team meetings• Individual meetings• Business Reviews• Supplier satisfaction survey	<ul style="list-style-type: none">• Balanced and long-lasting relationship• Compliance with contractual commitments and payment deadlines• Valuation of the CSR approach• Compliance with the code of business ethics• Clear expression of needs• Compliance with CSR policy• Trust, listening, dialogue
Actors of the territory Neighbors, elected officials, administrations, local authorities, schools, companies in the industrial zone	<ul style="list-style-type: none">• Individual meetings• Participation in collective events• Open house / visits• Collective actions within company associations	<ul style="list-style-type: none">• Compliance with regulations• Control of industrial risks and nuisances related to production sites• Involvement in local sustainable development projects• Local employment and professional

For networks of influence: see Appendix 3

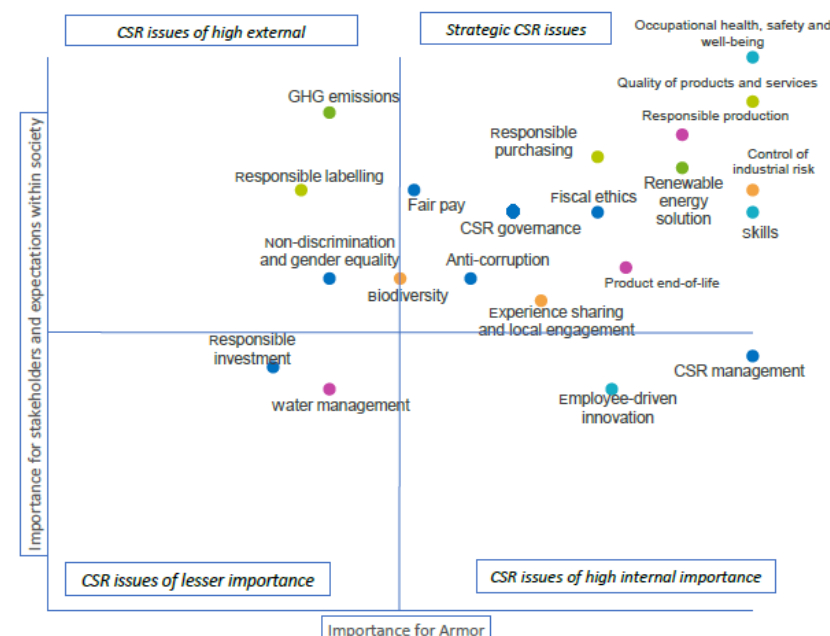
OF MATERIALITY TO THE CSR ACTION PLAN

In 2012, the concept of dual materiality was used to define the company's strategy and priority issues.

These societal challenges are significant because of the importance of the Group's impacts, the risks and opportunities for the Group, and the expectations stakeholders.

The six challenges of societal innovation cover a number of themes that represent risks and opportunities for the Group. They are graphically reported in a materiality matrix, regularly updated by the CSR Committee. This is a tool for prioritizing issues and planning actions at Group level (see Appendix 2).

- Governance and ethics
 - Employee development
 - Circular economy
 - Renewable energies
 - Responsible traceability
 - Territorial solidarity
- *Responsible production: VOC emissions, waste management, QSE certification, product impact and preservation of resources



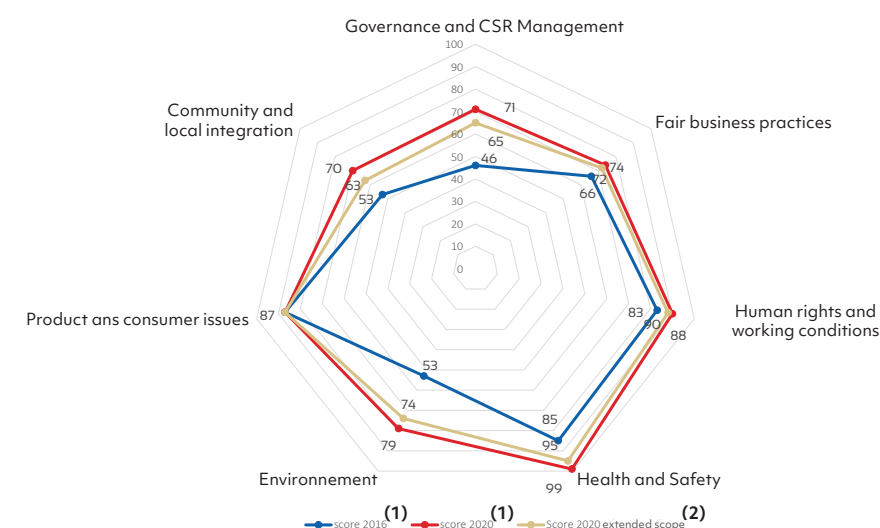
THE SCORE OF CSR MATURITY : A TOOL OF CONTINUOUS IMPROVEMENT

To measure the effect of its various CSR actions, ARMOR GROUP carries out a self-diagnosis of its CSR maturity every four years. This questionnaire of approximately 300 questions is based on the ISO 26000 guidelines, the major ILO conventions, the 10 major principles of the Global Compact, the requirements of the SA 8000, the 26 criteria of the Advanced level of the Global Compact and good practices in terms of CSR.



In addition, the CSR maturity has been externally assessed since 2020 by Ecovadis, awarding ARMOR GROUP the gold medal

EVOLUTION BETWEEN 2016 AND 2020 OF THE CSR MATURITY SCORE



(1) Original scope: France, Morocco, USA, Mexico, Brazil, Singapore, China, India and South Africa

(2) Extended scope: France, Morocco, United States, Mexico, Brazil, Singapore, China, India, South Africa, Colombia, Canada and Turkey

OBJECTIVE
2024

80%

of CSR maturity

RESULT*
2020

82%⁽¹⁾

68% in 2016⁽¹⁾

78%⁽²⁾

*evaluation conducted every 4 years

All the industrial sites evaluate their level of maturity around 7 themes:

- 1 Governance and CSR management
- 2 Fair Business Practice
- 3 Human rights and working conditions
- 4 Health and safety
- 5 The environment
- 6 Product and consumer issues
- 7 Community and local development

Between 2016 and 2020, on a like-for-like basis, the CSR maturity score increased by 14 points from 68% to 82% (and is very close to the target for the expanded scope). This increase is mainly due to the implementation of the quality, safety and environmental management in the youngest subsidiaries: Mexico, India and South Africa. The other, older subsidiaries are consolidating their score by making progress on governance, the environment and territorial integration. Poland and the former IIMAK site, were not included in this evaluation because their inclusion in the CSR report is recent and we have not yet conducted this maturity assessment. The results have been verified and reviewed in detail with the CSR correspondents and site managers and serve as a basis for to the development of the future plan quadrennial action plan.

PRACTICE GOO CYBERSECURITY AWARENESS

IT Security, supported by ARMOR GROUP IT Services, has launched a worldwide communication campaign to raise awareness of the challenges of digital security. The «In the office, you're the hero!» campaign was launched on the Group's various sites, with a central objective: to encourage employees to train themselves to better combat cybersecurity. With a view to raising the Group's level of IT security, a training and awareness platform was also made available to employees on the Intranet.

ACTION
#1, 2, 4, 5

HUMAN RIGHTS & BUSINESS ETHICS

PROTECTION DES DONNÉES & SÉCURITÉ DE L'INFORMATION

Because humanism is one of the Group's values, its international expansion is consistent with human rights, a prerequisite for any new establishment. It is accompanied by a certain number of precautions and verifications, followed by regular monitoring. In addition to setting up monitoring systems and applying local human rights regulations, compliance with **the eight fundamental ILO conventions** is a major concern for ARMOR GROUP.

- C105 and C29: abolition of forced labor
- C182 and C138: abolition of child labor
- C87 and C98: freedom of association and collective bargaining
- C100: Equal Pay
- C111: non-discrimination

Subsidiary management is responsible for ensuring that these rules are applied, with the support of the Group's Human Resources and Legal Departments. An annual **monitoring process** keeps us on our toes. **Since its implementation in 2010, no non-compliance has been reported.**

These principles are included in the **Group's ethics charter**, which includes a whistleblowing mechanism open to stakeholders and managed by an ethics officer, the General Counsel. This charter is signed by **100% of the group's employees** as soon as they join. In addition, each Group entity is formally assessed against these requirements every four years (see score of CSR maturity).

In addition to these principles, and in line with the six challenges of social innovation, the Ethics Charter sets out the Group's commitments to all its stakeholders. One of the commitments concerns **fair business practices**: in compliance with the Sapin II law, the code of conduct ARMOR GROUP's anti-corruption policy describes the fundamental principles that the Group is committed to respecting **in the fight against the various forms of corruption** including fraud, unfair competition, collusion or insider trading.

A TRADUIRE

OBJECTIVE
2023

0

non respect des droits
humains détectéRESULT
2023

0

0 in 2020
0 in 2021
0 in 2022

After conducting a risk assessment (country, profession, activity), this document, translated into all the Group's languages and in line with local legislation, is the subject of a campaign awareness-raising campaigns, aimed at all employees worldwide and adapted to the audience.

ARMOR GROUP has always been particularly concerned about respecting the principles **of personal data protection**. In this sense, the company has deployed a policy to comply with the European General Data Protection Regulation (RGPD), which entered into force in May 2018, and to the French Data Protection Act. A Data Protection Officer (DPO) is responsible for ensuring this constant compliance and for responding to any requests. As for the ethical charter, and in accordance with French law, the anti-corruption code of conduct includes **a whistleblowing mechanism and a protection of whistleblowers**, which cover all Group entities. The General Counsel, appointed as the Ethics and Compliance Officer, guarantees the processing and confidentiality of any feedback. Internal controls also ensure that practices are consistent with the Group's commitment and an annual review is carried out. **No non-compliance related to corruption has been reported since the implementation of this system.**

In addition, buyers are subject to **a code of conduct** whose main points are: to act fairly and impartially, to

respect confidentiality, to respect and ensure respect for mutual commitments, and to remain honest and exemplary. They also watch a training module on the fight against corruption when they are hired and regularly participate in CSR awareness-raising sessions focused more specifically on their job.



A signatory of the **Supplier Relations and Responsible Purchasing** charter in 2011, ARMOR SAS obtained the eponymous label in 2015. This distinction rewards French companies that having demonstrated sustainable and balanced relationships with their suppliers and bears witness to the company's proactive policy on responsible purchasing. Since then, the standard has been expanded to include the requirements of ISO 20400 on Responsible Purchasing and ARMOR GROUP renews its commitment every year.

A code of conduct for strategic suppliers has been in place since 2015, and it should be noted that so far 49% of suppliers have signed it. In this way, we reaffirm our commitment to our customers, suppliers, employees, authorities and the public and other partners to ensure human rights and ethical relationships with them business.

INFORMATION SYSTEM SECURITY POLICY

In 2016, ARMOR GROUP evolved its **Information System Security Policy (PSSI)**, which aims to provide a set of rules and requirements to contribute to Information System (IS) Security. The ISSP is based on the rules set out in the main security requirements of the **ISO 27002 standard**, and covers, for example, asset management, access control, physical security, cryptography and operational security. The PSSI is managed by the **Group's IS Security Manager**, who is supported by a dedicated team. Active monitoring is in place via continuous controls operated by the in-house team, accompanied by a partner. **Audits are also carried out regularly** by expert firms. The results feed into the continuous improvement plan steered by the SSI Manager. In addition, **performance monitoring indicators** are in place to track, for example, the Active Directory security score, or the results of phishing campaigns.

OBJECTIVE
2023

0

RESULT
2023

0

0 in 2020
0 in 2021
0 in 2022

non-compliance related to ethics, corruption, fraud, unfair competition, collusion, insider trading and protection of personal data

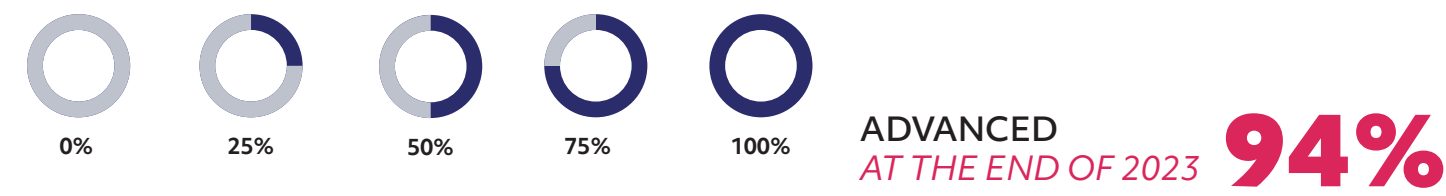
OBJECTIVE
2023

100%

of sites are covered by an IT
security auditRESULT
2023

100%

STATUS OF THE 2017-2023 ACTION PLAN



GOVERNANCE AND ETHICS			
Ethics and human rights			
1	Include the ethics charter in induction documents and communicate it to all employees	GROUP	<div></div>
2	Set up an anti-corruption system and deploy it in the subsidiaries	GROUP	<div></div>
3	Make the details of the medical follow-up confidential	CHINE	<div></div>
4	Formalize employee employment contracts	MAROC	<div></div>
5	Carry out social audits on sites located in countries at risk for human rights in the workplace (according to the CSI index)	MAROC	<div></div>
CSR Awareness			
6	Carry out actions to raise employee awareness of sustainable development and the Group's CSR strategy	GROUP	<div></div>
7	Set up employee focus groups on CSR	GROUP	<div></div>
8	Organize a global week on a CSR theme	GROUP	<div></div>
Management systems			
9	Deploy and certify Quality, Health & Safety and Environmental management systems according to ISO 900, ISO 4500 and ISO 14001 standards	GROUP	<div></div>
10	Study the impact of the D3E regulation on the APS activity	ALTKIN	<div></div>
Participatory innovation			
11	Develop participatory innovation programs	FRANCE	<div></div>
Customer satisfaction			
12	Develop new tools to measure customer satisfaction	GROUP	<div></div>



CIRCULAR ECONOMY

Corporate Social Responsibility

To anchor our products in a logic of sustainable use of resources and reduction of environmental impacts throughout their life cycle, from production to recycling.

LIMIT THE IMPACT ON SENSITIVE RESOURCES

In line with its challenges, ARMOR GROUP has placed the principles of the circular economy at the heart of ALTKIN's activity with a print cartridge collection service and a production of laser cartridges remanufactured. The objective is to minimize the use of virgin raw materials in favor of reuse and material recovery.

3,987 TONS
OF RESOURCES PRESERVED* IN 2023
(3,127 tons in 2020, 3,106 tons in 2021 and 4,085 tons in 2022)

**Remanufactured cartridges put back on the market, 3D filaments with recycled materials and material recovery of site waste.*

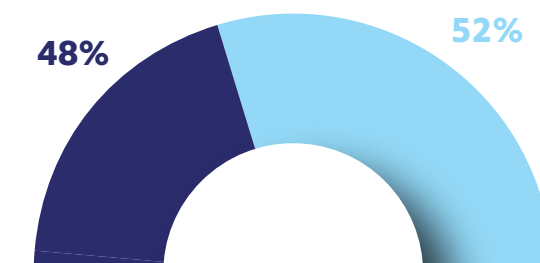
The creation of the OWA brand is one of the strongest illustrations of ARMOR GROUP's commitment to the circular economy. Since 2015, the Group has offered new laser cartridges high quality remanufactured laser cartridges compatible with most major printer brands. The principle does not stop there: for each OWA cartridge sold, ALTKIN recycles or dismantles all the laser cartridges collected through its OWA collection program. All components are carefully sorted and reintroduced into an industrial circuit as secondary raw materials. To reinforce this approach, ALTKIN has chosen to have the entire range of OWA laser cartridges certified by QUALICERT Services (collection, sorting and recovery, remanufacturing and distribution), a first in the field.

OBJECTIVE 2023 **100%**

Share of reuse and recycling of laser cartridges from OWA collection

RESULT 2023 **100%**

100% in 2020
100% in 2021
100% in 2022



- Reuse as is
- Material and energy recovery

The product mix of the collection was unfavorable, with in particular a higher proportion of clones (new but illegal cartridges and cartridges remanufactured by other producers, which degrades the quality of the collection reusable by ALTKIN).

ACTION #15, 16, 17

KIMYA filaments

Since 2016, KIMYA has been engaged in the formulation and production of filaments for 3D printing from recycled material.

Thus, the remake by Kimya product line offers 4 filaments made from industrial production scraps: Kimya PLA-R, Kimya TPU-R, Kimya PETG-R and in particular the Kimya HIPS-R filament produced from cores collected in the ARMOR-IIMAK factory in La Chevrolière. To pursue its commitment, the flanges are now made of recycled PC and the boxes are made of recycled and recyclable kraft cardboard.

Water consumption

Water is not a resource used in the process. All the water used is in a closed circuit, but this does not mean that its use in sanitary facilities is not measured and reduced as much as possible. In fact, we have put in place a number of measures to save sanitary water (hand sensors in washbasins, small and large flush toilets). 67,600 m³ were consumed in 2023 on all Group sites.

ACTION #14, 20

The Group is progressively reducing the intensity of its footprint on non-renewable raw materials. ARMOR-IIMAK, whose consumption of non-renewable resources is significant, is pursuing its efforts through continuous improvement in production performance, eco-design and the REC'PET programme.

REDUCE AND RECYCLE WASTE

As part of the environmental management of sites aimed at minimizing the impact of production, one of ARMOR GROUP's main objectives is **to reduce waste and to recycle it**, if possible into resources, ensuring efficient and responsible treatment of residual waste.

In line with this ambition, ARMOR-IIMAK has initiated for more than 15 years the REC'PET internal program and the REC'PET Partner program for end users. This initiative provides a solution for the recovery of PET film scrap or waste used at the heart of the Thermal Transfer activity. These scraps, which are usually buried or incinerated, are

very specific plastic waste because PET films are, among other things, inked and very thin (about 10µm), which reduces their capacity to be recovered by conventional techniques. They are collected and then transformed into Solid Fuel of Recovery (CSR). SRFs form a fuel with stable energy properties and are used as a substitute for traditional fossil resources such as coal or oil. At the same time, reducing production waste is a priority for the industrial sites. Indeed, this is implemented on a daily basis through programs such as : co-products, by-products, automatic settings, jumbo end optimization...

ACTION #13, 18, 19

GOOD PRACTICE

KIMYA ANALYZES THE LIFE CYCLE OF ITS 3D FILAMENTS

With a view to offering its users ever greater transparency, KIMYA has carried out a Life Cycle Assessment (LCA) of its Kimya PETG-R recycled 3D filaments. Conclusion: their use reduces kgCO₂ emissions by 35% compared with Kimya PETG-S, which is made from virgin material. A powerful argument to encourage users to give preference to recycled filaments, with a view to sustainability.



RESULTS

LANDFILL WASTE	
0,9%	2023
11.5	2022
0.1	2021
0.1	2020

RECOVERED WASTE matter or energy	
86%	2023
73%	2022
86%	2021
88%	2020

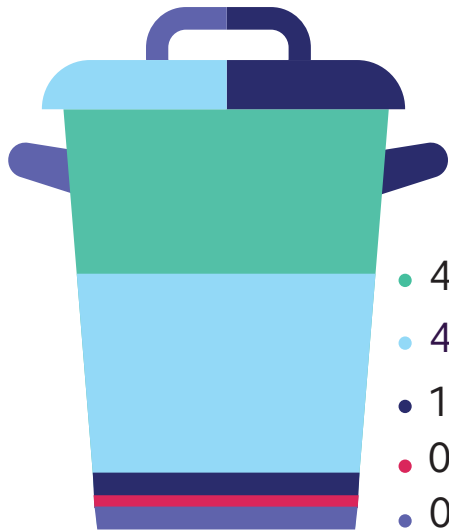
OBJECTIVE 2023 0%

Return to a very good result close to 0%, thanks to major decisions taken at the Amherst site (USA).

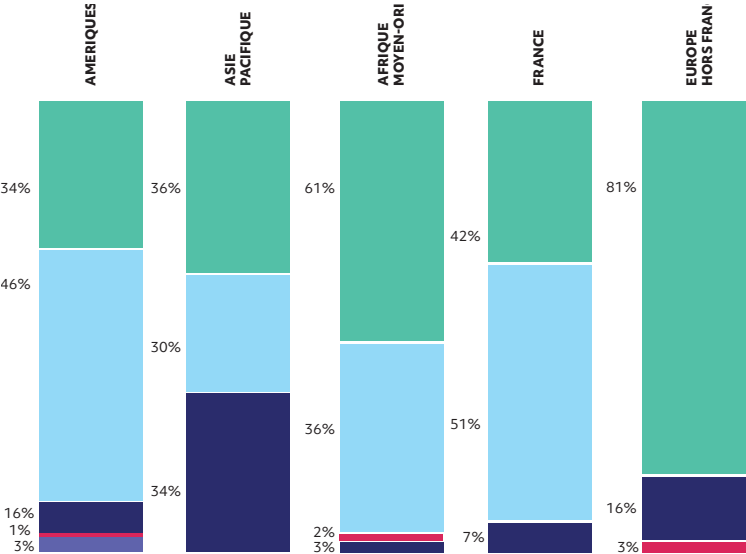
OBJECTIVE 2023 100%

Back to normal following practice upgrades at former IIMAK sites.

WASTE DISTRIBUTION
BY TYPE OF TREATMENT AND BY AREA
2023



- 41% Valued in material
- 45% Recycled into energy (solid recovered fuel)
- 12.6% Incinerated with energy recovery
- 0.5% Incinerated
- 0.9% Landfill



Evolution of the quantity of waste generated per ton produced

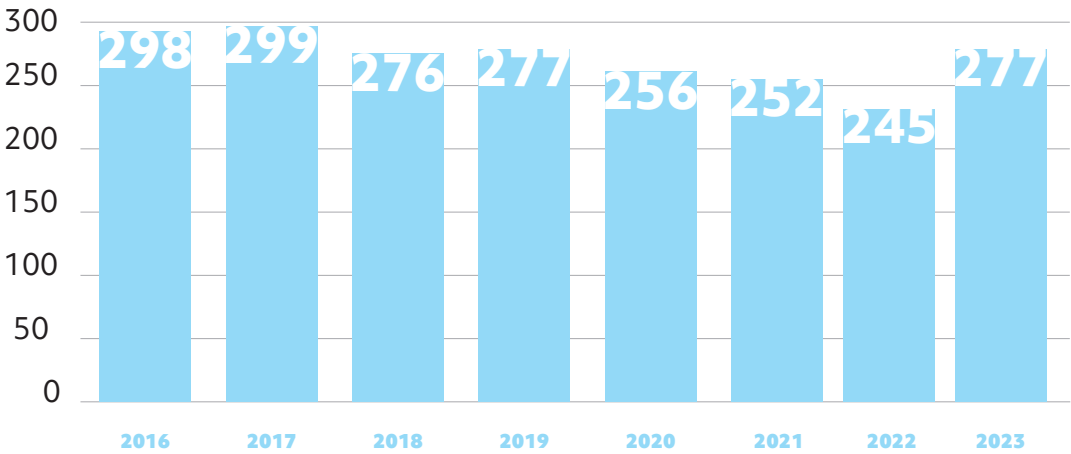
RESULT 2023 7%

-14% in 2020
-15% in 2021
-18% in 2022

OBJECTIVE 2023 -5%

Compared to 2016 data: 298 kg/t

EVOLUTION OF THE QUANTITY OF WASTE (kg/ton produced)



The Group's activities generate 6,294 tons of waste, of which 10% is hazardous waste. The quantity of waste per ton produced still down on 2016 thanks to actions to reduce film losses and the cost of non-quality but deteriorated due to lower production volumes.

GOOD PRACTICE

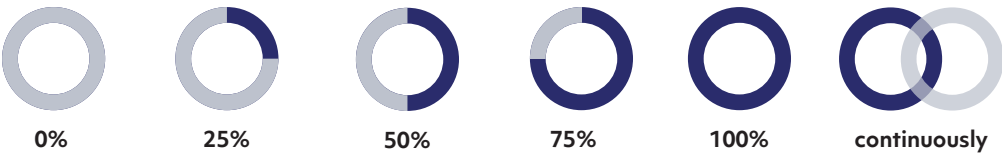
MEMBERSHIP OF THE NATIONAL CIRCULAR ECONOMY INSTITUTE

In 2023, ARMOR GROUP celebrated 10 years of membership of the Institut National de l'Economie Circulaire (INEC).

Since its founding in 2013, INEC's mission has been to promote the circular economy as a multi-stakeholder organization with over 200 members from both the public and private sectors. Among the proposals supported by ARMOR GROUP is the mandatory purchase of products from the circular economy, such as printer consumables, in public procurement. Other proposals include the creation of a «remanufacturing» label, and a policy of greater support from public authorities for the development of the circular economy and SMEs.



STATUS OF THE 2017-2023 ACTION PLAN



ADVANCED
AT THE END OF 2023

100%

CIRCULAR ECONOMY			
Product offer			
13	Analyze the deployment of the REC'PET Partner program (collection service for used TT rolls) for our customers worldwide	ARMOR-IIMAK	○
14	Develop a range of recyclable 3D filaments (OWA 3D)	KIMYA	○
15	Develop a service offer on the page	ALTKIN	○
16	Develop an OWA offer on inkjet cartridges	ALTKIN	○
17	Maintain Qualicert Services certification	ALTKIN	○
Site waste			
18	Finding suitable recycling channels for all significant waste by ensuring their traceability (including the REC'PET program)	GROUP	○
19	Deploy actions to reduce production waste (e.g.: Co-product, By Product...)	GROUP	○
Life cycle			
20	Conducting an ASCA® Product Life Cycle Assessment	FRANCE	○



ENERGY RENEWABLE

Corporate Social Responsibility

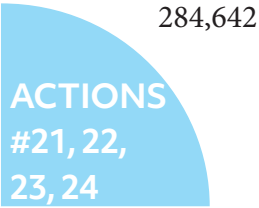
Reduce our energy consumption and contribute to the deployment of renewable energy solutions in the fight against climate change.

INNOVATING IN FAVOR OF RENEWABLE ENERGIES

In line with its ethical charter and its commitment to the environment, ARMOR GROUP has chosen to direct its investments with high research and development towards solutions to societal challenges. This strategy has enabled the Group to develop in the field of photovoltaics with the ASCA activity, which contributed to the deployment of solar energy through new applications that were previously impossible.

Thanks to their unique characteristics, **ASCA® solutions can generate energy on almost any surface**. Customized, transparent, flexible and lightweight, they can be adapted to any shape or material and integrate harmoniously and aesthetically. The high light sensitivity of ASCA® film allows energy to be generated even in in low light conditions and under artificial light. The fields of application are thus numerous architecture, electronic equipment, soft mobility equipment, automotive, etc.

At the same time, the Group has also expanded into the field of **energy storage with ARMOR BATTERY FILMS**, which designs and manufactures current collectors for batteries and supercapacitors. This high-tech business, which requires heavy investment in R&D, is nonetheless deeply rooted in the Group's historic industrial know-how: high-precision formulation and coating. Under the En` Safe® brand name, the business markets current collectors with a coating that protects against corrosion, improves adhesion and reduces internal electrical resistance, thereby enhancing safety and extending battery life.

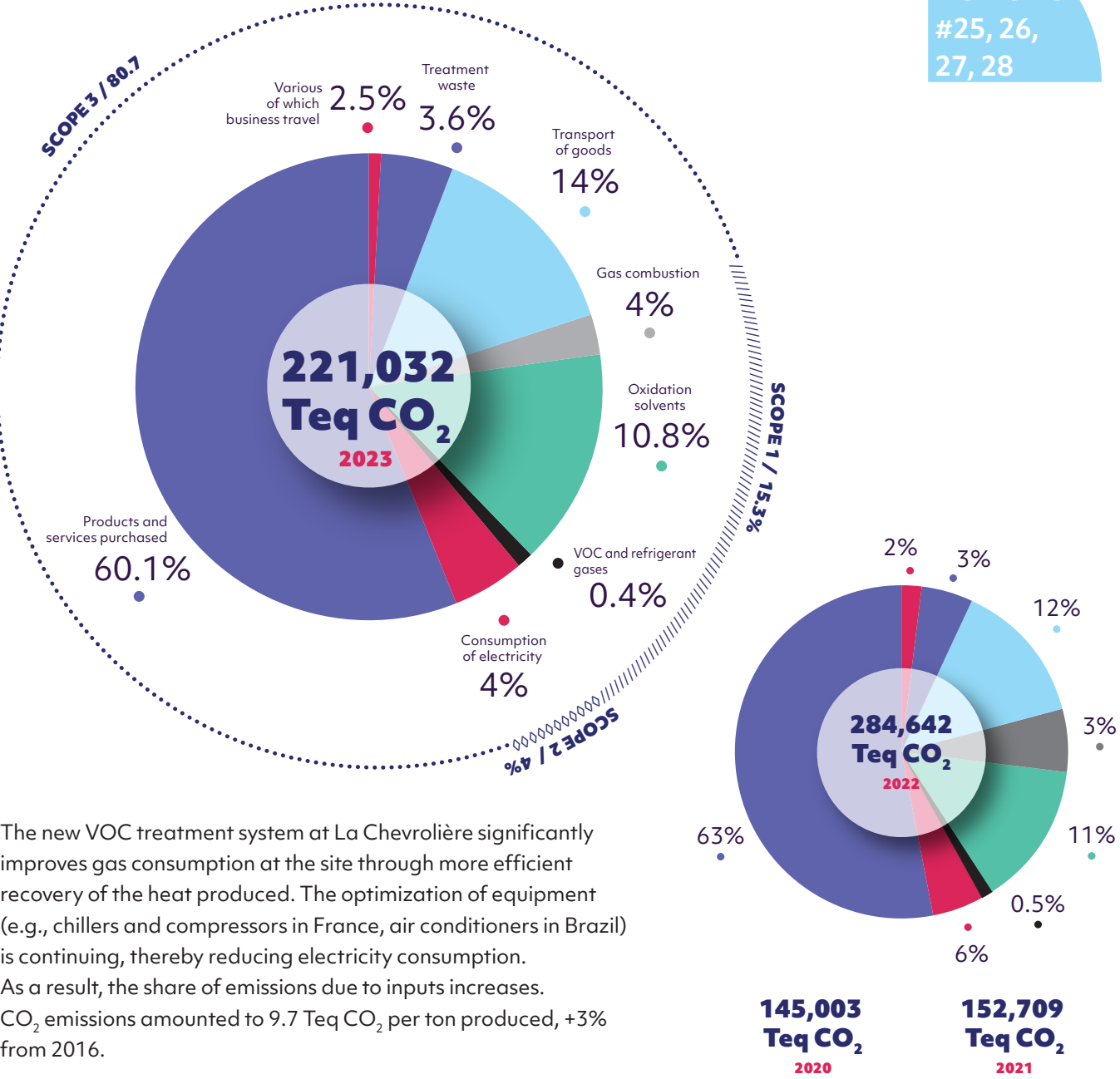


PARTICIPATE IN CLIMATE CHANGE MITIGATION

ARMOR GROUP aims to control **the impact of its activities** on the major issue of climate change. In 2008, ahead of the French legislation, the Group's French operating sites conducted analyses of the greenhouse gas (GHG) emissions associated with their activities. This assessment has been extended to Group (operational

sites) and on significant direct and indirect emissions sources, upstream and downstream of production (scopes 1, 2 and 3) as of 2016. A methodological guide details the scope and calculation methods (see Appendix 5).

ARMOR GROUP'S CARBON FOOTPRINT



The new VOC treatment system at La Chevrolière significantly improves gas consumption at the site through more efficient recovery of the heat produced. The optimization of equipment (e.g., chillers and compressors in France, air conditioners in Brazil) is continuing, thereby reducing electricity consumption. As a result, the share of emissions due to inputs increases. CO₂ emissions amounted to 9.7 Teq CO₂ per ton produced, +3% from 2016.

GOOD PRACTICE

DESIGNER OF ENERGY-SAVING PRODUCTS & ACCESSORIES

To support a global eco-design and circular economy approach to its products, time and attendance leader Bodel Time has collaborated with ARMOR GROUP for the first time, marketing a 100% self-sufficient eco-designed clock powered by ASCA® solar film in early 2023. At the same time, the business has taken the concept a step further by imagining a stand-alone keyboard, also powered by solar energy, making the most of the ability of its photovoltaic modules to capture light in indoor spaces.



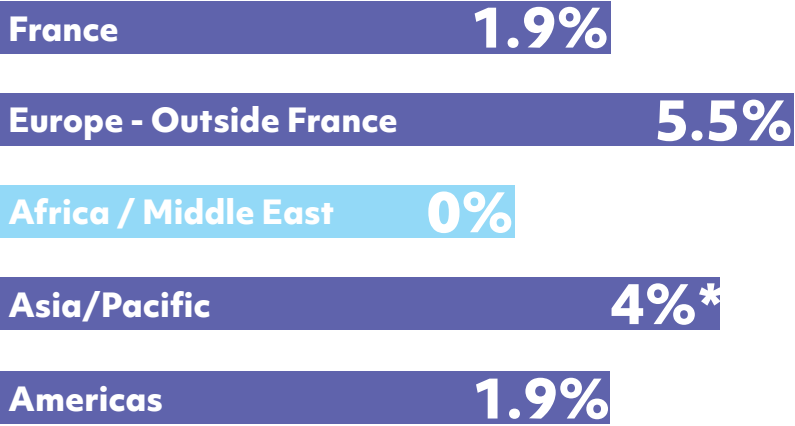
In 2002 and again in 2020, the La Chevrolière site (France) invested in two regenerative thermal oxidizers (RTO) with a VOC treatment system emissions and a cogeneration system, in addition to natural gas. A VOC emissions indicator is monitored as part of the site's

operating permit revised in 2016 and set the maximum rate at 6%. Although not statutorily subject to this target, ARMOR-IIMAK China has invested in a similar system, operational since April 2016, the benefits of which are fully visible since 2017.

ACTIONS
#34

VOLATILE ORGANIC COMPOUND (VOC) EMISSIONS

Compared to the amount of solvents used
2023



Stable results with control of emissions in France and China. Commissioned in France in 2020, the second RTO operating in synergy with the first installation has optimized the capture and treatment of VOCs.

*Estimated data

OBJECTIVE
2023 < 6%

SAVE ENERGY AND PREFER RENEWABLE ENERGIES

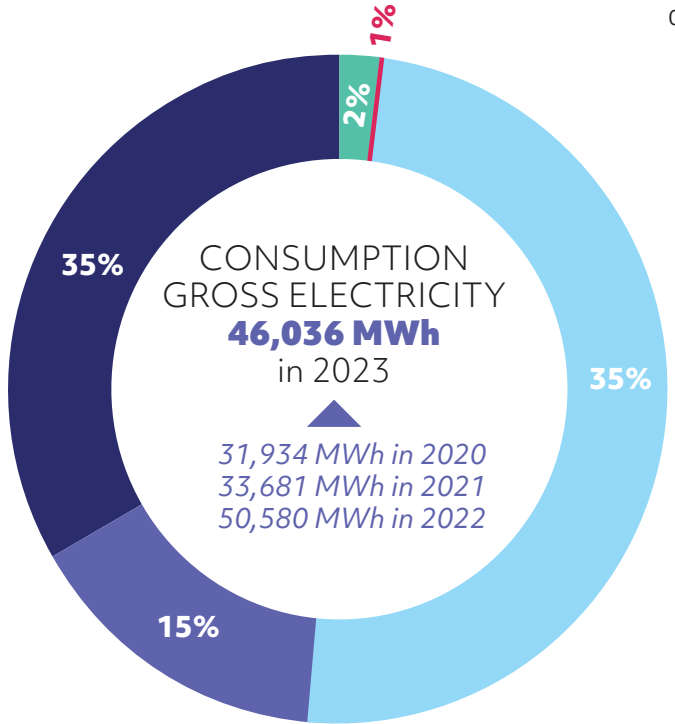
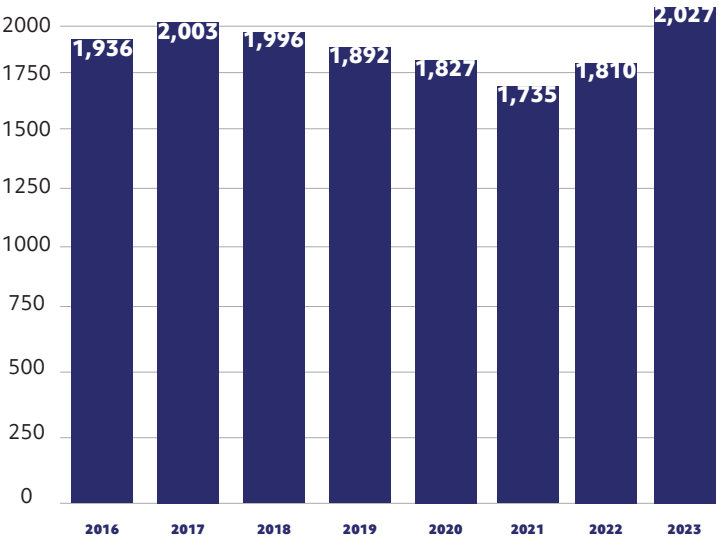
At ARMOR GROUP, our commitment to the energy transition involves reducing energy consumption:

- as part of the environmental management of sites (ISO 14001)
- as part of the energy management of the La Chevrolière site (France) (ISO 50001)
- using renewable energies as soon as possible on all sites

ACTIONS
#29, 30,
31, 32, 33, 34

EVOLUTION OF CONSUMPTION
Per ton produced

Major efforts have been made in France, notably with the installation of intelligent lighting, the optimization of energy-hungry machines, and the commissioning of the second RTO. Note the inclusion of the former IIMAK sites in the scope of 2022. The slowdown in sales in 2023 and the fixed portion of consumption explain the increase in the ratio.



- ▶ Asia/Pacific
- ▶ Americas
- ▶ Africa / Middle East
- ▶ France
- ▶ Europe - Outside France

EVOLUTION OF ELECTRICITY CONSUMPTION
Per ton produced

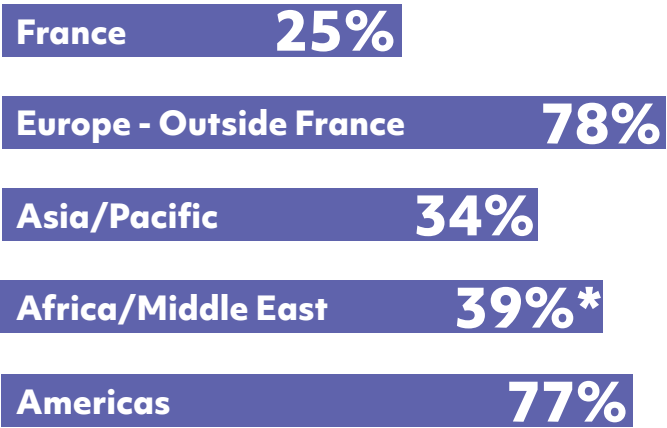
OBJECTIVE
2023 -5%

Compared to 2016 data:
1,936 kWh/t

RESULT
2023 5%

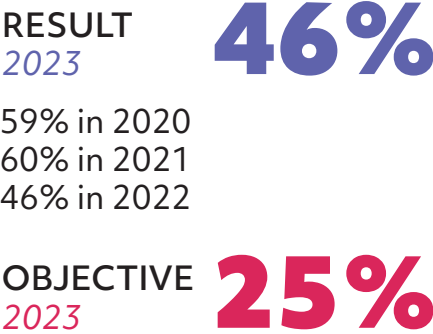
-6% in 2020
-10% in 2021
-7% in 2022

SHARE OF ELECTRICITY CONSUMED FROM RENEWABLE SOURCES



*including 0.08% self-produced

ACTIONS
#35, 36



59% in 2020
60% in 2021
46% in 2022

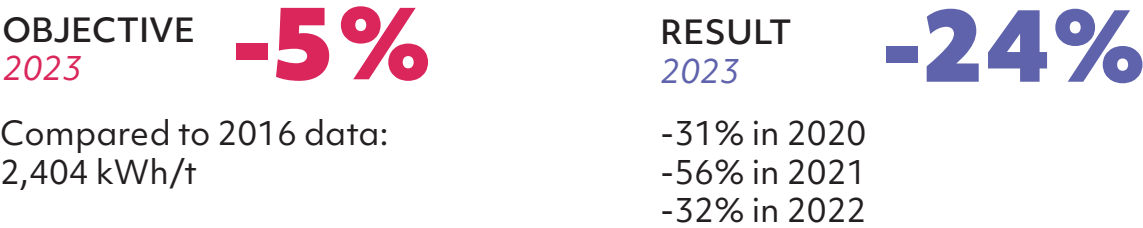
GOOD PRACTICE

A POLICY OF ENERGY SOBRIETY

On an international scale, ARMOR GROUP is pursuing a policy of energy sobriety. Several actions have been implemented at the subsidiaries' sites, such as in India, where the insulation of the building in New Delhi has been completely redone. The buildings have also been equipped with LED lights. In Turkey, measures have also been taken to reduce electricity consumption, such as the installation of a part of the roof so that it is completely glazed to let in natural light. LED lights equipped with presence detectors have also been installed. In Colombia, all of the site's electricity is generated by hydroelectric power.



EVOLUTION OF GAS CONSUMPTION
Per ton produced



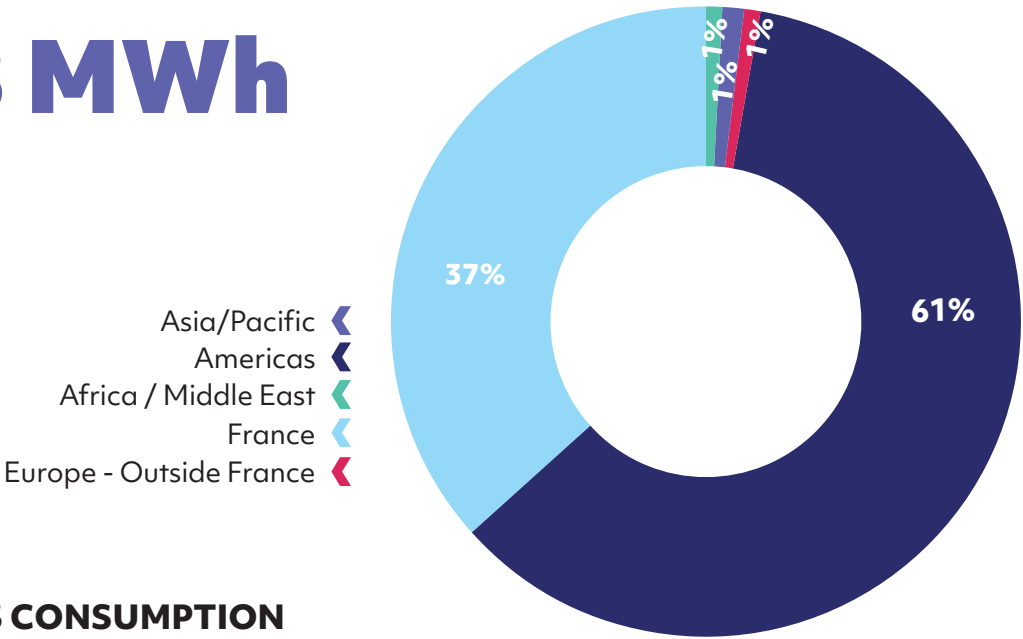
Compared to 2016 data:
2,404 kWh/t

-31% in 2020
-56% in 2021
-32% in 2022

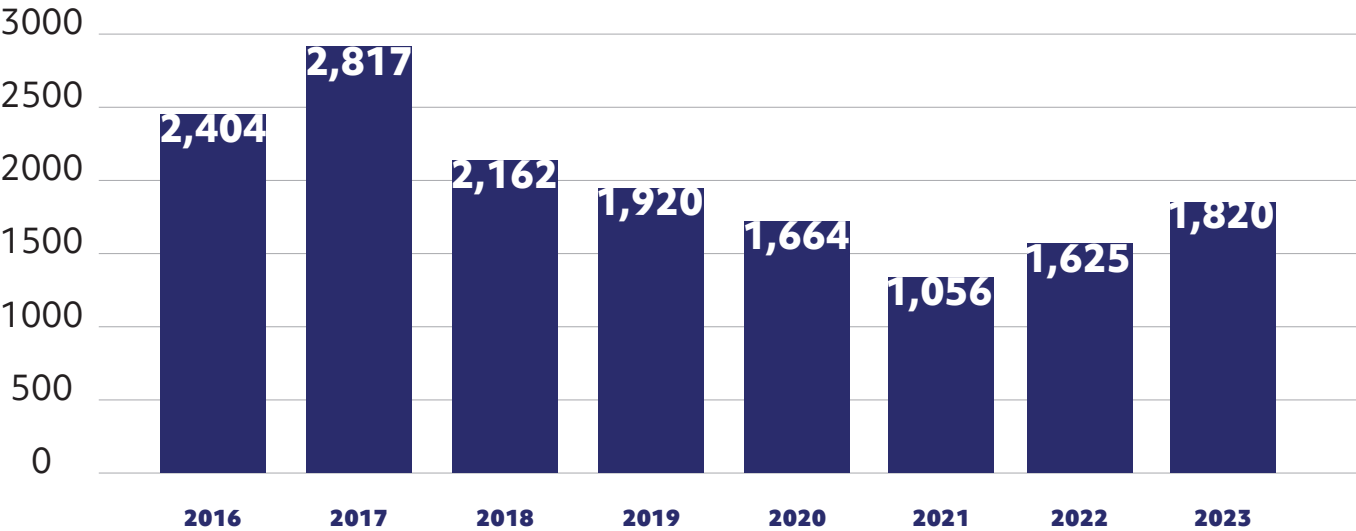
GROSS GAS CONSUMPTION AND DISTRIBUTION
BY GEOGRAPHICAL AREA

41,358 MWh
in 2023

29,083 MWh in 2020
20,490 MWh in 2021
45,412 MWh in 2022

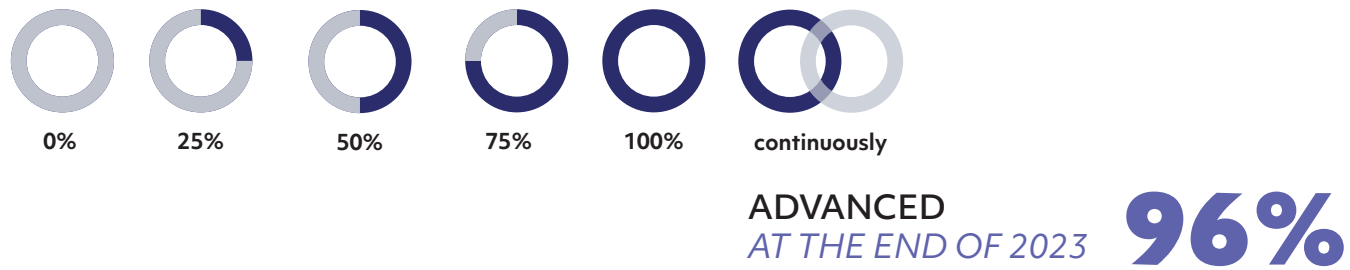


EVOLUTION OF GAS CONSUMPTION
Per ton produced



For the record, sharp rise in gross gas consumption in 2022 due to the inclusion in the scope of the former IIMAK sites in the Americas. The slowdown in sales in 2023 and the fixed portion of consumption explain the increase in the ratio.

STATUS OF THE 2017-2023 ACTION PLAN



RENEWABLE ENERGIES			
Product offer			
21	Develop the marketing of ASCA® photovoltaic films	FRANCE	<div><div></div></div>
22	Testing of ASCA® film application prototypes in ARMOR GROUP production sites	FRANCE	<div><div></div></div>
23	Develop the marketing of En'Safe® current collectors	FRANCE	<div><div></div></div>
24	Build links with fundamental research on organic batteries	FRANCE	<div><div></div></div>
Carbon impact			
25	Carry out a Group Scope 3 carbon assessment and work on reducing carbon impact	GROUP	<div><div></div></div>
26	Analyze the levers for optimizing the transport of goods	GROUP	<div><div></div></div>
27	Encourage the development of alternatives to the individual car (soft and collective transport, mobility plan, etc.)	USA, FRANCE	<div><div></div></div>
28	Facilitating the use of electric vehicles for staff (electric terminals on site)	FRANCE	<div><div></div></div>
Energy consumption			
29	Implementing energy diagnostics on production sites and developing action plans to reduce consumption	GROUP	<div><div></div></div>
30	Optimize the use of air conditioning in workshops and offices	GROUP	<div><div></div></div>
31	Systematize the purchase of low-energy equipment	GROUP	<div><div></div></div>
32	Educate all employees on energy conservation	GROUP	<div><div></div></div>
33	Deploying an energy intelligence tool (Data Science study)	FRANCE	<div><div></div></div>
34	Study the feasibility of a new energy cogeneration system	FRANCE	<div><div></div></div>
Use of renewable energy			
35	Analyze opportunities for self-consumption of renewable energy on production sites	GROUP	<div><div></div></div>
36	Increase the share of renewable energy in electricity supply contracts	GROUP	<div><div></div></div>



RESPONSIBLE TRACEABILITY

Corporate Social Responsibility

Contribute to qualitative traceability, in particular through secure identification solutions, more environmentally friendly products and services, as well as through responsible purchasing.

ACTIONS
#14, 21, 37

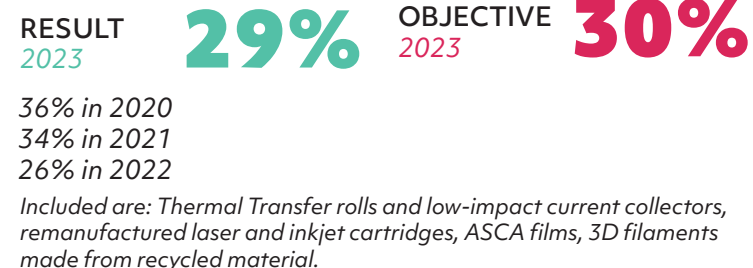
DESIGN GREENER PRODUCTS

ARMOR-IIMAK is continuing its work to reduce the environmental footprint of its products, acting both on the inked ribbons and on their process of manufacturing. The R&D department has already launched SolFree® products since 2008, a unique solvent-free coating process. Beyond our Thermal Transfer solutions,

traceability, we are working to reduce the environmental impact of products, and to bring them to the attention of customers in order to guide their choices towards responsible consumption. Our objective is therefore the penetration of reduced impact ranges in our sales.

SHARE OF SALES OF PRODUCTS WITH REDUCED ENVIRONMENTAL IMPACT

Compared to a standard product



EXERCISE RESPONSIBLE INFLUENCE TO GUIDE PRODUCT CHOICES AND USES



The Group is tending to see ecological responsibility as a criterion of choice for the customer. Thus, additional information is added to the packaging or product sheets to guide the customer during the purchasing process. For example, ARMOR Print Solutions is gradually making eco-label its range of laser cartridges (36% of the range by the end of 2023) according to recognized ecolabels such as NF Environnement, or Nordic Ecolabel.

ACTIONS
#42, 43

FIGHTING COUNTERFEITING

Being committed to traceability for responsible production also means fighting against counterfeiting. For several years now, ALTKIN has been implementing a to fight against «clones»: new but illegal ink cartridges that do not respect industrial property, employees or the environment.

To counteract this proliferation, ALTKIN has put its expertise at the service of ETIRA (a European association of manufacturers of remanufactured cartridges) to develop an anti-clone guide, which has since become a reference in this sector.

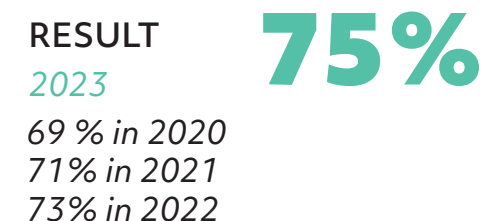
ACTIONS
#38, 39, 40, 41

IMPLEMENT A RESPONSIBLE PURCHASING POLICY

In the group's ethical charter, ARMOR GROUP is committed to respecting all its stakeholders, particularly its suppliers. This is why the purchasing policy has been based for many years **on mutually beneficial relationships with suppliers**. The signing of the Responsible Purchasing and Supplier Relations charter in 2011, subsequently extended to the label of the same name in 2015 and then to ISO 20400, are proof that ARMOR GROUP has deployed significant resources to regularly discuss CSR with its suppliers. The responsible purchasing policy, the code of business conduct, the business reviews, the organization of Team Meetings and CSR assessments are all tools used by buyers

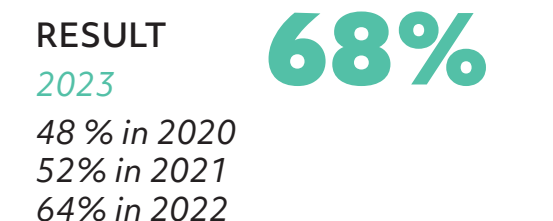
around the world. Among these means, the CSR evaluation questionnaire associated with the business review is a major lever for understanding the level of CSR maturity of suppliers and for continuous improvement on social and environmental aspects. Every four years, the questionnaire assesses the CSR maturity of suppliers according to six major themes: governance, human rights, employment conditions, the environment, products and services, and the responsibility of suppliers and subcontractors. It should be noted that this policy is based on a strong partnership with strategic suppliers in order to secure sources of supply of raw materials.

AVERAGE SCORE OF CSR MATURITY



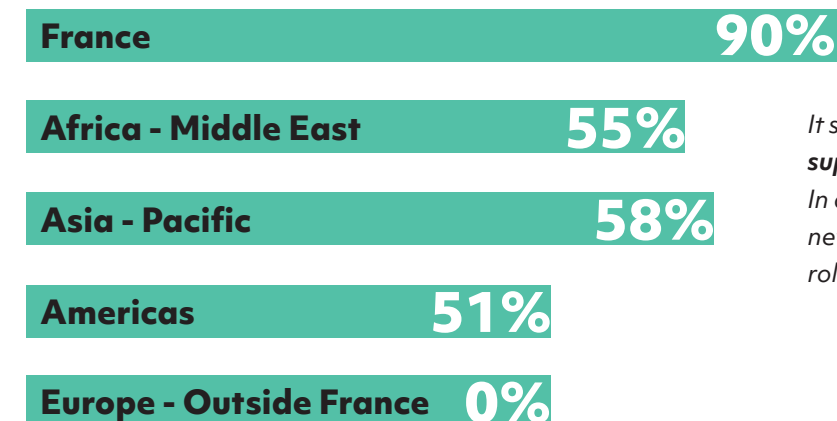
OBJECTIVE 2023 **60%**

SHARE OF STRATEGIC SUPPLIERS ASSESSED



OBJECTIVE 2023 **100%**

SHARE OF STRATEGIC SUPPLIERS ASSESSED



It should also be noted that **49% of strategic suppliers have signed the code of conduct**. In addition, the supplier evaluation process at newly integrated sites has not yet been fully rolled out.

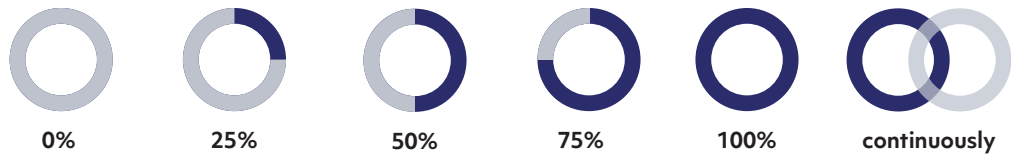


GOOD PRACTICES

AN ANNUAL TEAM MEETING FOR SUPPLIERS

As it has done every year for the past 14 years, ARMOR GROUP's Purchasing team organized its annual Supplier Team Meeting at the end of June 2023. This year's event was a great opportunity for participants to get together, exchange ideas and renew ARMOR GROUP's commitment to its Purchasing policy. Suppliers were presented with ARMOR GROUP's various activities, its CSR strategy and its vision for the future. The meeting was also an opportunity to renew the signature of the "Supplier Relations & Responsible Purchasing" Charter.

STATUS OF THE 2017-2023 ACTION PLAN



ADVANCED
AT THE END OF 2023 **93%**

RESPONSIBLE TRACEABILITY			
Product offer			
37	Designing Thermal Transfer products with reduced environmental impact	FRANCE	
Responsible purchasing			
38	Generalize CSR assessments of suppliers and support them in their action plans	GROUP	
39	Raising supplier awareness of CSR	GROUP	
40	Adapt supplier/service provider contracts to include CSR clauses and add agreements to quickly correct non-compliance	GROUP	
41	Analyze the impact of the implementation of the ISO 20400 principles (Responsible Purchasing)	GROUP	
Labeling and fight against counterfeiting			
42	Develop ecolabels and LCAs on laser cartridges	ALTKIN	
43	Participate in European working groups to fight against counterfeiting	ALTKIN	

ACTIONS #9

DEVELOPMENT OF EMPLOYEES

Corporate Social Responsibility

Promote the development of our employees and their skills, for their well-being at work, their employability and the growth of the group.

BUILDING SOCIAL DIALOGUE ON A DAILY BASIS

A **balanced social dialogue** is fundamental to discuss socio-economic dilemmas and to advance the Group's social responsibility. With this conviction, and still in line with the ethics charter, ARMOR GROUP is committed to fostering a framework conducive to this dialogue, based on the representation of personnel within bodies adapted to the local context, for

the sharing of the company's strategy and data in **a spirit of transparency, respect and mutual trust**. In France, in accordance with legislation, bodies for dialogue between management and employee representatives are set up via the Comité Social et Economique Central (CSEC). Employee representatives are also present in an advisory capacity at each Board of Directors meeting.

SHARE OF SITES WITH A HEALTH AND SAFETY COMMITTEE

RESULT
2023
99% in 2020
95% in 2021
100% in 2022

100%

OBJECTIVE
2023

100%



FOCUS ON QUALITY EMPLOYMENT

ARMOR GROUP's ambition is to contribute to employment in all its territories. The Group has the desire to favour permanent jobs and limit the use of temporary employment for a fixed period or temporary. To go further, ARMOR GROUP is committed to ensure that all its employees

worldwide receive a decent wage and to respect the fundamental conventions of the ILO and human rights (see «Governance» issue) and ethics»). In this respect, the Group will rely on reliable sources of living wages by zone in order to assess current wage ratios by 2024.

STAFF IN THE SCOPE OF THE REPORT

Full-time equivalent

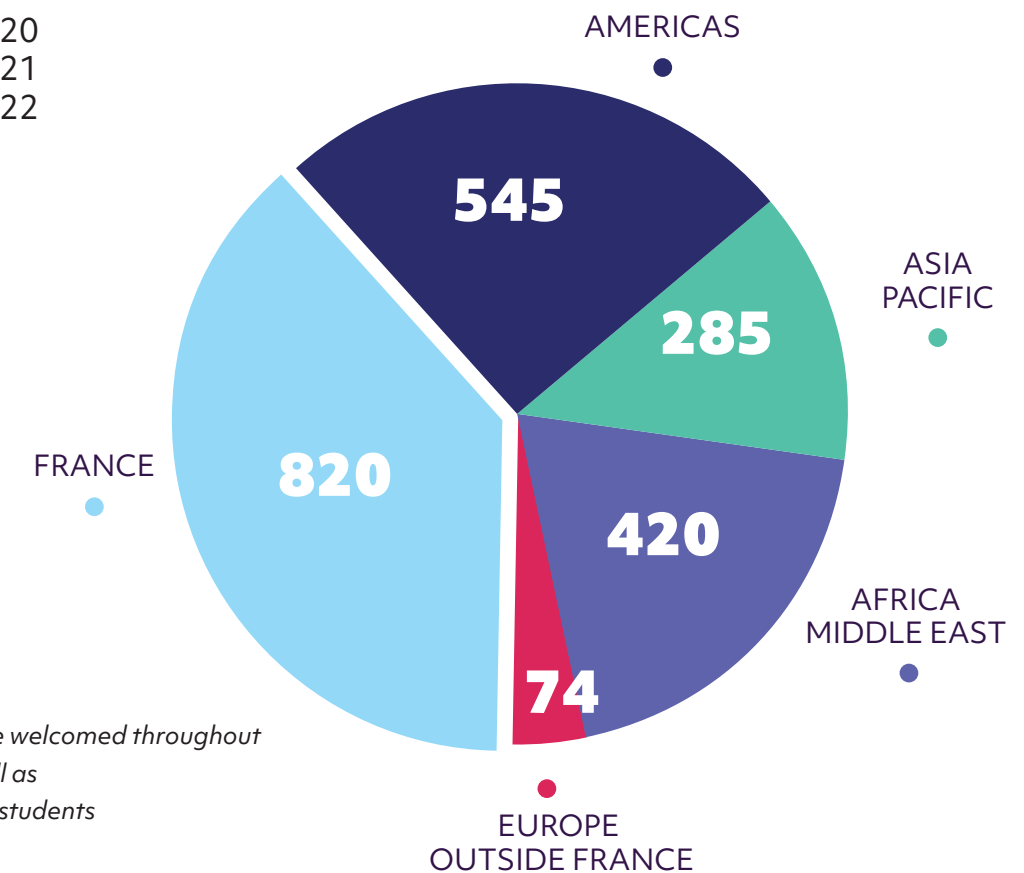
2,144

in 2023

1,734 in 2020
1,791 in 2021
2,248 in 2022

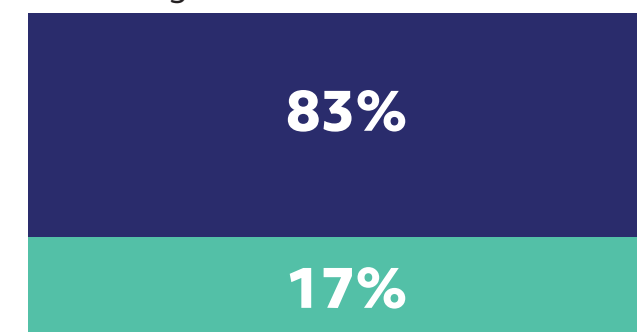
The decrease in the number of employees is mainly due to the merger of certain sites in Mexico, Brazil and the USA.

ACTIONS
#25, 26,
27, 28



20 interns were welcomed throughout the year as well as 72 work-study students

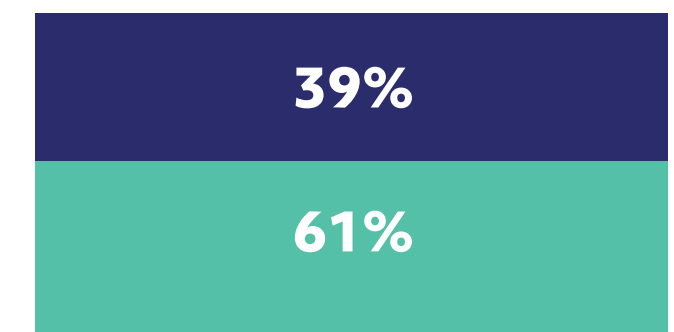
Distribution of contracts (excluding interns)



Of which 3% are work-study students

Permanent employees
Non-permanent employees (fixed-term contracts, temporary workers, work-study students)

Distribution of women/men



36% of managers are women

Women
Men

DEVELOP A SAFE WORKING ENVIRONMENT

The health and safety of individuals is a priority that is illustrated in particular by the implementation of protection and prevention measures, with the ambitious objective of to achieve zero accidents. This commitment is reflected, for example, in the provision and promotion of PPE (Personal Protective Equipment), the ergonomic adaptation of workstations, protection against noise

pollution, chemical risks and exposure to the elements to heat and weather. This is also why ARMOR GROUP is committed to maintaining ISO 45001 (Occupational Health and Safety) certification on all its production sites (see the certification map).

NUMBER OF WORK-RELATED ACCIDENTS WITH LOST TIME

RESULT
2023

of which 0 fatal

26

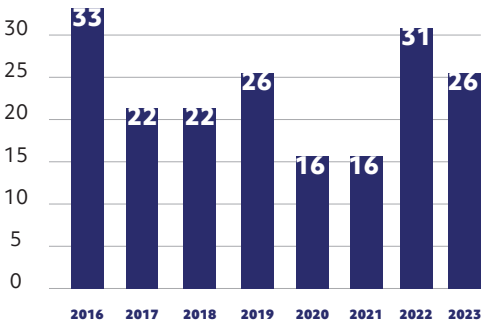
OBJECTIVE
2023

0

ACTIONS
#48, 49

	Americas	Asia Pacific	Africa Middle East	France	Europe outside France
Lost-time accidents	8	2	7	9	0
Days off	81	46	100	188	0
Severity rate	0.07	0.07	0.10	0.15	0
Frequency rate	7.40	3.10	7.01	7.29	0

EVOLUTION OF
NUMBER OF LOST-TIME
ACCIDENTS AT WORK



ARMOR GROUP carries out regular awareness and prevention actions. The Group strives to involve all its employees, at all levels, in the prevention and proper management of work-related risks. In France, this involves individual safety coaching, the Safety Hours program and the organization of safety

progress groups. In India and in China, there is a daily outreach communication to enhance safety of machines and the systematic wearing of PPE. In Singapore, the safety committee conducts monthly audits to monitor and improve signage, working conditions and the alert process.

ACTIONS
#44, 46

SHARE OF STAFF RECEIVING FOLLOW-UP
CONFIDENTIAL MEDICAL



ACTIONS
#3, 45, 47

RESULT
2023

92%

OBJECTIVE
2023

100%

99% in 2020
100% in 2021
92% in 2022

Only 2 sites are not yet organized to offer confidential medical visits for all (the Canada site and the Amherst site in the USA).

GOOD PRACTICE

ENCOURAGING EMPLOYEES TO TRY OUT CYCLING

In 2023, ARMOR GROUP launched a campaign to promote soft mobility by making electrically-assisted bicycles available at all its French sites. To mark the occasion, «discovery days» were organized, enabling interested parties to test the equipment and discuss the possibilities offered by alternative transport. At the same time, a bicycle challenge was organized to encourage those who could to cover as many kilometers as possible by bike, with rewards at stake! In one month, over 1,500 bike journeys and 14,000 km were covered by participants.



GOOD PRACTICE

INDIA AND MEXICO SHINE IN SAFETY

In 2023, ARMOR-IIMAK's teams in Mexico reached the milestone of 2000 accident-free days at their Queretaro site, shortly after renewing their triple QSE certification. At the same time, teams at the ARMOR-IIMAK site in India took part in the national Safety Day to raise awareness of safety measures and prevent risks on site. In 2023, Indian employees celebrated two new records: 2,500 accident-free days for the Bangalore plant and over 1,000 days for the Dehli plant.



TO PROMOTE FULFILLMENT AND WELL-BEING IN THE WORKPLACE

Global competition imposes demanding work schedules that sometimes spill over into personal time. In this context, ARMOR GROUP encourages initiatives that allow employees **to better balance work and personal life**. However, these notions are difficult to grasp on a global scale. Site management is responsible for respecting the legislation in force locally, to be attentive to the problems of employees and to encourage initiatives that tend to develop social ties inside and outside the company.

ACTIONS
#53, 55,
56, 57

IDENTIFY AND DEVELOP INTERNAL SKILLS

Skills management within ARMOR GROUP is based on current and future needs inherent to the Group's strategy, the responsibility to develop the employability of individuals, respect for equal treatment and professional development. Training needs are collected during individual interviews.

GOOD PRACTICE

ARMOR GROUP UNIVERSITY CERTIFIED QUALIOPI

In 2023, ARMOR GROUP University, located on the La Chevrolière industrial site, renewed its Qualiopi certification (national standard for training organizations in France). This certification attests to the quality of service providers and training processes. Certified since 2022, ARMOR GROUP's in-house university continues to offer a range of training courses accessible to member companies of the chemical branch, but also to broaden the search for new talent in professional retraining for production jobs.

PERCENTAGE OF EMPLOYEES WHO BENEFITED FROM AN INDIVIDUAL INTERVIEW

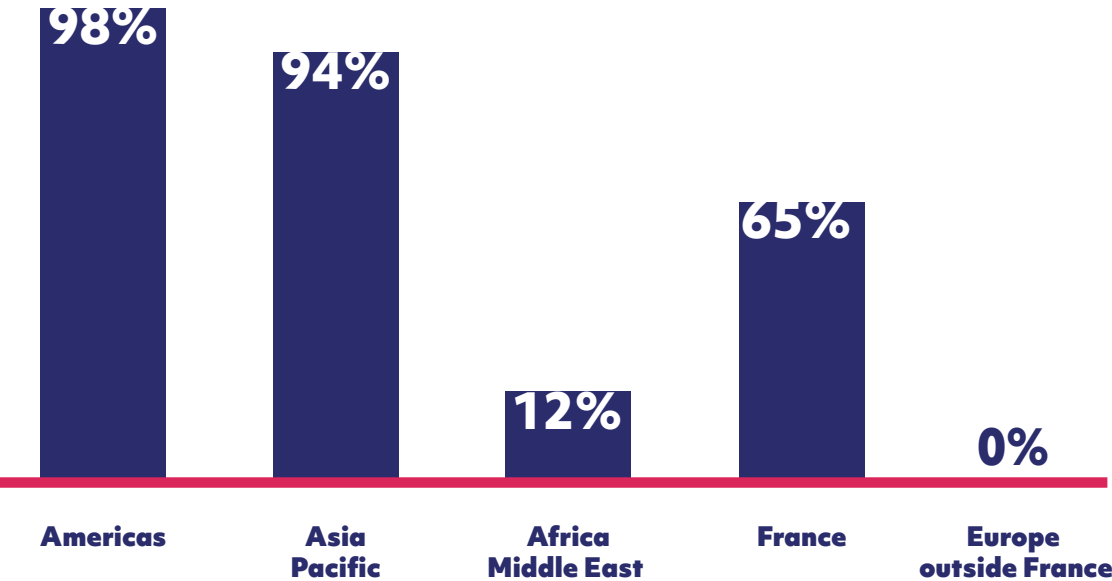
RESULT
2023

61% in 2020
65% in 2021
49% in 2022

67%

OBJECTIVE
2023

100%



The low rate for the Europe zone is explained by the fact that interviews were not carried out in Poland and the low rate in the Africa / Middle East region by the result in Morocco, where only managers are concerned.

ACTIONS
#51

ARMOR GROUP University was founded in France in 2011, with the aim of offering employees a validation of their professional experience while strengthening their skills. The training courses leading to a diploma are provided by internal business experts and then validated by an external jury (AFPA and DREETS). These courses are thus recognized by the State. The innovative nature of the approach and the participatory dimension make ARMOR GROUP University

a strong project from a societal point of view. Since its creation, the results are very positive with **98% success rate, 266 people certified since the creation of the university**. Accompanying employees in their training, supporting their development and involving them in the company project is for ARMOR GROUP a priority.

PERCENTAGE OF STAFF INVOLVED IN TRAINING AND AVERAGE NUMBER OF HOURS PER PERSON TRAINED
2023

	Americas	Asie Pacifique	Africa Middle East	France	Europe - Outside France
Share of employees	65%	91%	26%	75%	32%
Average hours	18	4	21	16	12

RESULT
2023

18h

9h in 2020
9h in 2022
18h in 2022

OBJECTIVE
2023

16h

Training per person trained
per year

ACTIONS
#50, 52

Sharing experience and exchanging skills between ARMOR GROUP entities is a common practice. This can take the form of joint training or immersive visits. This principle is applicable both to support activities and to

production. Thus, employees of the subsidiaries can come to France for training. This exchange allows them to deepen their technical knowledge and to discover new sales and marketing tools at their disposal.

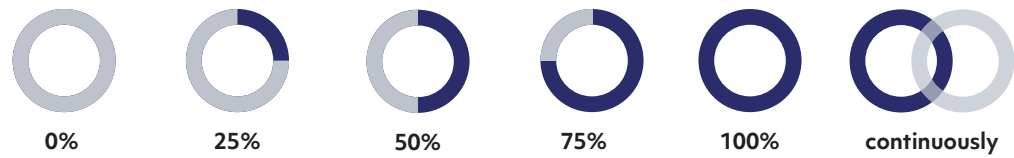
PRACTICE

GOO

THE FIGHT AGAINST CANCER: PREVENTION IN THE WORKPLACE

In 2023, several awareness-raising campaigns were organized by our French sites. Employees at the Chantenay site welcomed two members of the Ligue contre le cancer association to their workplaces. This preventive and awareness-raising visit to the workplace was a great success with participants. In the same year, shortly before the summer, the Occupational Health team at the La Chevrolière industrial site organized workshops to raise awareness of the risks of prolonged exposure to the sun, with a view to preventing skin cancer in particular.

STATUS OF THE 2017-2023 ACTION PLAN



ADVANCED
AT THE END OF 2023 90%

EMPLOYEE DEVELOPMENT			
Health and safety			
44	Extend SAFECOM training to the entire Group in order to achieve the goal of zero accidents	GROUP	<input type="radio"/>
45	Organize hearing tests for employees working in the workshops	INDIA	<input type="radio"/>
46	Organize a common security week for the American continent's subsidiaries	MEXICO, USA, BRAZIL, CANADA, COLOMBIA	<input type="radio"/>
47	Offer vaccination to all employees during medical check-ups	BRAZIL, MEXICO	<input type="radio"/>
Working conditions			
48	Organize the relocation of sites to improve working environments	INDIA, SOUTH AFRICA, CHINA, COLOMBIA	<input type="radio"/>
49	Improving working conditions in offices	FRANCE	<input type="radio"/>
Skills			
50	Develop training programs to increase staff skills	GROUP	<input type="radio"/>
51	Deploy individual interviews to all staff	MOROCCO	<input type="radio"/>
52	Set up a group to exchange best practices on digital communication tools	FRANCE	<input type="radio"/>
Employee well-being and satisfaction			
53	Measure employee satisfaction (social barometer)	GROUP	<input type="radio"/>
54	Analyze the different practices in the countries where the company is located regarding social benefits (social protection, retirement benefits, etc.) in addition to national provisions and decide on action plans	GROUP	<input type="radio"/>
55	Extend BECOM training to the entire Group	GROUP	Abandoned
56	Continue to develop relaxation areas well-being / convivial (nap room, showers, games...)	GROUP	<input type="radio"/>
57	Implementing agreements related to QWL	FRANCE	<input type="radio"/>

TERRITORIAL SOLIDARITY

Corporate Social Responsibility

Develop a social link around our locations around the world, by being in solidarity with the societal challenges of the territory.

FIGHT AGAINST DISCRIMINATION AND PROMOTE DIVERSITY

Humanism, one of the values promoted by ARMOR GROUP, has raised the issue of the fight against discrimination. In all of its locations, the Group is attentive to the problems of employment and inequality with regard to vulnerable groups. In 2011, ARMOR GROUP France signed the Diversity Charter, which encourages companies to guarantee the promotion and respect for diversity in their workforce. In addition, the Ethics Charter, signed by all Group employees, also reaffirms ARMOR GROUP's ambitions in terms of non-discrimination and respect for people. Until 2014, ARMOR-IIMAK Asia (Singapore) was involved in the **Yellow Ribbon** program to reintegration of ex-offenders. The branch even won the Yellow Ribbon Award in 2013.

PROMOTE EMPLOYMENT OF PEOPLE WITH DISABILITIES

Because people with disabilities are on average twice as likely to be unemployed, promoting their access to employment is both an economic and a social issue. By relying on structures ARMOR GROUP has taken initiatives in this area: **maintaining employment, direct employment of disabled people, development of subcontracting to sheltered workshops or adapted companies, awareness-raising among staff and partners and other actions to promote the integration of disabled staff.** ARMOR GROUP France has strengthened its resources by appointing two diversity referents to federate the actions of the 50 sites and develop synergies.

Since 2014 Armor IIMAK Africa is **certified B-BBEEE level 3** (see good practices)

Today, the Group intends to act, in compliance with regulations, in favor of **diversity** and the prevention of all forms of **discrimination**, to promote **social diversity** within its workforce. Its action is organized along **three lines** :

- **Equal opportunities:** recruitment, integration, access to training, promotion, compensation.
- **Employability:** acquisition of skills to keep up with changes, and/or support to optimize the chances of remaining in the job people in difficulty.
- **Access to employment for sensitive groups:** young people, women, people with disabilities, seniors, people from sensitive urban areas, etc., in line with the local problems of the areas in which they are located.

HANDICAP: NUMBER OF DIRECT JOBS

RESULT
2023

63 in 2020
60 in 2021
67 in 2022

65

ACTIONS
#63, 64

GOOD PRACTICES

MANUFACTURING FACTORY: KIMYA SHARES ITS EXPERIENCE WITH PROJECT LEADERS

The Manufacturing Factory is a 6-month program designed by the ATLANTPOLE business network to help innovative projects (products or services) in the fields of the industry of the future. As a partner company and member of the jury, KIMYA welcomed the 7 winners and members of the network to its Les Sorinières site at the end of March 2023. Throughout the day, ARMOR GROUP's 3D printing subsidiary shared its experience with its guests, offering both a tour of its premises and workshops based on experience sharing.

ARMOR GROUP TAKES THE FLOOR AT THE 20TH ANNIVERSARY OF THE UN GLOBAL COMPACT

The General Assembly of the Global Compact - France Network - was held on June 22, 2023, at UNESCO headquarters in Paris. To mark the Network's 20th anniversary, the organization had planned a round-table discussion, in which Hubert de Boisredon, Chairman and CEO of ARMOR GROUP and member of the Board of Directors of the United Nations Global Compact France, took part. At the heart of the event were two major questions: What is the place of business in a world in crisis? And what path (growth or degrowth) can we take to ensure that no one is left behind?



PERCENTAGE OF EMPLOYEES WITH A DISABILITY

Armor SAS scope (France)

RESULT

2023

5.4%

5.7% in 2020

5.8% in 2021

5.4% in 2022

OBJECTIVE

2023

6%

ALTKIN scope (France)

RESULT

2023

9.2%

10% in 2022

PROMOTING CSR TO STAKEHOLDERS

For ARMOR GROUP, exercising a **responsible influence** also means participating in the dissemination of CSR in the territories by sharing practices in a logic of pooling and developing synergies.

Through the **CSR assessments** carried out with its suppliers, ARMOR GROUP raises awareness of sustainable development issues. Time dedicated to CSR is also organized for the personnel.

Lastly, the Group is committed to carrying out **solidarity actions and promoting CSR**. Solidarity actions are projects with a positive impact on the territories and stakeholders. Employees are regularly invited to participate in these actions. As for CSR promotion events, ARMOR GROUP disseminates its know-how in terms of **responsible industry**, during site open houses for example.

ACTIONS
 #8, 59,
 60, 61
ACTIONS OF SOLIDARITY AND PROMOTION OF CSR**RESULT**

2023

88**OBJECTIVE**

2023

80

74 in 2020

87 in 2021

92 in 2022

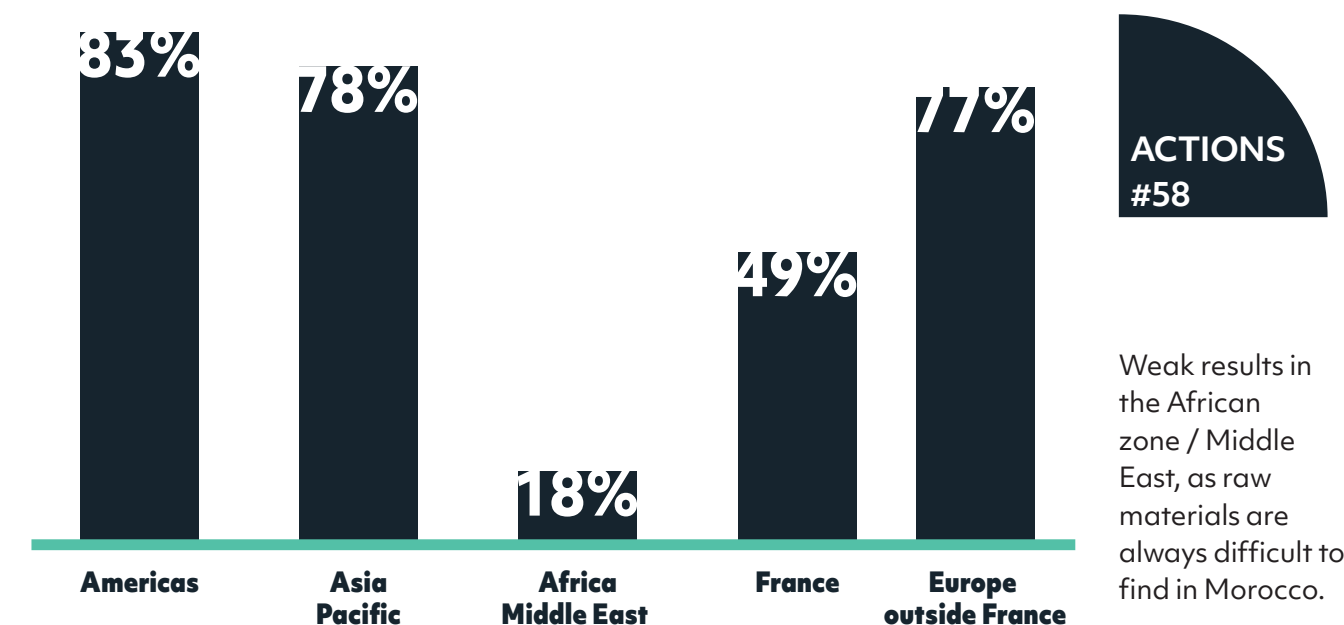
GOOD PRACTICE**B-BBEE CERTIFICATION AT ARMOR-IIMAK AFRICA**

South Africa has been progressing for years on the B-BBEE (Broad-Based Black Economic Empowerment) certificate with a level 3 achieved, the maximum level for a site of this size. This recognition highlights the involvement of The company is committed to a multi-pronged approach, including the use of local B-BBEE-certified service providers, the strengthening of color management, and investment in training and apprenticeships. B-BBEE is a South African law that aims to accelerate the participation in the economy of historically disadvantaged populations, particularly blacks, women, youth, the disabled and rural communities.

WORK WITH LOCAL PARTNERS

In order to reduce our environmental footprint and participate in the regional dynamic, ARMOR GROUP production sites are encouraged to select local suppliers

for non-Group purchases in order to contribute to local economic development, while limiting the transport of goods.

**SHARE OF LOCAL PURCHASES**

Purchases made in the country excluding intra Group purchases

RESULT

2023

55%**OBJECTIVE**

2023

70%

49% in 2020

49% in 2021

48% in 2022

ACTIONS
 #65
TO CONDUCT A COHERENT SPONSORSHIP POLICY

ARMOR GROUP's commitment to sustainable development has encouraged sponsorship that is consistent with the Group's identity and values, in line with the actions undertaken. While the first actions were mainly initiated in the historic region of

Nantes, the subsidiaries also participate in projects whose common objective is to cultivate the social commitment of employees and encourage civic initiatives.

GOOD PRACTICE**ARMOR GROUP PATRON OF AN ENTREPRENEURIAL COMPETITION**

For the past 13 years, the «Créadie» entrepreneurial competition has been honoring local players whose projects would not have been possible without a microcredit. It demonstrates by example that, even with small amounts of funding, their initiatives are capable of realizing major ambitions that have an impact on development, social cohesion and ecological preservation in their town or region. Thanks to the sponsors, of which ARMOR GROUP is one, 4 entrepreneurs have been recognized in various categories, including the «Vitality of Territories» prize, awarded by ARMOR GROUP.

ACT IN FAVOR OF BIODIVERSITY

The Group's main French production site is located near an area protected for its biodiversity (Lac de Grand Lieu classified Natura 2000).

Today, ARMOR GROUP wishes to share its thoughts and extend certain actions such as those aimed at

to preserve biodiversity in all areas of industrial activity in the areas where it is located. The ARMOR GROUP industrial sites each carry out actions to control their environmental footprint, thus promoting the return of the environment to the of biodiversity.

EXAMPLES OF CSR PROMOTION AND SOLIDARITY ACTIONS CARRIED OUT

USA

- Cleaning of a river, collections for recycling of telephone, batteries, shoes...
- Food products were collected to help families in need
- Donations provided financial assistance to families affected by tornadoes

MEXICO

- Donation of food products and toys for children in need
- Donation of kibble for an animal shelter

COLUMBIA

- Provision of tables recycled PET picnic tables in the «duty free» zone

BRAZIL

- Purchase of different types of food to donate to a children's shelter
- Donation of hygiene products for a women's institute

The biodiversity approach in France is based on 6 objectives of the French national strategy:

- Encourage the desire to act for biodiversity
- Preserving life and its ability to evolve
- Investing in a common good: ecological capital
- Ensuring sustainable and equitable use of biodiversity
- Ensure policy coherence and effectiveness of actions
- Develop, share and enhance knowledge

 Actions to promote CSR

 Solidarity initiatives

 e-cleanUp Challenge: raising awareness of digital pollution

FRANCE

- Testimony on the GITE project of the lePAD of la Chevrolière (biodiversity)
- White paper and webinar on sustainable procurement
- Setting up of solidarity boxes during the Christmas period
- Reception of college students for their 3-year internship
- Organization of a disability week
- Open house for students, the neighborhood, the community of communes...
- Testimonials on the group's CSR approach and the industrial world

 Bike to work challenge

 Visits to industrial sites

TURKEY



MOROCCO

- Financing of the annual subscription of internet connection in favour of the house of the student so that residents can benefit from distance learning support

- Sponsorship of the first division handball team of Bir Jdid

CHINA

- CSR learning session during the annual outing dinner

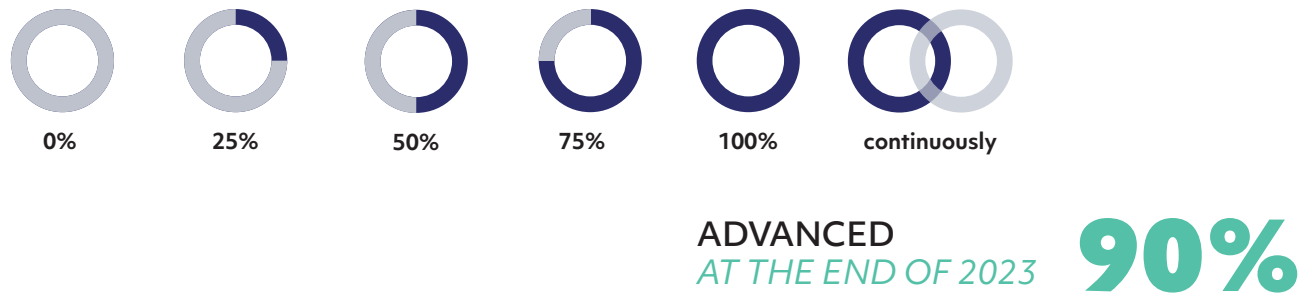
SINGAPORE

- ARMOR-IIMAK Asia mentored four students in the Young SDG Leaders competition organized in Singapore

INDIA

- Celebrate Environment Day each year to raise awareness of nature conservation among employees for future generations
- Sponsorship of a solid waste in the industrial zone of Bidadi

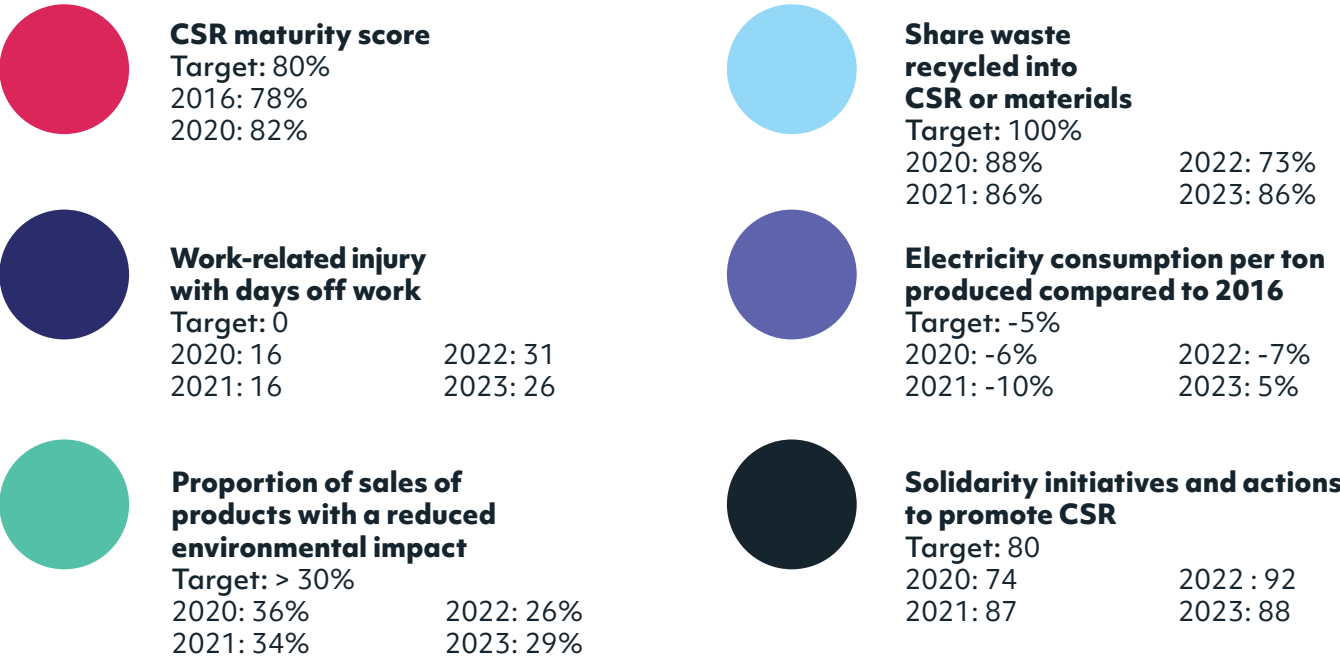
STATUS OF THE 2017-2023 ACTION PLAN



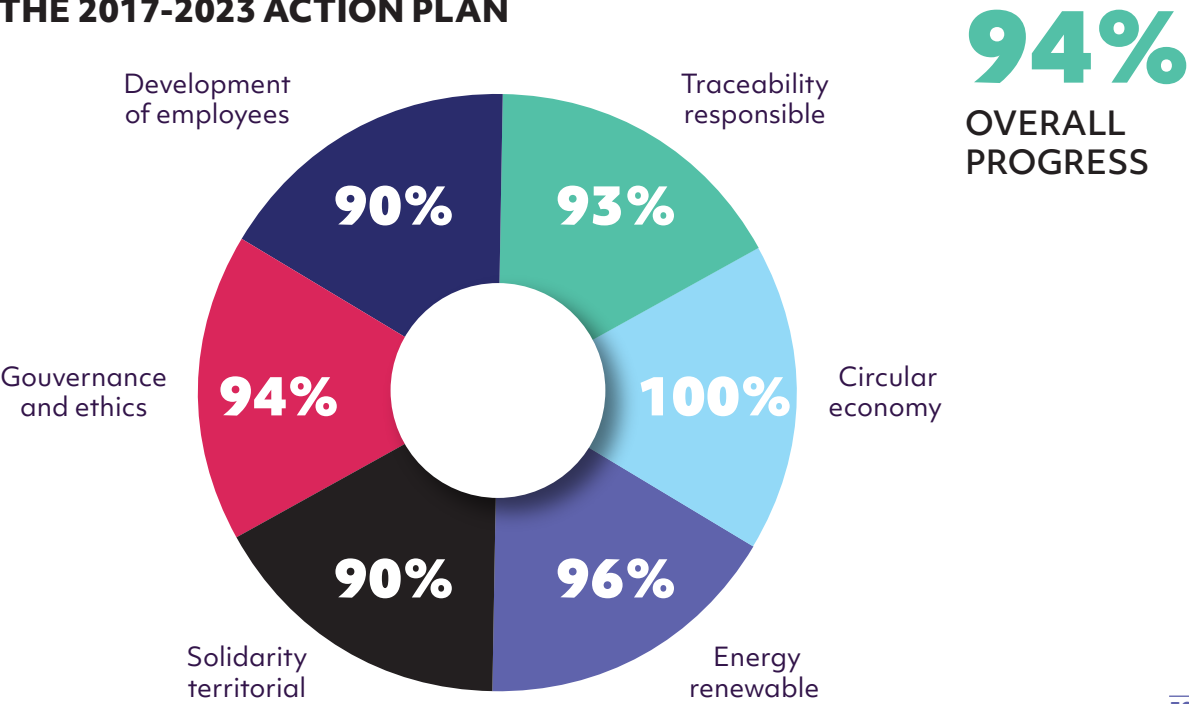
TERRITORIAL SOLIDARITY			
Local involvement			
58	Implement actions to increase or maintain the share of local purchases	GROUP	
59	Deploying external actions to promote CSR	GROUP	
60	Participate in an association of local companies to share experience, mutualize actions...	GROUP	
61	Participate in the CSR label launched by the local business association	MOROCCO, MEXICO	
Contribution to local issues			
62	Organize solidarity actions	GROUP	
63	Develop the employment of staff with disabilities	CHINA, MOROCCO	
64	Carry out an evaluation of the positions that can be adapted to people with disabilities with the medical service	MEXICO	
65	Carry out actions in favor of biodiversity in «sensitive» areas	FRANCE, BRAZIL	

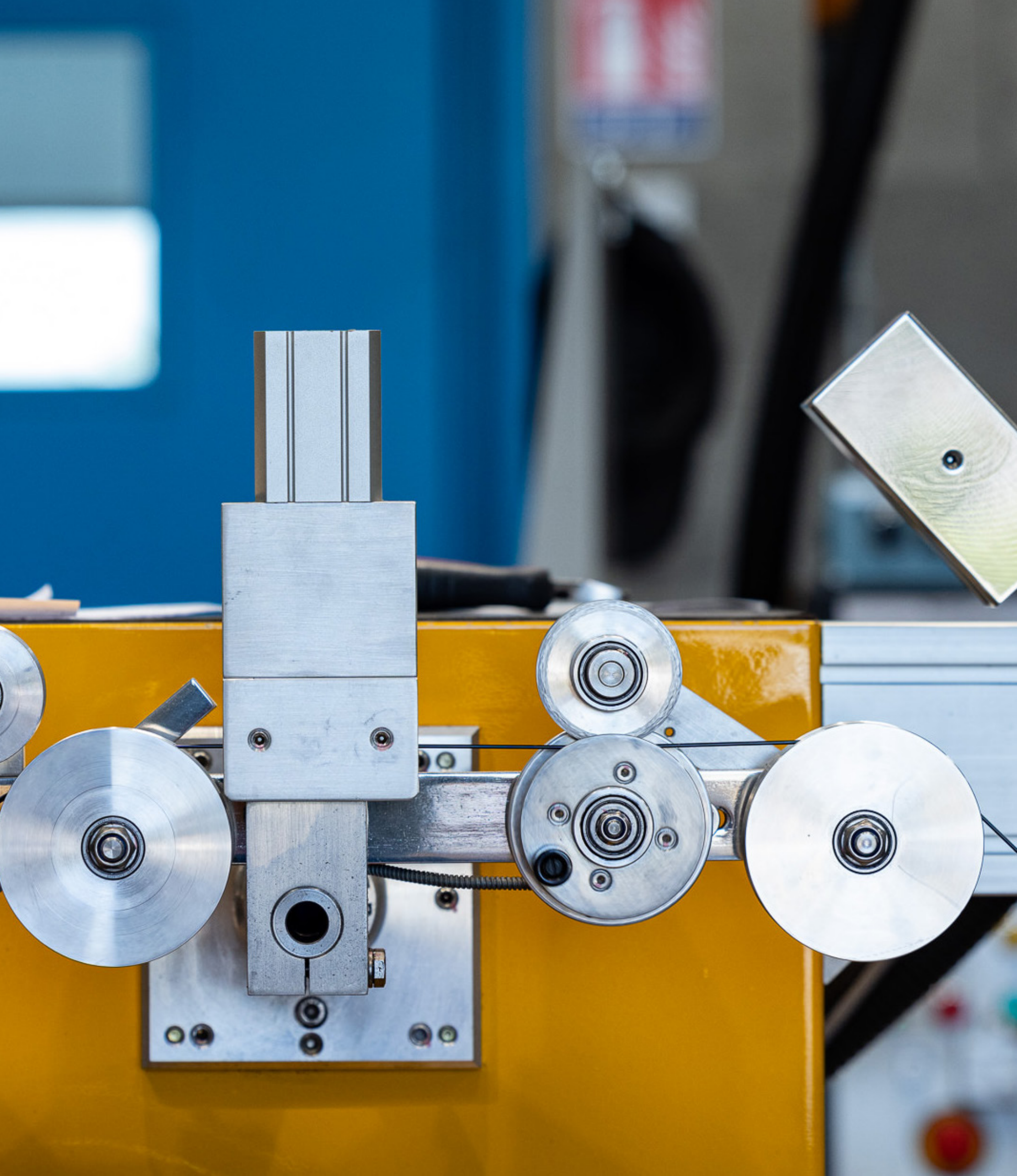
SUMMARY OF CSR PERFORMANCE FROM 2020 TO 2023

RESULTS OF KEY INDICATORS



STATUS OF THE 2017-2023 ACTION PLAN





APPENDICES

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SUMMARY OF COMMITMENTS AND

CONCORDANCE TABLE

Among ARMOR GROUP's commitments, the Sustainable Development Goals (SDGs), and the principles of the Global Compact.

COMMITMENTS	KEY INDICATORS	OBJECTIVES in 2023	ODD	PRINCIPLES OF THE GLOBAL COMPACT
GOVERNANCE AND ETHICS				
<ul style="list-style-type: none"> Anchoring sustainable development at the heart of governance Deploying reliable and structuring management systems Listening to stakeholders From materiality to CSR action plan The CSR maturity score: a tool for continuous improvement Human rights and business ethics 	<ul style="list-style-type: none"> Percentage of QSE certified sites (ISO 9001, ISO 14001, ISO 45001) CSR maturity score 	100% 80%	16, 17	<ul style="list-style-type: none"> To promote and respect the protection of international human rights law To contribute to the elimination of all forms of forced and compulsory labor To contribute to the effective abolition of child labor Contribute to the elimination of discrimination in employment Act against corruption in all its forms, including extortion and bribery
CIRCULAR ECONOMY				
<ul style="list-style-type: none"> Limit the impact on sensitive resources Reducing and recovering waste 	<ul style="list-style-type: none"> Share of reuse and recycling of laser cartridges from OWA collection Share of landfilled waste Share of waste recovered Amount of waste generated per ton produced compared to 2016 	100% 0% 100% -5%	9, 12	<ul style="list-style-type: none"> Apply the precautionary approach to environmental issues Take initiatives to promote greater environmental responsibility
RENEWABLE ENERGIES				
<ul style="list-style-type: none"> Innovating in favor of renewable energies Help mitigate climate change Save energy and prefer renewable energies 	<ul style="list-style-type: none"> Carbon footprint VOC emissions Electricity consumption per tonne produced compared à 2016 Share of electricity consumed from renewable sources Gas consumption per tonne produced vs. 2016 	<6% -5% 25% -5%	7, 13	<ul style="list-style-type: none"> Apply the precautionary approach to environmental issues Promoting greater environmental responsibility Promote the development and diffusion of environmentally friendly technologies
RESPONSIBLE TRACEABILITY				
<ul style="list-style-type: none"> Designing greener products Be a responsible influence in guiding product choices and uses Implementing a concrete and shared responsible purchasing policy 	<ul style="list-style-type: none"> Share of sales of products with reduced environmental impact Share of strategic suppliers evaluated Average CSR maturity scores of strategic suppliers evaluated 	30% 100% 60%	12	<ul style="list-style-type: none"> Make sure you are not complicit in human rights violations Apply the precautionary approach to environmental issues Take initiatives to promote greater environmental responsibility
EMPLOYEE DEVELOPMENT				
<ul style="list-style-type: none"> Building social dialogue on a daily basis Focusing on quality employment Develop a safe working environment Promote fulfillment and well-being at work Identify and develop internal skills 	<ul style="list-style-type: none"> Percentage of sites with a Health and Safety Committee Number of lost-time accidents Percentage of staff receiving confidential medical follow-up Percentage of employees who have had a personal interview Average number of hours of training per person trained 	100% 0 100% 100% 16h	3, 4, 8	<ul style="list-style-type: none"> To promote and respect the protection of international human rights law Respect freedom of association and recognize the right to collective bargaining To contribute to the elimination of all forms of forced and compulsory labor To contribute to the effective abolition of child labor To contribute to the elimination of all discrimination in employment
TERRITORIAL SOLIDARITY				
<ul style="list-style-type: none"> Fighting against discrimination and promoting diversity Promoting the employment of people with disabilities Promote CSR to stakeholders Working with local partners Acting in favour of biodiversity Conducting a sponsorship policy consistent with the Group's identity and values 	<ul style="list-style-type: none"> Number of solidarity and CSR promotion actions per year Percentage of employees with a disability in France Share of local purchases 	80 6% 70%	10, 11, 15, 17	<ul style="list-style-type: none"> Take initiatives to promote greater environmental responsibility To contribute to the elimination of all discrimination in employment

ACTION PLAN 2017 - 2023

GOVERNANCE & ETHICS

ETHICS AND HUMAN RIGHTS:

1. Include the ethics charter in induction documents and communicate it to all employees • GROUP
2. Setting up an anti-corruption system and deploying it in the subsidiaries • GROUP
3. Make the details of the medical follow-up confidential • CHINA
4. Formalize employee employment contracts • MOROCCO
5. Conducting social audits on sites located in countries at risk for human rights in the workplace (according to the CSI index) • MOROCCO

CSR AWARENESS:

6. Carrying out actions to raise employee awareness of sustainable development and the CSR strategy of the Group • GROUP
7. Set up employee focus groups on CSR • GROUP
8. Organize a global ARMOR week on a CSR theme • GROUP

RENEWABLE ENERGIES

PRODUCT OFFER:

21. Develop the marketing of ASCA® photovoltaic films • FRANCE
22. Testing of ASCA® film application prototypes in ARMOR GROUP • FRANCE production sites
23. Developing the marketing of En'Safe® current collectors • FRANCE
24. Build links with fundamental research on organic batteries • FRANCE

CARBON IMPACT:

25. Carry out a Group Scope 3 carbon assessment and work on reducing the carbon impact • GROUP
26. Analyze the levers of optimization of goods transportation • GROUPE
27. Promote the development of transport alternatives to the individual car (soft transport, public transport, ... mobility plan) • USA and FRANCE
28. Facilitate the use of electric vehicles for staff (electric terminals on the site...) • FRANCE

MANAGEMENT SYSTEMS:

9. Deploy and certify Quality, Health, Safety and Environment management systems according to ISO 9001, ISO 45001, ISO 14001 standards • GROUP
10. Study the impact of the D3E regulation on the ALTKIN activity • ALTKIN

PARTICIPATORY INNOVATION:

11. Developing participatory innovation programs • FRANCE

CUSTOMER SATISFACTION:

12. Develop new tools to measure customer satisfaction • GROUP

ENERGY CONSUMPTION:

29. Implement energy diagnostics on production sites and deduce action plans to reduce consumption • GROUP
30. Optimizing the use of air conditioning in workshops and offices • GROUP
31. Systematize the purchase of low consumption equipment • GROUP
32. Raising awareness of energy conservation among all employees • GROUP
33. Deploying an energy intelligence tool (Data Science study) • FRANCE
34. Study the feasibility of a new energy cogeneration system • FRANCE

USE OF RENEWABLE ENERGY:

35. Analyze opportunities for self-consumption of renewable energy on production sites • GROUP
36. Increasing the share of renewable energy in electricity supply contracts • GROUP

CIRCULAR ECONOMY

PRODUCT OFFER:

13. Analyze the deployment of the REC'PET program Partner (collection service for used Thermal Transfer rolls) for our customers worldwide • ARMOR-IIMAK
14. Develop a range of 3D filaments recyclable • OWA 3D, A3D
15. Developing a service offer on the page • ALTKIN
16. Develop an OWA offer on inkjet cartridges • ALTKIN
17. Maintain Qualicert certification • ALTKIN

WASTE SITE:

18. Find suitable recycling channels for all significant waste by ensuring its traceability (including the REC'PET program) • GROUP
19. Deploy actions to reduce production waste (e.g.: Co-product, By Product) • GROUP

LIFE CYCLE:

20. Conducting an ASCA® Product Life Cycle Assessment • FRANCE

RESPONSIBLE TRACEABILITY

PRODUCT OFFER:

37. Designing Thermal Transfer products with reduced environmental impact • FRANCE

RESPONSIBLE PURCHASING:

38. Generalize CSR assessments of suppliers and support them in their action plans • GROUP
39. Raising supplier awareness of CSR • GROUP
40. Adapt supplier/service provider contracts to include CSR clauses and add agreements to quickly correct non-conformities

41. Analyze the impact of the implementation of the ISO 20400 principles (Responsible Purchasing) • GROUP

LABELLING AND ANTI-COUNTERFEITING:

42. Develop ecolabels and LCAs on cartridges laser • ALTKIN
43. Participate in European working groups to fight against counterfeiting • ALTKIN

EMPLOYEE DEVELOPMENT

HEALTH AND SAFETY:

44. Extend SAFECOM training to the entire Group in order to achieve the goal of zero accidents • GROUP
45. Organize hearing tests for employees working in the workshops • INDIA
46. Organize a common security week to subsidiaries in the Americas • MEXIQUE, USA, BRÉSIL, CANADA, COLOMBIE
47. Offer vaccination to all employees when medical examinations • MEXICO

51. Deploying individual interviews to all staff • MOROCCO
52. Set up a group to exchange best practices on digital communication tools • FRANCE

EMPLOYEE WELL-BEING AND SATISFACTION:

53. Measure staff satisfaction (barometer social) • GROUP
54. Analyze the different practices in the countries of establishment on social benefits (social protection, retirement allowance...) by complement national provisions and decide on action plans • GROUP
55. Extend BECOM training to the entire Group • GROUP
56. Continue to develop spaces for relaxation, well-being and conviviality (nap room, showers, games, etc.) • GROUP
57. Put in place agreements in connection with QWL - Quality of life at work • FRANCE

WORKING CONDITIONS:

48. Organize the relocation of the sites in order to improve working environments • INDIA, SOUTH AFRICA, CHINA, COLUMBIA
49. Improving working conditions in offices • FRANCE

SKILLS:

50. Develop training programs to increase staff skills • GROUP

TERRITORIAL SOLIDARITY

LOCAL INVOLVEMENT:

58. Implement actions to increase or maintain the share of local purchases • GROUP
59. Deploying external actions to promote CSR • GROUP
60. Participate in a local business association for experience sharing, mutualization of actions • GROUP
61. Participate in the CSR label launched by the association of local companies • MOROCCO, MEXICO

CONTRIBUTION TO LOCAL ISSUES:

62. Organize solidarity actions • GROUP
63. Developing the employment of people with disabilities • CHINA, MOROCCO
64. Conduct an evaluation of positions that can be adapted for disabled people with medical service • MEXICO
65. Carry out actions in favor of biodiversity in «sensitive» areas • FRANCE, BRAZIL

NETWORKS OF INFLUENCE

Western Responsible Officers (DRO)
Association of business leaders of the Pays de la Loire and Brittany to promote the principle of Social Responsibility as a support for economic performance , Founding member, ARMOR GROUP

Entreprises et Progrès
Association of leaders determined to reconcile technological advances, social progress and economic performance, Member, ARMOR GROUP

Les Entreprises pour la Cité (LEPC)
Member of the Board of Directors, Diversity Charter signatory, ARMOR GROUP

Fondation Agir Contre l'Exclusion (FACE)
Member of the Board of Directors Loire Atlantique, ARMOR GROUP

Regional Organization for the Reduction of Energy Consumption (ORACE)
Member of the Board of Directors, ARMOR-IIMAK

Habitat Jeunes Grand Lieu Machecoul et Logne
Member of the Board of Directors, ARMOR-IIMAK

France Cartouche Réemploi
Association of companies to promote the reuse of used cartridges and work on proposals for responsible solutions of recycling and energy recovery, ALTKIN

Responsible Purchasing:
Membre of he National Purchasing Council (CNA), signatory of RFAR charter, ARMOR GROUP

France Chimie
Member , ARMOR GROUP
Responsible Care, ARMOR GROUP

UN Global Compact / France Network
Member of the Board of Directors
ARMOR GROUP

Club des Trente
Member of the club of reflection and action in the service of Brittany, ARMOR GROUP

Alliance Industrie du Futur
Prix vitrine du futur, ARMOR GROUP

National Institute of Circular Economy (INEC)
Federating all public and private actors to promote the circular economy and accelerate its development , ALTKIN

Digital Responsibility Charter
Signatory, Armor Group

Club Circul'R
Member, Atkin

French Business Climate Pledge
Signatory, ARMOR GROUP

Association Industrielle des Conseils de Contrôle Industrial Association of Pollution
Member, ARMOR-IIMAK India

European Toner & Inkjet Remanufacturers (ETIRA)
Member of the Board of Directors, ALTKIN

Global Compact Brazil
Network member, ARMOR-IIMAK Brazil

Global Compact Singapore
Network member, ARMOR-IIMAK Asia

Global Compact China
Network member, ARMOR-IIMAK China

Global Compact Czech Republic
Network member, ARMOR SRO

ASO (Czech Association for CSR)
Member, ARMOR SRO

Mexican Center of Philanthropy
Member ARMOR-IIMAK Mexico

Alliance for Corporate Social Responsibility (AliaRSE)
Member ARMOR-IIMAK Mexico

Local Chamber of Commerce France / Mexico
Member ARMOR-IIMAK Mexico

Local Commission for the National Initiative for Human Development (INDH)
Member ARMOR Industrie (Morocco)

Hispanic Chamber of Commerce of Cincinatti
Member ARMOR-IIMAK USA

Advanced Manufacturing Workforce Development Metrics
President ARMOR-IIMAK USA

Kentucky Federation for Advanced Manufacturing Education
Member ARMOR-IIMAK USA

North Kentucky International Trade Association
President ARMOR-IIMAK USA

Operation TechSolve Round Table
Member ARMOR-IIMAK USA

Battery European Partnership (BEPA)
Member Armor Battery Films



INDEX GLOBAL REPORTING INITIATIVE

THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
GROUP				
Profile (name, headquarters, locations)	102-1; 3; 4	100%	p. 10-11	
Capital and legal form	102-5	100%	-	<ul style="list-style-type: none">• Legal form : SAS• Capital : 10,299,450€
Activities, products, services & markets	102-2; 6	75%	p. 6-7	
Executive Statement, Strategy & Analysis	102-14	75%	p. 4-5	
Main impacts (including significant indirect impacts), risks and opportunities	102-15	50%	Appendix 6 p. 82-86	
Relevant aspects and perimeters identified	102-46; 47	75%	p. 10 et 18	
Size of the organization (staff, turnover,...)	102-7; 8	90%	p.10 et 45	<ul style="list-style-type: none">• Subcontracting not addressed because not significant
Significant changes in the organization & its supply chain	102-10	50%	p. 10-11	
External Commitments & Memberships	102-12;13	75%	p. 18-19 /Appendix 3 p. 66-67	
GOVERNANCE				
Governance structure, composition and diversity, chairmanship	102-18; 20; 22; 23	75%	p.15	
Prevention of conflicts of interest	102-25	67%	p. 22-23	
Detailed operation of the board of directors (appointment process, delegation, evaluation & remuneration)	102-19; 24; 28; 35; 36; 37	0%	-	<ul style="list-style-type: none">• Confidentiality constraints
Compensation ratio by country & evolution; internal and relative to the sector	102-38; 39	50%	-	<ul style="list-style-type: none">• Unbound
Involvement of governance bodies in relation to economic, environmental and social issues (Responsibility, attachment, role, awareness, CSR report approval)	102-20; 26; 27; 32	75%	p. 15	<ul style="list-style-type: none">• The CSR Committee validates the CSR report
Informing governance of major concerns (nature, number) and mechanisms to address them	102-33; 34	0%	-	<ul style="list-style-type: none">• Confidentiality constraints
Stakeholder involvement (list, selection criteria, mode of involvement, consultation & major concerns)	102-21; 40-44	50%	p.19 / p.44	<ul style="list-style-type: none">• Listening to stakeholders• Building social dialogue on a daily basis
Identification & frequency of review of impacts, risks & opportunities	102-29; 30; 31	75%	p.15 / p.20	
Values, internal codes & advisory mechanisms, management of associated concerns	102-16; 17	75%	p. 22-23	<ul style="list-style-type: none">• Protected ethics alert integrated into the ethics charter accessible internally and externally . 0 ethics alert over the past 3 years
MANAGERIAL APPROACH				
Issues, scope & management approaches of relevant CSR aspects	103-1; 2	50%	p. 18 - 21 /Appendix 2 p. 64-65	<ul style="list-style-type: none">• The CSR action plan• A QSE management system throughout the world
CSR assessment of sites (including human rights & corruption)	103-3	100%	p. 21	<ul style="list-style-type: none">• All sites are evaluated with regard to CSR (questionnaire & indicators)
RESPONSIBLE PURCHASING, BUSINESS RELATIONS & INVESTMENTS				
Evaluation of suppliers (especially new ones) using environmental and social criteria	308-1; 414-1	100%	p. 41	<ul style="list-style-type: none">• A concrete and shared responsible purchasing policy
Supply chain, Environmental & social impacts, measures taken	102-9; 308-2; 414-2	0%	-	<ul style="list-style-type: none">• Confidentiality constraints
Suppliers where the right to freedom of association and collective bargaining may be at risk, or where there is a significant risk of child or forced labour	407-1; 408-1; 409-1	50%	p. 41	<ul style="list-style-type: none">• Confidential risk mapping. Systematic assessment strategic suppliers integrating these fundamental rights (redhibitory criteria)
Prevention and reduction of occupational health and safety impacts directly related to business relationships	403-7	50%	p. 41	<ul style="list-style-type: none">• Systematic evaluation of strategic suppliers integrating occupational health and safety
Taking CSR (including human rights) into account in investment contracts	412-3	0%	-	<ul style="list-style-type: none">• Information not available

INDEX GLOBAL REPORTING INITIATIVE

THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
SOCIAL				
Human rights				
Diversity & non discrimination	405-1	50%	p. 52	• Gender equality index: 90 in 2021 and 81 in 2022, 90 in 2023
Freedom of association & collective bargaining rights	407-1	67%	p. 15 / p. 22-23 / p. 41	
Elimination of forced labor and abolition of child labor	408-1	67%	p. 21-23 / p. 41	
Human rights training practices (including security guards)	410-1; 412-2	30%	p. 24	• Actions 6 and 7: CSR training for employees (including ethical charter and associated business ethics)
Human Rights Assessments of Operations	412-1	67%	p. 21 - 23	• CSR site assessment
Rights of indigenous peoples	411-1	Not relevant	-	• Not considered relevant to the activity
Labour Standards				
Policy	400	-	p. 15 / p. 44	
Quality of employment: employment, recruitment & turnover	401-1	33%	p. 45	• Focusing on quality employment
Health & safety at work (management system including risk identification, health services, workers covered, dialogue bodies, training, work accidents, & health initiatives)	403-1; 2; 3; 6; 4; 8; 9	67%	p. 46-50	
Employee employability and training (programs & hours)	404-1; 2	67%	p. 49-50	• Identify and develop internal skills
Individual performance and career development reviews	404-3	100%	p. 49	
Employee benefits, parental leave & job retention, notice period in case of organizational changes, male/female salary ratio, coverage by collective agreement, health/safety agreements & themes, occupational disease indicator	403-403-5; 6; 10; 402-1; 405-2	10%	p. 44-51	• Promote fulfillment and well-being at work • Actions 53 and 54
ENVIRONMENT				
Policy	300	-	p. 26 / p. 32 / p. 40	
Materials (raw / recycled materials)	301-1; 2	50%	p. 26	• Circular economy - Preserved resources
Recovered products and packaging materials	301-3	20%	p. 26-27 / p.29	• Reuse and recovery of laser cartridges from the OWA collection • Good practice zero plastic and PET film recycling
Waste by type and disposal method	306-2	100%	p. 28	• Reduce and recycle waste
Hazardous waste: transportation	306-4	Not relevant	-	• Transport of hazardous waste: none across the border
Direct and indirect energy (consumption, intensity, initiatives & results); Use of renewable energy	302-1; 2; 3	75%	p. 32-37	
Water: Interaction, Impact Management, Abstraction, Consumption, Discharge	303-1; 2; 3; 4; 5	Not relevant	-	• Not applicable - considered not significant
Water: Effluents, significant spills, affected water bodies	306-1; 3; 5	Not relevant	-	• Not applicable - considered not significant
GHG emissions (scopes 1, 2, 3), intensity & reduction efforts	305-1; 2; 3; 4; 5	100%	p. 33 / Appendix 5 p. 74	
Pollutant emissions (ozone depleting substances, Nox, Sox and others)	305-7	75%	p. 34	• France and China: VOC emissions
Biodiversity - sensitive sites & areas	304-1	33%	p. 56-57	
Qualitative impacts on biodiversity (species, habitats, ...) of products & services	304-2; 3; 4	Not relevant	-	• Not applicable - considered not significant

INDEX GLOBAL REPORTING INITIATIVE

THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
COMPANY				
Economic activities				
Direct economic value created and distributed, public aid received	201-1;4	50%	p. 12	• France
Climate change risks and opportunities & financial implications	201-2	33%	p. 20 / p. 32	• Materiality integrated in the strategic axis: renewable energies • Financial implications not available
Local practices: compensation, retirement, management hiring	201-3;202-1;2	0%	-	• Information not available
Infrastructures & Patronage - amounts, objects & impacts	203-1	20%	p. 55	• Conducting a coherent sponsorship policy
Expenditures made with local suppliers	204-1	67%	p. 55	• Working with local partners
Significant indirect impacts	203-2	0%	-	• Information not available
Product liability				
Consumer health and safety	416-1	20%	p. 18	• Quality policy and certifications
Product information and labelling	417-1	50%	p. 40	• Exercising responsible influence to guide product choices and usage
Responsible marketing & advertising programs	417-2;3	33%	-	• No banned or controversial products • General principles for preventing greenwashing
Confidentiality of customer data	418-1	20%	p. 22-23	• RGPD Compliance
Society				
Policy	413	-	p. 52	• Territorial solidarity
Sites involved with local communities	413-1	67%	p. 53-55	-
Corruption (risk & training)	205-1;2	75%	p. 22-23	• Buyers made aware; ethical charter deployed • Lack of proven cases and actions taken: confidential
Political contributions	415-1	100%	-	• No
INCIDENTS, VIOLATIONS, FINES & ACTIONS TAKEN				
Incidents of non-compliance with legislation or voluntary codes, complaints or grievances and fines incurred (in the areas of: human rights, consumer health and safety, environment, labeling, marketing, customer data, corruption, competition) over the last 3 years	205- 3; 206-1; 307-1; 406-1; 416-2; 417-2; 3; 418-1; 419- 1	0%	-	• 0 Incidents / ethics alerts over the last 3 years
THIS REPORT				
Period covered, periodicity & scope (in relation to the consolidated scope of the financial statements)	102-45; 50; 51; 52	100%	-	• Last report date: December 2023 • Cycle: annual, based on the calendar year
Contact person	102-53	100%	-	• annabelle.guillet@armor-group.com
Changes from previous reports and corrections	102-48; 49	50%	-	• Notified for the indicators concerned
Selected aspects and methodology	102-46; 47	70%	Appendix 5 p.74	• The selection of significant aspects is based on the materiality analysis. The annual peer review within the Global Compact according to the Advanced criteria contributes to the continuous improvement of the content and form of the CSR report
Selected Compliance, GRI Index	102-54; 55	100%	-	• Essential compliance option
Third party validation	102-56	30%	-	• Vertuel, CSR consultant to the Armor group, critically reviews the CSR report and establishes this GRI grid to verify the presence of information

METHODOLOGY FOR ESTIMATING GREENHOUSE GAS EMISSIONS

OBJECTIVE

The purpose of this guide is to summarize the methodology used to estimate gas emissions from ARMOR GROUP's activities on scopes 1 (direct emissions), 2 and 3 (indirect emissions).

REMINDER OF THE SCOPES

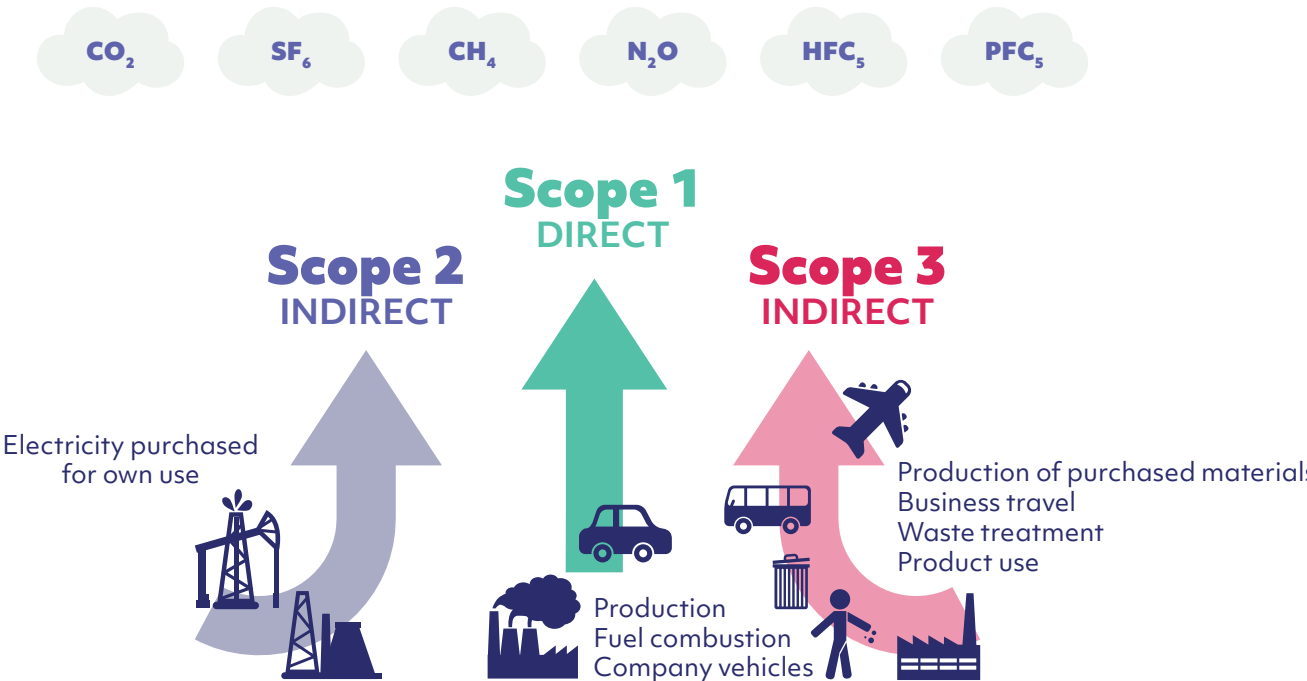
The GHG Protocol breaks down the operational scope of an organization's greenhouse gas emissions as follows:

Scope 1 : these are emissions linked to the combustion of resources, or to VOCs generated by processes, whether the sources are controlled or owned by the company.

Scope 2 : these are indirect emissions linked to the purchase or production of electricity.

Scope 3 : this covers all other indirect emissions, from the supply chain to the transportation of goods and people.

PERIOD
The data available are the data from 01/01/2023 to 31/12/2023, a 12-month period.

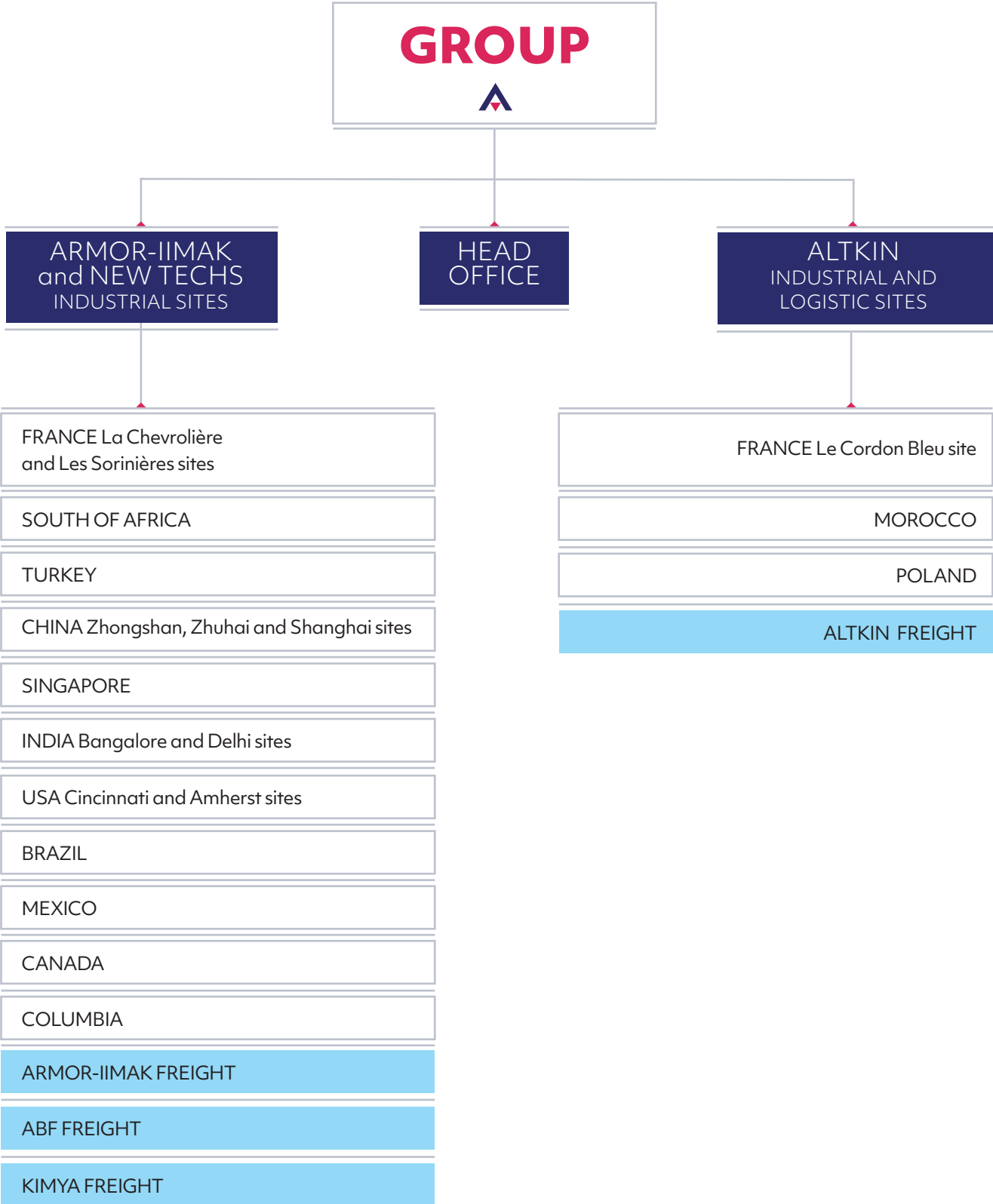


PERIMETER CONSIDERED

The quantification work covers:

- ARMOR-IIMAK activity sites and flows
- Kimya activity sites and flows
- The sites and flows of the ALTKIN activity
- The Head Office, common to all activities

The NewTechs activities (ARMOR BATTERY FILMS and ASCA) based at the La Chevrolière site are partially taken into account since their contribution cannot be distinguished from the ARMOR-IIMAK activity on a number of items.



Exclusions:
ARMOR IIMAK: industrial site in Kenya

CALCULATION METHOD AND EMISSION FACTORS

All emissions are reported in tons of CO₂ equivalent.
With some exceptions specified in this methodology,
the emission factors are derived from ADEME Empreinte®
database

The consolidation approach chosen is OPERATIONAL
CONTROL. The result is expressed with the GHG
Protocol method.

GENERAL INFORMATION ON THE POSITIONS SELECTED

Balance sheet scope :
The table below describes the scope of
the assessment, specifying the emission sources included
and those excluded:

EMISSIONS TAKEN INTO ACCOUNT				
GHG emission items protocol	BEGES emission items	Name	Comment	Included / Excluded
1.1	1.1	Direct emissions from stationary combustion sources	Data uncertainties: Gas bill: 0%	Included
1.2	1.2	Direct emissions from mobile combustion sources	Data uncertainties: Mileage or fuel statement: 0%	Included
1.3	1.3	Direct emissions from physical or chemical processes	Data uncertainties : GSP: 15%	Included
1.4	1.4	Direct Fugitive Emissions	Data uncertainties: COV : 15% (PGS) GSP: 0%	Included
1.5	1.5	Emissions from soils and forests	Not applicable	Excluded
2.1	2.1	Indirect emissions related electricity consumption	Data uncertainties: Electricity bill: 0%	Included
2.2	2.2	Indirect emissions related to the consumption of steam, heat or cooling	Not concerned	Included
3.1	4.1 4.5	Products and services purchased	Purchases directly related to fini- shed products (excluding equip- ment and spare parts). Excluding services.Data uncertainties: Purchasing data: 0%	Included

EMISSIONS TAKEN INTO ACCOUNT				
GHG emission items protocol	BEGES emission items	Name	Comment	Included / Excluded
3.2	4.2	Fixed assets	According to the UIC sector guide, this item is not significant	Excluded
3.3	4.1	Energy and fuel-related activities		Included
3.4	3.4	Upstream transport and distribution	Same scope as purchased goods and services Data Uncertainties: ERP data: 30%	Included
3.5	4.3	Waste generated by operations	Data Uncertainties: Production data: 15%	Included
3.6	3.5	Business travel	Travel by plane, train and car rental exclusion car leasing	Included
3.7	3.3	Employee commuting	Methodology under development on some sites	Partially included
3;8	4.4	Upstream leasing assets	Partially included	Partially included
3.9	3.5	Downstream transport and distribution	Up to the rank customer 1 Data uncertainties: ERP data: 15%	Included
3.10		Transformation of products sold	According to the UIC sector guide, this item is not to be included because there is no method	Excluded
3.11	5.1	Use of the products sold	Lack of reliable data	Excluded
3.12	5.3	End-of-life treatment of products sold	Methodology under development on some sites	Partially included
3.13	5.2	Downstream leasing assets	According to the UIC sector guide, this item is not significant	Excluded
3.14	6.1	Franchises	According to the UIC sector guide, this item is not significant	Excluded
3.15	5.4	Investments	According to the UIC sector guide, this item is not significant	Excluded

ON THE SCOPE 1: EMISSIONS FROM STATIONARY COMBUSTION SOURCES

NATURAL GAS CONSUMPTION :
conversion in kWh PCI

- Data collected in kWh HCV: Multiplication by a factor of 0.9
- Data collected in volume: Multiplication by a factor that varies from country to country (between 9.65 and 9.75 kWh per m³)

ON THE SCOPE 1: DIRECT EMISSIONS OF MOBILE SOURCES OF COMBUSTION

Only vehicles «owned» by the sites are taken into account here..

- Consumption of bottled gas :
These gases (butane/propane, LPG) are used for the operation of self-propelled trucks.
- Fuel consumption (diesel, gasoline): the data are taken from a mileage statement per vehicle or from fuel invoices.

ON THE SCOPE 1: PERIMETER: DIRECT FUGITIVE EMISSIONS

REFRIGERANT GAS LEAKS:
These leaks are expressed in kg and broken down by gas type.

VOLATILE ORGANIC COMPOUND (VOC) EMISSIONS
The direct release of «diffuse» VOCs into the atmosphere is a contributor to global warming, although the literature is not definitive on the quantification of GWP associated with these direct emissions.

The issue here is to consider the diffuse leakage of uncaptured or incompletely oxidized VOCs.
The sites concerned are the La Chevrolière site (France), the Zhongshan site (China) and the site d'Amherst (USA).
The methodological choice made is based on a UIC publication of May 2015 proposing to use a «molar mass» logic for Carbon (extract taken from opposite).
Once estimated, the annual mass of diffuse VOCs is multiplied by 44/12 to be considered as of «pure» CO₂ released into the atmosphere.

ON THE SCOPE OF SCOPE 1: DIRECT EMISSIONS PROCEDURES

THERMAL OXIDATION OF SOLVENTS :
La Chevrolière site (France):
The tonnage of oxidized solvents was calculated via the Solvent Management Plan (SMP). In 2021, the method for calculating the emission factor related to the oxidation of solvents has been revised. It takes into account the solvent mix entering the RTOs (still according to the PGS). This factor is applied to the solvents that have undergone a complete oxidation. It is assumed that this mix is identical to the input solvent mix. This emission factor is reviewed every year. In 2023, it was on average 2,724 kg CO₂ / t for France.

Zhongshan site (China):
The tonnage of oxidized solvents was calculated according to the method used for the GSP in France as well as the emission factor for solvent oxidation. In 2023, it was on average 3,234 kg CO₂ /t for China.

Method for converting VOCs to CO₂ :
For organizations that use solvents, the method consists in estimating the total emissions of VOC via measurements or a carbon balance at the exit of the chimney (attention, it is not a question here of VOC coming from combustion phenomena) starting from the measured concentration, the associated hourly flow and the number of hours of operation of the installation then to convert carbon emissions into CO₂.

Emissions form 1.4 of CO₂ (mass) = VOC concentration (mass/Nm³) X hourly flow (Nm³ /h) X number of operating hours in the year X 44/12

Note: The ratio 44/12 corresponds to the ratio of molar masses between CO₂ (44) and carbon (12).

ON THE SCOPE 2: INDIRECT EMISSIONS RELATED TO ELECTRICITY CONSUMPTION

Only the purchased electricity consumption is taken into account in the calculation and is determined from supplier invoices.
The production of electricity via renewable energies on the sites for their own consumption does not come not reduce this value.
The emission factors applied are those of the country in which the site is located.

WITHIN THE SCOPE OF SCOPE 3: EMISSIONS ASSOCIATED WITH THE TRANSPORT OF GOODS

The value of **tons*km** was defined by multiplying the distance and tonnage data for each segment by differentiating the transport categories.
Freight impacts are not allocated to each site but by activity.

INCOMING FREIGHT:
The logic adopted is to take into account the freight from the producer.
Distances are determined from country to country, by average mileage.
The goods considered are the same as in the Purchased Products and Services category.
The freight of the collection carried out by ALTKIN is estimated (without going beyond rank 1) in the same way, with all the product ranges taken into account in the calculation (laser, inkjet, copiers).

WITHIN THE SCOPE OF SCOPE 3: EMISSIONS ASSOCIATED WITH BUSINESS TRAVEL

For France : CO₂ emissions induced by business travel are given directly by the service providers.
For other sites: Only the emissions of CO₂ induced by the number of air travels have been taken into account, . The emission factors used are those of the Empreinte database: Passenger aircraft, with drag, continental France, differentiated by distance flown (long-, medium- and short-haul).

OUTBOUND FREIGHT SUBSIDIARIES:
The Group's industrial and logistics organization generates numerous exchanges of goods between sites.
Only outbound freight from one Group entity to another is taken into account (to avoid double counting of the same flow).
The distances were determined precisely with the addresses of the sites and according to the modes of transport (including the ports and maritime routes through which the majority of goods transit).

OUTGOING FREIGHT CUSTOMERS:
The logic adopted is to take into account the freight to delivery of the first customer.
For the majority of exports, distances are determined from country to country, by average mileage.
For domestic shipments:

- France, Singapore: a national average mileage is applied.
- Other sites: average mileage by state/province or city is applied.

ON THE SCOPE 3 PERIMETER:
EMISSIONS ASSOCIATED WITH RAW
MATERIAL PURCHASES

Includes :

- Materials used in the manufacture of semi-finished products (jumbos), which represent over 80% of the total mass. They are grouped by product family (PET film, solvents, waxes, resins, pigments and additives);

- Finished product components (rolls);
- Packaging items (cartons, etc.).

Only the main elements are presented in the tables below.

ARMOR-IIMAK

Raw materials related to Coating

Raw material	Reconciled with the FE of	FE used
SOLVENTS	TOLUENE, MEK	1,470 kg CO ₂ /t (SIMAPRO 2011)
CIRES	LDPE Low-density polyethylene (according to Etude Empreinte Environnementale, 2012)	2,090 kg CO ₂ /t
RESINS	Epoxy adhesive mix (paints and resins) World	6,900 kg Eq CO ₂ /t
ADDITIVES	Average EF of the most consumed materials (pyrrolidinone, silica, plasticizers (benzoate ester), surfactant - alkyl ammonium salt, naphtha solvent, PTFE) (according to Etude Empreinte Environnementale of 2012)	1,830 kg Eq CO ₂ /t (SIMAPRO 2011)
PIGMENTS	Carbon black (furnace black; general purpose) Europe	2,360 kg Eq CO ₂ /t
PET FILM	PET plastic film (not recyclable) / new	5,500 kg Eq CO ₂ /t

ARMOR BATTERY FILMS

Raw materials related to Coating

Raw material	Reconciled with the FE of	FE used
SOLVENTS (excluding MEK)	TOLUENE, MEK	1,500 kg Eq CO ₂ /t (IPCC 2013 100a method)
MEK	MEK	1,740 kg Eq CO ₂ /t (IPCC 2013 100a method)
RESINS	Epoxy adhesive mix (paints and resins) World	6,897 kg Eq CO ₂ /t
CIRES	EBD low density	2,090 kg Eq CO ₂ /t (Base Empreinte v3.2)
ADDITIVES	Average EF of the most consumed materials (pyrrolidinone, silica, plasticizers (benzoate ester), surfactant - alkyl ammonium salt, naphtha solvent, PTFE) (according to Etude Empreinte Environnementale of 2012)	1,830 kg Eq CO ₂ /t (SIMAPRO 2011)
PIGMENTS	Carbon black	2,330 kg Eq CO ₂ /t (Base Empreinte v3.2)
ALU FILM	NEW ALUMINIUM	7,830 kg Eq CO ₂ /t (Base Empreinte v3.2)
COPPER FILM	NEW COPPER	1,450 kg Eq CO ₂ /t (Base Empreinte v3.2)

ALTKIN

Raw materials related to cartridge remanufacturing and ink production

Raw material	Reconciled with the FE of	FE used
EMPTY LASER CARTRIDGES COLLECTED OR PURCHASED	79% PS, 5% PP, 16% aluminium or 4,436 kg Eq CO ₂ /t (« new materials ») (ACV 2011)	1,732 kg CO ₂ /t Depending on the number of cycles of the cartridge (LCA 2011) 30% uncertainty
EMPTY INKJET CARTRIDGES COLLECTED OR PURCHASED	64% PET, 22% PC, 14% PURE Soit 4,165 kg Eq CO ₂ /t (« new materials ») (ACV 2011)	1,919 kg CO ₂ /t Depending on the number of cycles of the cartridge (LCA 2011) 30% uncertainty
EMPTY COPIERS COLLECTED OR PURCHASED	Empty laser cartridges	1,732 kg Eq CO ₂ /t (ACV 2011) 50% uncertainty
TONER POWDER	Ink powder	5,500 kg Eq CO ₂ /t (ACV 2011)
SOLVENTS (excluding MEK)	TOLUENE	1,500 kg Eq CO ₂ /t (method IPCC 2013 100a)
MEK	MEK	1,740 kg Eq CO ₂ /t (method IPCC 2013 100a)
CHIPS	Magnet	40,000 kg Eq CO ₂ /t (Base Impression v3.2)
READY-TO-USE INKS	Offset color ink	1,870 kg Eq CO ₂ /t (Base Impression v3.2)
PLASTICS	Medium plastic	2,383 kg Eq CO ₂ /t (Base Impression v3.2)
PIGMENTS	PIGMENTS	100 kg Eq CO ₂ /t (SIMAPRO 2011)

KIMYA

Raw materials related to the production of filaments for additive manufacturing

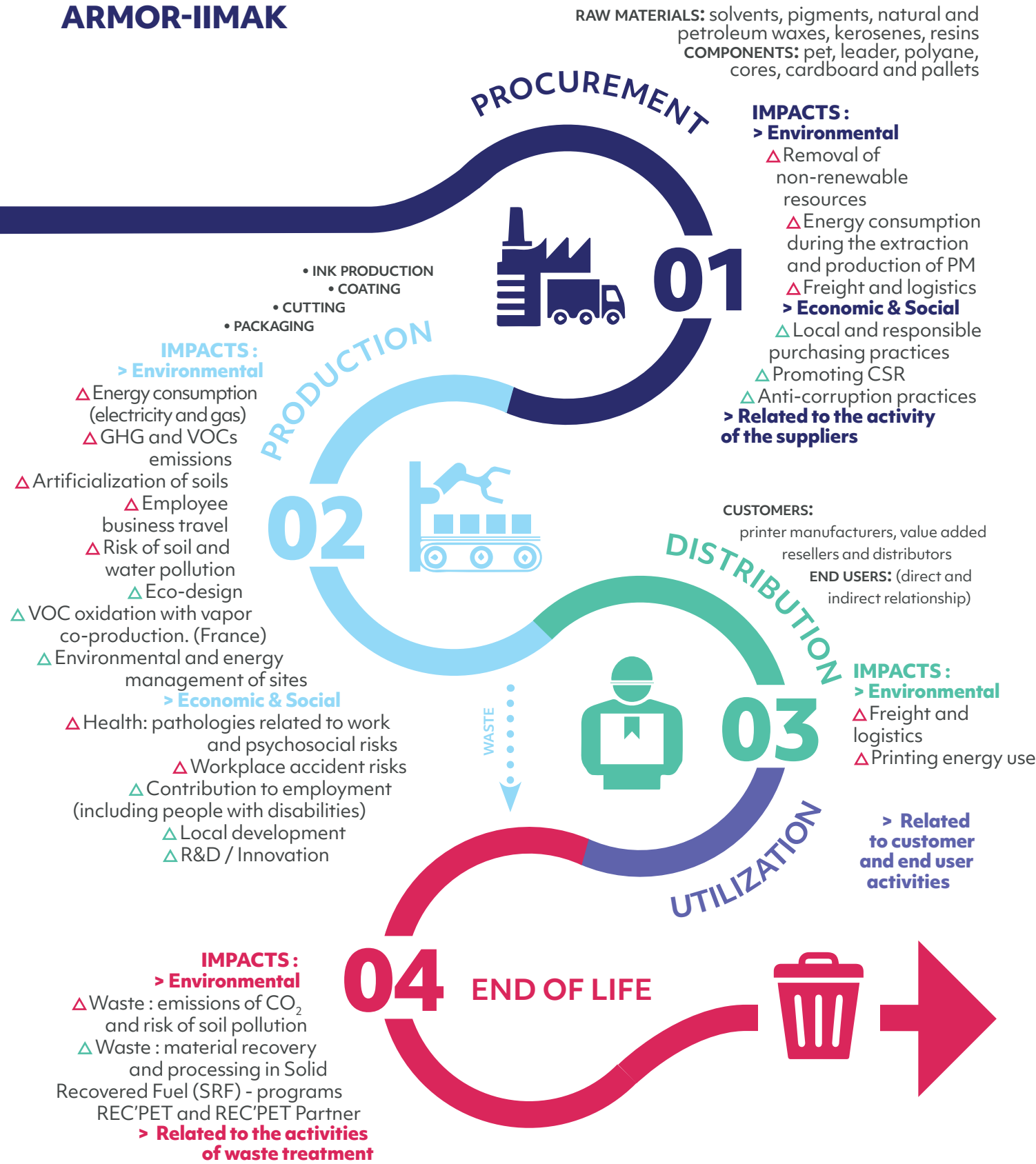
Raw material	Reconciled with the FE of	FE used
Plastique PS	Plastique ABS granulés	3510 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique PP	Plastique PP	2000 kgCO ₂ eq/tonne (Base Empreinte v3.2)
Plastique TPC	Polycarbonate, granulés	6110 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique PC	Polycarbonate, granulés	6110 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique ABS	Plastique ABS granulés	3510 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique PETg	Plastique PET	3270 kgCO ₂ eq/tonne (Base Empreinte v3.2)
Plastique PEKK	Plastique moyen	2383 kgCO ₂ eq/tonne (Base Empreinte v3.2)
Plastique HDPE	Plastique PEHD granulés	2380 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique PLA	Plastique PLA	3090 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique HIPS	Plastique HIPS	3580 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique TPU	Plastique moyen	2383 kgCO ₂ eq/tonne (Base Empreinte v3.2)
Plastique PEI	Plastique moyen	2383 kgCO ₂ eq/tonne (Base Empreinte v3.2)
Plastique PPSU	Plastique PPSU	7470 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique PA	Nylon	9150 kgCO ₂ eq/tonne (EcolInvent v3.1)
Plastique ASA	Plastique ASA	3590 kgCO ₂ eq/tonne (EcolInvent v3.1)
Pigments	Pigments (ACV interne)	100 kgCO ₂ eq/tonne (ACV interne)

ON THE SCOPE 3 PERIMETER:
EMISSIONS ASSOCIATED WITH WASTE

The approach consists of collecting data on waste by type of material (metal, plastic, cardboard, etc.) and applying emission factors from the Empreinte database:

IMPACTS OF ACTIVITIES

ARMOR-IIMAK



ALTKIN



ARMOR BATTERY FILMS



KIMYA





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