



SUSTAINABILITY REPORT 2024

**GoALGreen
Aluminium Duffel**





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GLOSSARY

ABS	Automotive Body Sheet
AIP	American Industrial Partners
ASI	Aluminium Stewardship Initiative
AWW	Antwerp Water Works (Antwerpse Waterwerken)
CALP	Continuous Annealing Line with Pre-treatment
COO	Certificate of Origin
CO₂e	CO ₂ equivalent
CSRD	Corporate Sustainability Reporting Directive
EBO	Energy Policy Agreement (Energiebeleidsovereenkomst)
ESG	Environmental, Social, Governance
ESRS	European Sustainability Reporting Standards
EU-ETS	European Energy Trading System
FSC	Forest Stewardship Council
GOO	Guarantee of Origin
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HSE	Health, Safety, Environment
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
LMS	Learning Management System
L&D	Learning and Development
NOx	Nitrogen Oxides
OCAP	Out of Control Action Plan
OHS	Occupational Health and Safety
OEM	Original Equipment Manufacturer
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMD	Plastic, Metal, Drinks and food cartons
PPA	Power Purchase Agreement
RSI	Remelt Scrap Ingot
SAQ	Supplier Sustainability Self-Assessment Questionnaire
SO₂	Sulphur dioxide
TCT	The Hutchison Terminal
TOC	Total Organic Carbon
VSME	Voluntary Sustainability Reporting Standard for Small and Medium Enterprise



A MESSAGE FROM OUR CEO



Dear Stakeholders,

At the beginning of 2025, I had the honour of stepping into the role of CEO at Aluminium Duffel BV. It is with great pleasure that I present our 2024 Sustainability Report. Throughout 2024, Aluminium Duffel BV remained steadfast in its commitment to sustainability, achieving significant progress in multiple areas. Our efforts focused on operational safety, environmental responsibility and preparing for evolving regulatory requirements.

Ensuring workplace safety remained a top priority, with a strong emphasis on reducing severe incidents. As the safety of our workforce is a collective responsibility, all 902 employees completed a comprehensive Lockout/Tagout (LOTO) training programme, which focuses on safe operational procedures.

To align with the latest Corporate Sustainability Reporting Directive (CSRD) requirements, we worked closely with various stakeholders to update our double materiality assessment (DMA).

As part of our new energy agreement for 2023-2026 with the Flemish Government, we delivered a climate roadmap for 2025-2050. This decarbonisation roadmap outlines long-term actions for reducing CO₂e emissions. Several concrete measures were implemented to improve energy efficiency, including the installation of solar panels on our facility's rooftops.

A major milestone was the commissioning of a state-of-the-art milling installation, which improves process efficiency and supports our environmental objectives.

Water management improvements were another focus area. We installed an additional buffer tank to minimise emergency discharges and initiated the execution phase of our rainwater decoupling project.

We also explored the role of post-consumer scrap in product development, recognising the growing importance of recycling in lowering our product's carbon footprint.

Through several discussions with customers, we gained a better understanding of future sustainability expectations. While most scrap in Europe is already reclaimed and reused, the key challenge lies in keeping it within the same material stream to avoid downcycling. This necessitates better scrap segregation. To support this and process more high-quality post-consumer scrap, we decided to invest in reopening our Greenmelt facility.

Our latest Life Cycle Assessment (LCA) for automotive products demonstrated further reductions in our product's carbon footprint. We also began developing a new Product Carbon Footprint (PCF) calculation tool to respond more efficiently to customer inquiries.

The transition to electric company vehicles was accelerated, supported by an expansion of our on-site charging infrastructure. Office waste reduction measures resulted in a 30% decrease in residual waste.

Beyond internal initiatives, we engaged with our community. In November, we invited local residents to tour the facility and participate in a dialogue on our sustainability efforts.

These achievements reflect our ongoing commitment to sustainability and continuous improvement. Moving forward, we will continue working alongside our employees, customers and stakeholders to drive meaningful progress.

Rafael Carbonell
CEO, Aluminium Duffel BV

1. ABOUT THIS REPORT

This Sustainability Report presents the ESG initiatives undertaken by Aluminium Duffel, headquartered at A.Stocletlaan 87, 2570 Duffel, Belgium, during the 2024 fiscal year. It covers activities from 1 January to 31 December 2024, providing stakeholders with a transparent and comprehensive overview of our sustainability efforts.

Our approach is guided by a strategic focus on key sustainability priorities, identified through our sustainability strategy and double materiality assessment. The data presented in this report is sourced from both internal and external systems to ensure accuracy, reliability and transparency. Energy consumption and CO₂e emissions figures are verified and approved annually by the government, in compliance with EU-ETS Regulation and the Flemish Energy Policy Agreement.

This report has been prepared with reference to the GRI standards. It follows British English conventions and applies the comma as the thousand separator and the dot as the decimal separator in numerical data.

In parallel with the preparation of this report, we are adapting our internal processes to ensure full CSRD compliance for our first CSRD-aligned sustainability report, scheduled for publication in Q1 2026 and are closely monitoring regulatory developments.

Contact information

We appreciate hearing from our stakeholders about our sustainability performance and the content of this report. If you have any comments, questions, or concerns, please don't hesitate to contact us at:

info.duffel@aluminiumduffel.com



2. CORPORATE GOVERNANCE AND COMPLIANCE

2.1. CORPORATE GOVERNANCE

Aluminium Duffel is entirely owned by American Industrial Partners (AIP), a private equity firm specialising in the acquisition and operational enhancement of industrial businesses. American Industrial Partners manages over \$16 billion of private equity capital on behalf of its limited partners.

Since 1 January 2025, Aluminium Duffel has operated under the leadership of its new CEO and is supported by a six-member management team, ensuring strong governance and strategic direction.



Rafael Carbonell
CEO



Koen Libbrecht
VP Operations



Axel Neiryndck
VP Finance & IT



Catherine Goos
VP Business Planning



Bart Sprengers
Sales Director Automotive



Pieter Verdegem
Sales Director Industrial



Sofie De Bus
VP Human Resources

2.2. COMPLIANCE ESG

At Aluminium Duffel, we are committed to continuous improvement in Environmental, Social and Governance (ESG) performance, with a strong focus on occupational health and safety and environmental stewardship.

To support this commitment, we have implemented comprehensive management systems that drive the systematic monitoring, compliance and enhancement of our ESG practices. These systems include structured processes for regulatory compliance tracking and the annual development of action plans to ensure continuous progress. Additionally, our departments stay informed about legislative changes and guidelines through memberships in industry federations and organisations.

In accordance with the Aluminium Stewardship Initiative (ASI) Performance Standard requirement to publicly disclose:

- on an annual basis, any material fines, judgments, penalties, and non-monetary sanctions for failure to comply with Applicable Law, we confirm that our organisation has not received any such fines, judgments, penalties, or non-monetary sanctions in the past three years;
- the value and beneficiaries of financial and in-kind political contributions, we confirm that our organisation does not make any financial or in-kind political contributions, whether directly or through intermediaries. As such, there are no contributions to disclose.

These confirmations reflect our ongoing commitment to legal compliance, ethical business practices, transparency and responsible corporate governance.

Furthermore, our management systems undergo annual audits by independent certification bodies, verifying our adherence to internationally recognised standards (ISO 45001, ISO 14001, ASI Performance Standard and ASI Chain of Custody). These external assessments reinforce our dedication to maintaining the highest levels of compliance, transparency and operational excellence.

Third-party audits executed in 2024

External Surveillance Audit ISO 14001:2015 Environmental Management System

External Recertification Audit ISO 45001:2018 Occupational Health & Safety Management System

External annual audit on GHG emissions – Scope 1 & 2 by the Flemish Government (EU-ETS)

Supplier assessment scoring 2024

The two main supplier assessments that were updated in 2024 are:

- SupplierAssurance SAQ 5.0
- Ecovadis

SupplierAssurance SAQ 5.0

- Minimum scope rating: B
- Sustainability scoring: 87



The minimum scope rating of B and the sustainability score of 87% for Aluminium Duffel BV can be compared against other locations with similar answers across the supplier assurance platform. Please note that the figures presented were calculated on 25 February 2025 when the SAQ 5.0 report was downloaded from the platform.

Minimum Scope (MS) Rating

The Minimum Scope Rating is significantly higher than the industry average for 24.00 - Manufacture of basic metals, which is C across 1,281 locations.

Additionally, the Minimum Scope Rating is significantly higher than the average rating for Belgium, which is C across 238 locations.

The staff headcount at this location is between 500 and 999. The Minimum Scope Rating compares favourably with the average for locations with a similar headcount, which is C.

Sustainability Score

The Sustainability Score is significantly higher than the industry average for 24.00 - Manufacture of basic metals, which is 62% across 1,281 locations.

Additionally, the Sustainability Score is significantly higher than the average Sustainability Score for Belgium, which is 60% across 238 locations.

The staff headcount at this location is between 500 and 999. The Sustainability Score compares favourably with the average for locations with a similar headcount, which is 74%.

Ecovadis 2024: Gold



3. COMPANY PROFILE

Founded in 1946 by the visionary Feron family, Aluminium Duffel BV has evolved from a pioneering aluminium rolling business into a European leader in premium aluminium rolled products. With decades of expertise, continuous innovation and a commitment to excellence, we have expanded and modernised our operations to remain at the forefront of the industry. Headquartered in Duffel, Belgium, and supported by strategic sales offices in France, Germany, Italy and Poland, we serve a diverse range of industries worldwide with high-performance aluminium solutions.

Our state-of-the-art facility in Duffel, with a production capacity of 250,000 tonnes per year, is equipped with cutting-edge technology, including one of Europe's widest automotive cold rolling mills and an advanced Continuous Annealing Line with Pre-Treatment (CALP). These technologies enable us to deliver exceptional quality and precision to our customers.

At Aluminium Duffel BV, sustainability and circularity are at the heart of our operations. We source raw materials from trusted aluminium smelters and integrate internal rolling-mill scrap and pre-consumer scrap into our production processes, ensuring a responsible and efficient use of resources. Additionally, we are actively exploring the possibilities of incorporating post-consumer scrap. Our rolled aluminium products support industries that demand excellence, from sophisticated building façades to lightweight, high-strength automotive body sheets that drive the future of mobility.

We believe in progress through innovation. That's why we continually invest in next-generation technologies, pioneering production techniques and advanced processes to enhance material performance, recyclability and efficiency. By pushing the boundaries of what aluminium can achieve, we empower our partners to build a more sustainable, high-performing future.



ALUMINIUM DUFFEL BV HIGHLIGHTS FOR 2024



902

Employees



€ 675 million

Revenues



170 kt

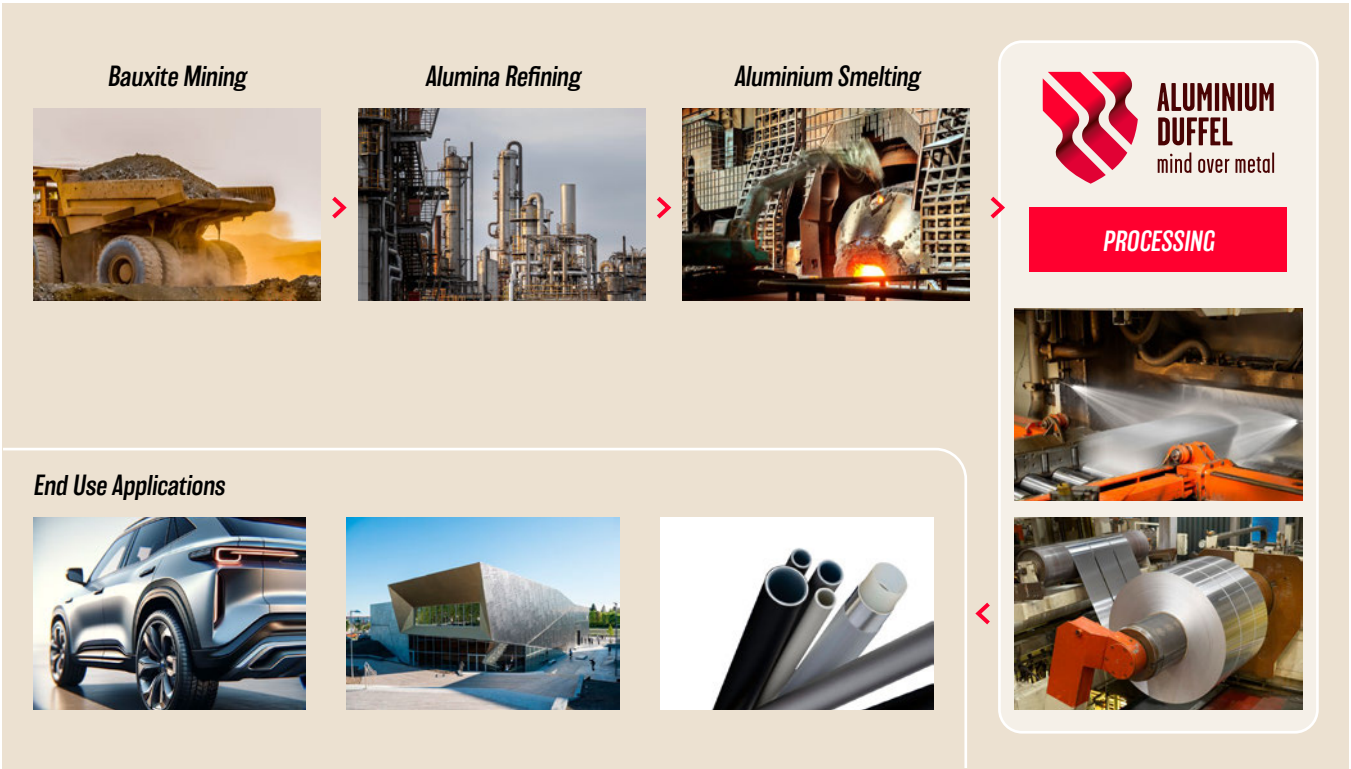
Of aluminium
products produced



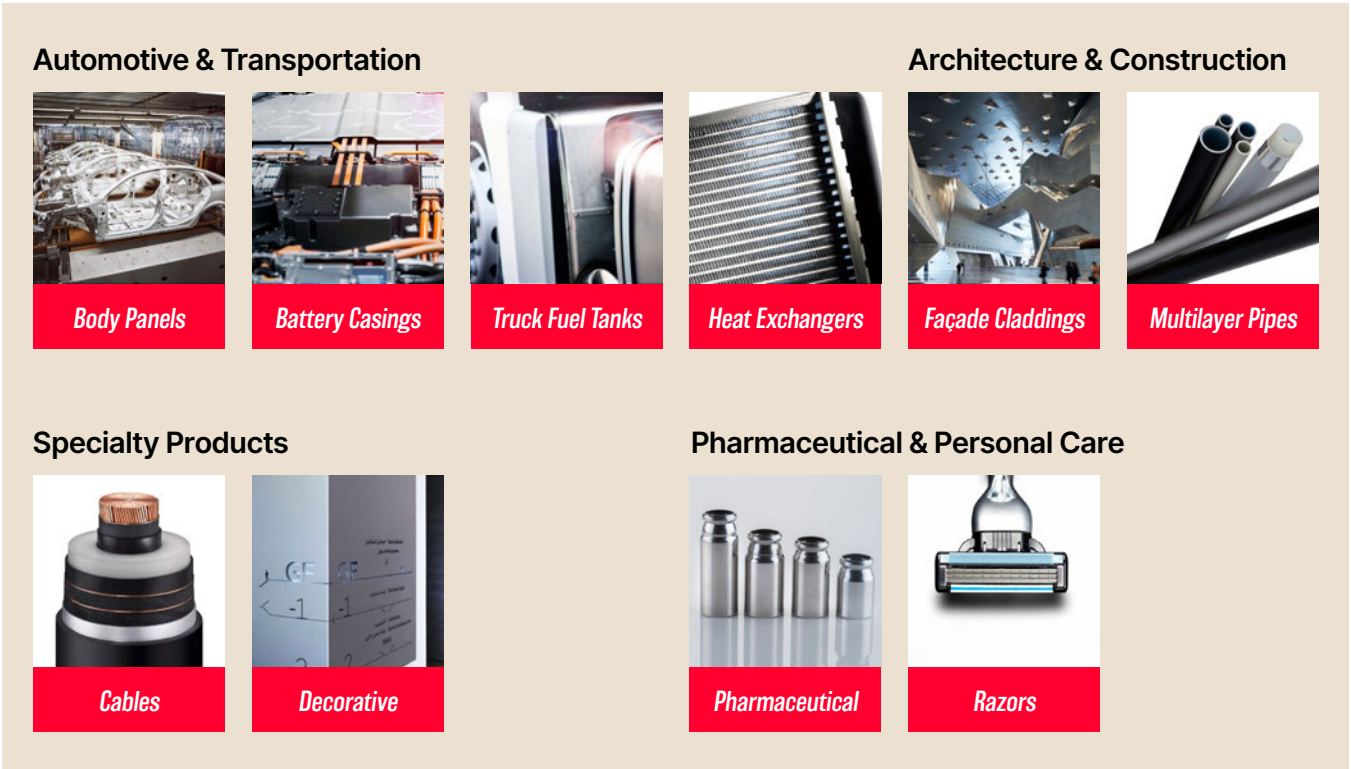
112 kt

Of reused aluminium
scrap

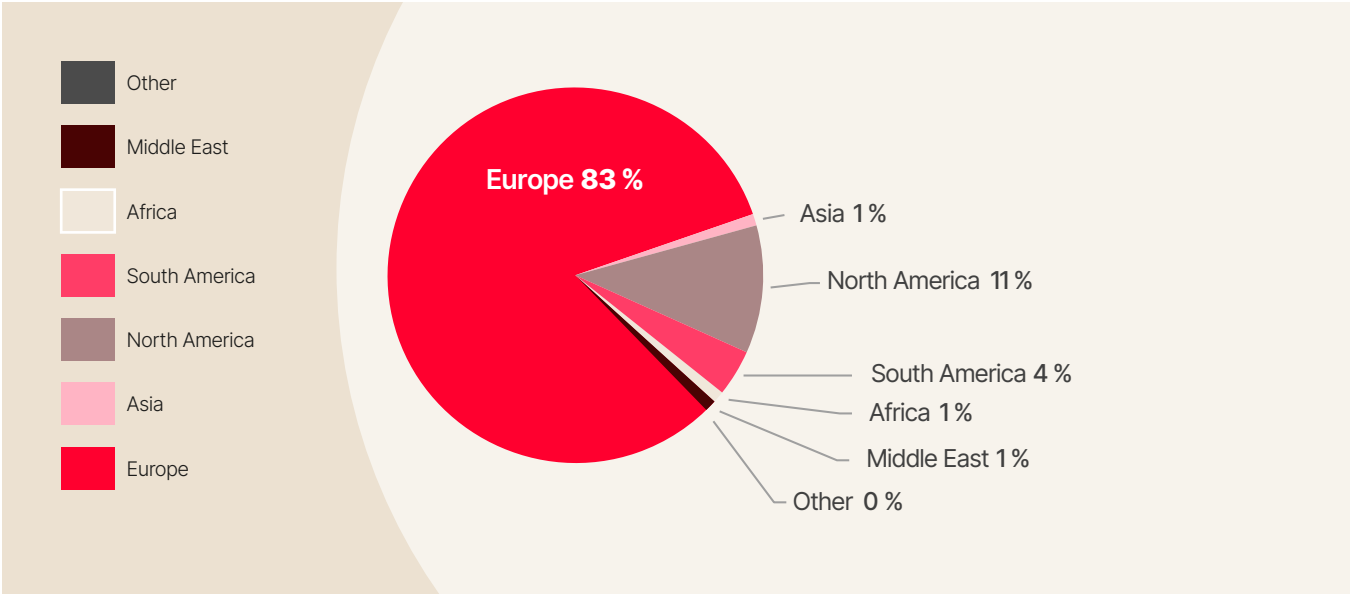
POSITION IN THE VALUE CHAIN 2024



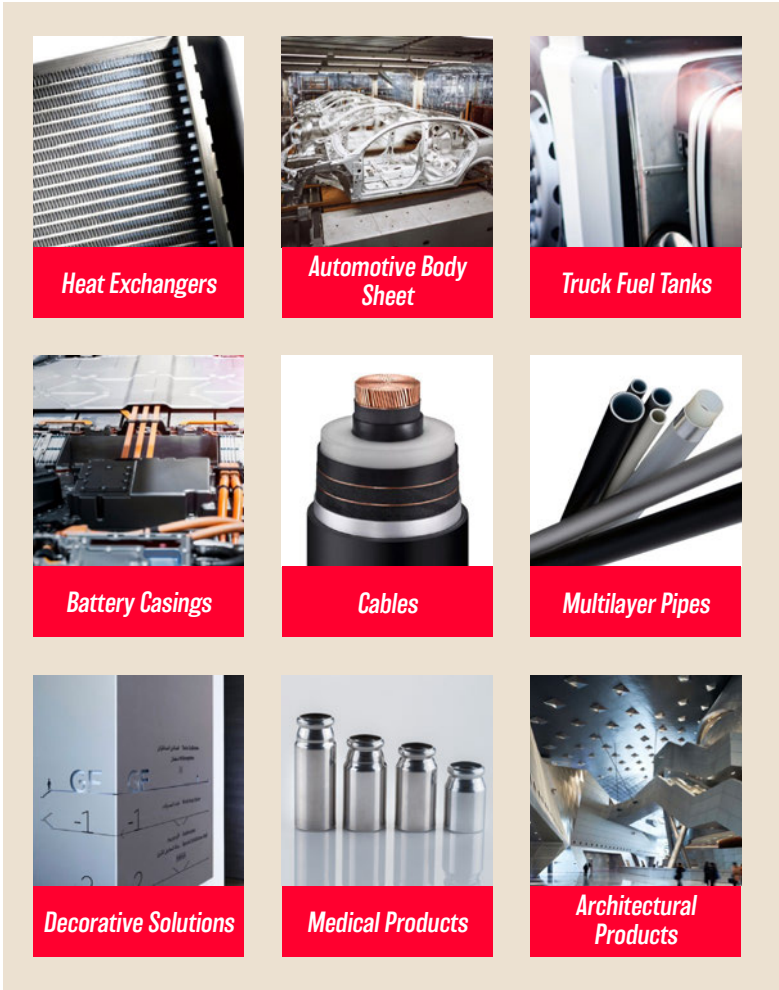
OUR MARKETS



MARKETS & REGIONS SERVED 2024



PRODUCTS ALUMINIUM DUFFEL 2024



BUSINESS SEGMENTS AT ALUMINIUM DUFFEL BV

AUTOMOTIVE

~50 % Of Annual Output

- Exterior body sheet
- Inner body components
- Structural components



INDUSTRIAL

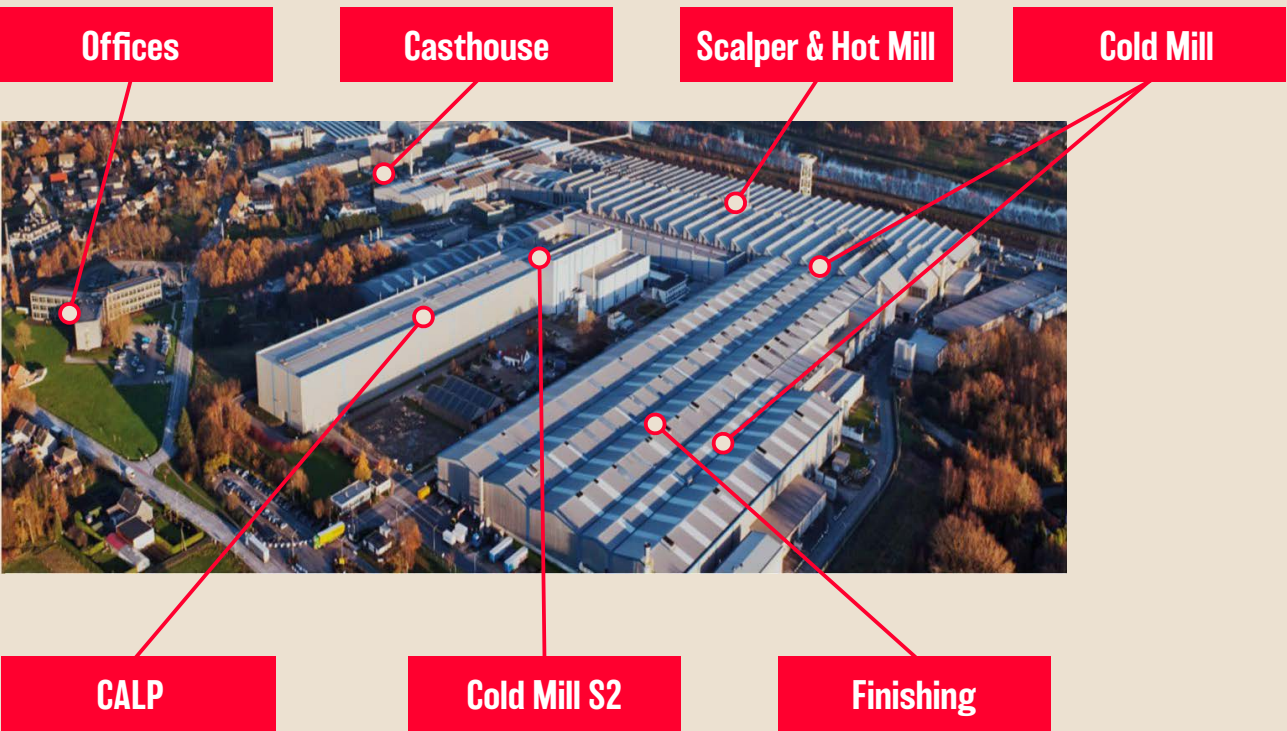
~50 % Of Annual Output

- Growth segments
- Consolidation segments
- 'Swing' segments

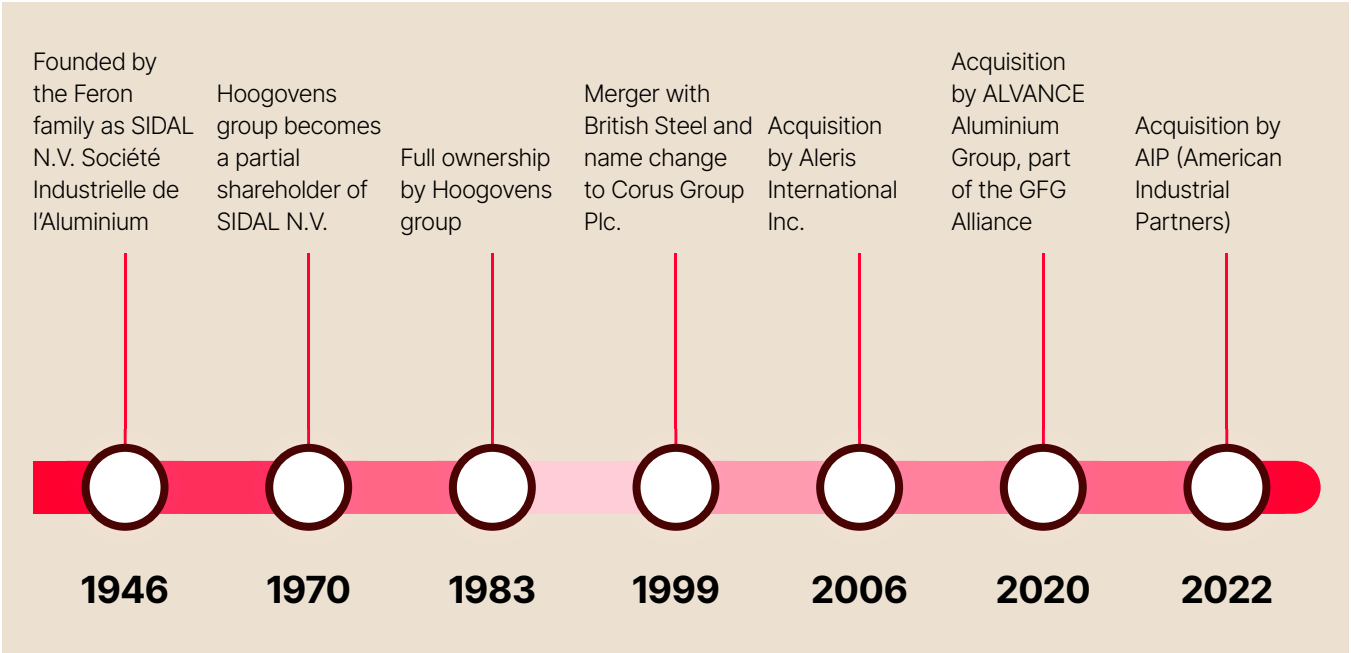


Balanced automotive and industrial business segmentation. Robust volume stability ~200,000 metric tons annually.

ALUMINIUM DUFFEL BV OVERVIEW



HISTORY OF ALUMINIUM DUFFEL BV



4. SUSTAINABILITY AT ALUMINIUM DUFFEL BV

At **Aluminium Duffel**, we view sustainability not merely as a goal but as an **integral part** of our business philosophy. Despite the challenges posed by limited resources, our **commitment** remains unwavering. Our vision is to **pragmatically** integrate sustainable practices into every aspect of our operations, ensuring **compliance** with regulations while maintaining our **competitive edge**. We conduct our activities with respect for human rights, actively support pollution prevention, use energy efficiently, and manage scarce natural resources responsibly. Social responsibility and environmental excellence are embedded in our decision-making processes, guiding our continuous innovation and improvement.

Through ongoing improvements and product innovation, we strive to minimise our environmental footprint, optimise resource efficiency and enhance social responsibility. By prioritising sustainability within our capabilities, we aim to make a meaningful contribution to our planet and communities, fostering a brighter and more sustainable future for generations to come.

When fulfilling our mission, our values are:



Excellence & Teamwork.

We are passionate about achieving consistent results. We meet challenges as a team, empower others and rely on our skilled employees. We excel in serving our customers.



People & Power.

Our power lies with our people. Our primary focus is to satisfy our clients, employees, neighbours and the people living on this planet. Our employees' safety is our number one priority.



Change & Courage.

We strive to be courageous game-changers, doing things differently than expected. We encourage self-reflection to foster personal growth without losing sight of our core mission: making things better.



4.1. SUSTAINABILITY MANAGEMENT

Aluminium Duffel BV's sustainability management system meets the requirements of the Aluminium Stewardship Initiative (ASI) Performance Standard and the ASI Chain of Custody Standard. Additionally, environmental and occupational health and safety topics are managed via our business management system in accordance with ISO 14001:2015 and ISO 45001:2018.

In response to environmental and sustainability challenges and rapidly multiplying requirements, we continuously improve and better integrate our management systems to enhance the sustainability of our operations and ensure the safety and well-being of our people.

We are committed to producing aluminium with a low carbon footprint, taking into account the People-Planet-Profit perspective. Each year, we take action to achieve our People-Planet-Profit goals, such as reducing the carbon footprint of our operations and our aluminium products. All these actions are integrated into the Aluminium Duffel BV Sustainability Roadmap 2021-2050.

The CEO of Aluminium Duffel BV has overall responsibility, with additional responsibilities shared by members of the management team and the Sustainability Steering Committee. The Sustainability Steering Committee consists of Aluminium Duffel BV's CEO, several members of the management team, the Sustainability Director, Sustainability Managers, the Sales Director and the Marketing Director.

Key performance indicators (KPIs) have been defined to track our progress towards the defined sustainability goals. These KPIs are monitored during Sustainability Steering Committee meetings.

Goals 2025-2050



Supporting our people

Goal 2025*

Zero recordable injuries
Employee engagement score of 7.5



Protecting the environment ***

Goal 2025*

CO₂e footprint of our aluminium products: 5.0 kg CO₂e/kg alu (Scope 1+2+3)

15% reduction in energy (Scope 1+2), baseline 2021

Increase pre-consumer scrap rate to 35%**

Goal 2030

CO₂e footprint of our aluminium products: 3.5 kg CO₂e/kg alu (Scope 1+2+3)

Goal 2050

Net zero carbon production



Ensuring we behave as a responsible business

Goal 2025*

Positive cash flow after CapEx and financing costs
Best-in-class customer satisfaction

* All targets are set with 2019 (excluding energy reduction) as a baseline, as this was an average production year for Aluminium Duffel BV (without the effects of the COVID-19 pandemic, high energy prices, and raw material availability challenges).

** % automotive customer scrap vs. total automotive volume.

*** All targets will be reviewed in 2025

4.2. DOUBLE MATERIALITY ASSESSMENT

As part of our commitment to sustainability and regulatory compliance, in 2024, we conducted a new Double Materiality Assessment in accordance with the Corporate Sustainability Reporting Directive (CSRD). This assessment allows us to evaluate both the financial materiality (risks and opportunities impacting our business) and impact materiality (our organisation's effects on society and the environment).

To ensure a robust and systematic approach, we utilised the Karomia tool. This tool played a critical role in determining and selecting the Impact, Risks and Opportunities (IROs) that formed the basis of our assessment. We engaged 50 stakeholders, including internal and external parties, to gain comprehensive insights into our IROs. For more information on who our stakeholders are, we refer to section 7.4 – Stakeholder Engagement.

Our stakeholder engagement process included:

- Online surveys to gather broad perspectives efficiently.
- In-depth interviews for detailed qualitative insights.
- Focus groups to foster discussion and validate key themes.

The materiality outcome was determined by weighted average impact and financial materiality scores across various sustainability matters according to the European Sustainability Reporting Standards (ESRS). A total of 1,067 responses were gathered across all matters, reflecting strong stakeholder engagement.

The results of this assessment provide us with a clear understanding of the sustainability issues most relevant to our business and stakeholders. These insights will guide our strategy, risk management and sustainability initiatives, ensuring we align with both regulatory requirements and stakeholder expectations.

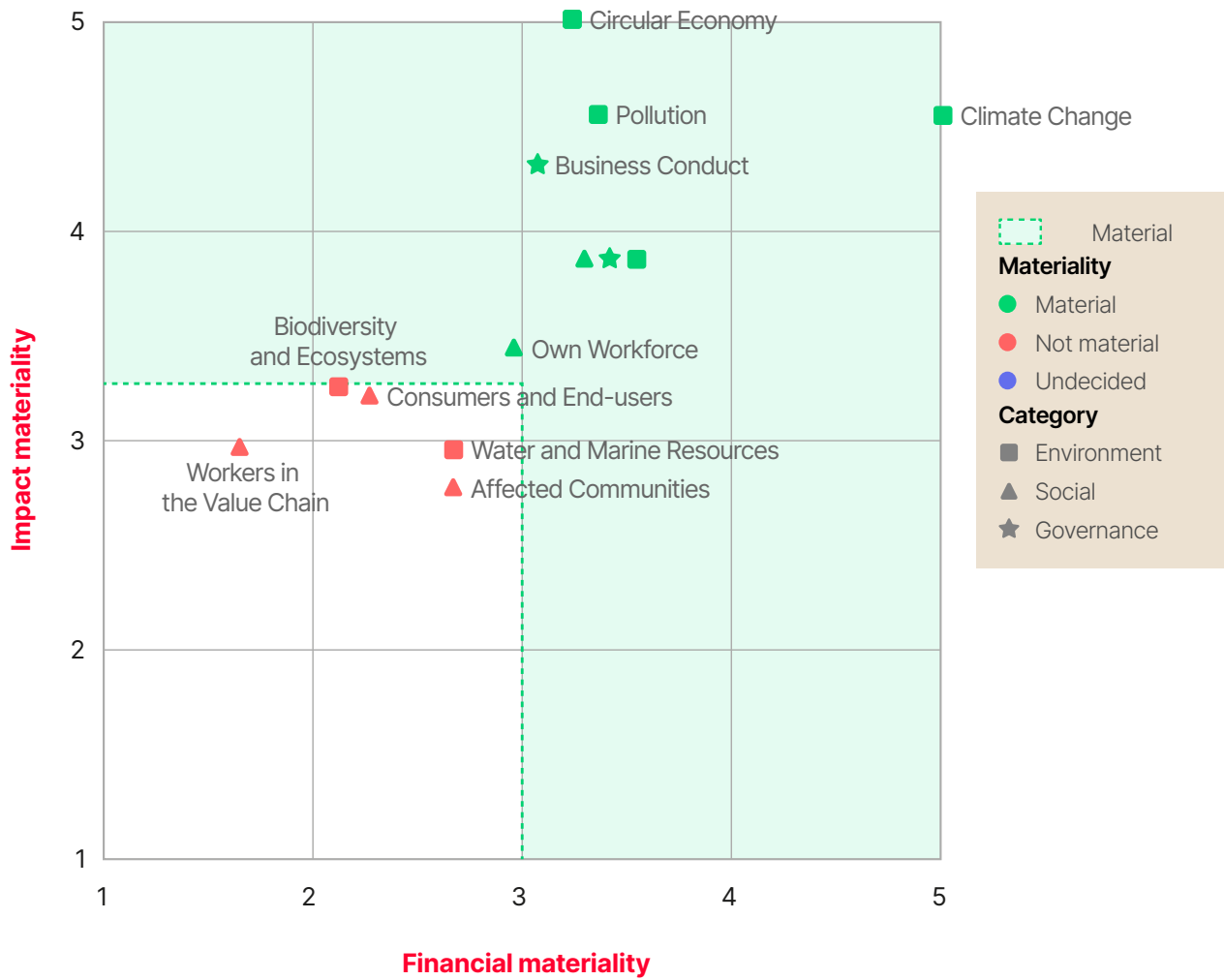
Moving forward, the findings from this assessment will be integrated into our corporate strategy, informing our sustainability priorities and reporting frameworks. We remain committed to transparency and continuous improvement in our approach to sustainability and corporate responsibility. Furthermore, we are committed to yearly reporting on our sustainability efforts and will continue to evaluate our approach to CSRD compliance.

Throughout the Double Materiality Assessment process, we maintained close collaboration with our auditor to ensure full alignment with ESRS. This engagement was crucial in validating our methodology, refining our approach and ensuring that our assessment met regulatory expectations.

Matter	Conclusion
 E1 Climate Change	Material
 E2 Pollution	Material
 E3 Water and Marine Resources	Not material
 E4 Biodiversity and Ecosystems	Not material
 E5 Circular Economy	Material
 S1 Own Workforce	Material
 S2 Workers in the Value Chain	Not material
 S3 Affected Communities	Not material
 S4 Consumers and End-users	Not material
 G1 Business Conduct	Material



Double Materiality Matrix Aluminium Duffel



Material topic	Outcome
Climate Change	Aluminium Duffel's operations are energy-intensive, making climate change a key financial and regulatory concern. The company is working to reduce energy consumption by 15% by 2025 and is investing in renewable energy and efficiency improvements. While severe weather risks, such as flooding and heat waves, are assessed annually, they are currently considered manageable and not material. Stakeholders emphasise the importance of emission reductions and the company's role in the low-carbon transition. Transparent reporting on climate-related risks and initiatives ensures alignment with sustainability goals and regulatory requirements.
Pollution	Aluminium Duffel operates with all required environmental permits, ensuring compliance with air, water and soil pollution regulations. While occasional exceedances and historical contamination require ongoing management, they do not pose immediate regulatory risks. However, continuous monitoring and investment in pollution control remain essential to maintain compliance, minimise financial exposure and uphold environmental commitments. Proactive management of emissions, wastewater treatment and soil remediation aligns with sustainability goals and stakeholder expectations.
Circular Economy	Sourcing appropriate scrap alloys presents financial challenges, but using recycled aluminium enhances resource efficiency and reduces CO ₂ emissions. The company actively increases recycled content and collaborates on closed-loop recycling initiatives with customers. Circular economy efforts align with sustainability goals and industry trends.
Own Workforce	Aluminium Duffel recognises that a safe, healthy and engaged workforce is critical to operational efficiency and financial performance. While the company invests in occupational health, safety and training, challenges such as high turnover and employee dissatisfaction with remuneration persist. Strengthening workplace well-being, including improving health services and inclusivity measures, presents financial opportunities, such as reducing absenteeism, which is estimated to yield a €1.5 million gain. Commitment to ISO 45001 certification and ongoing dialogue with employees support continuous improvement in working conditions and business resilience.
Business Conduct	Aluminium Duffel enforces strict anti-corruption policies, fair contracting and a whistleblower program to ensure ethical governance. Despite limited market influence, its transparency fosters supplier trust and compliance. Compliance audits, background checks and anti-corruption training reinforce integrity, reducing legal and reputational risks.

The reporting on the material topics can be found in the various chapters of this sustainability report, which are structured into three main groups: Supporting our People, Protecting the Environment and Ensuring we behave as a Responsible Business.



Supporting our people

- Own workforce



Protecting the environment

- Climate Change
- Pollution
- Circular Economy



Ensuring we behave as a responsible business

- Business Conduct

Focus SDG: 3, 4



Focus SDG: 7, 9, 12, 13



Focus SDG 8, 12



5. SUPPORTING OUR PEOPLE

At Aluminium Duffel BV, our 902 dedicated employees drive our success every day. Their commitment fuels our achievements, and we prioritise a fair, inclusive workplace that fosters well-being, safety and continuous growth. We empower our leaders to cultivate an environment of trust, accountability and open dialogue. By encouraging collaboration and development, we create opportunities for every employee to learn, advance and unlock their full potential. Our commitment to safety and well-being ensures that our people can grow, lead and thrive in a supportive and empowering workplace.

As we embrace the future, we remain dedicated to a culture where every employee feels valued, respected and inspired to shape our shared success.



5.1. OCCUPATIONAL HEALTH & SAFETY

At Aluminium Duffel BV, People & Power is the most important of our core values, with safety being our top priority. Our goal is to achieve zero fatalities and zero serious accidents in the plant, ensuring that all employees return home safely and in good health.

Our Health, Safety and Environment (HSE) Policy is committed to eliminating hazards and reducing HSE risks for our employees, visitors and contractors. We pledge that no employee or contractor will undertake any work or task they consider unsafe.

We recognise that the nature of our industrial materials and machinery means there are safety risks inherent to our operations:

- **Liquid aluminium:** Present in our casthouses, this molten metal poses significant risks. When a liquid, such as water, is encapsulated by liquid aluminium, it turns into steam. This can lead to explosions with potentially fatal consequences.
- **Industrial machinery:** Our large and powerful machines handle aluminium products weighing several tonnes.
- **Hazardous chemicals:** Chemicals such as chlorine and hydrogen fluoride are required to produce high-quality products that meet specifications.

- **Mobile equipment:** Various sizes and load capacities are used on-site to transport aluminium slabs and coils.
- **Electricity, confined spaces and working at a height:** These factors also contribute to the safety risks in our operations.

Occupational health and safety considerations are incorporated in the development, manufacturing, distribution, use and disposal of our aluminium products at Aluminium Duffel BV.

We conduct risk assessments at the organisational, workplace and individual levels, covering current and future work processes (including maintenance and repair) and production and support services. Corrective and preventive measures are registered and followed up in annual action plans or via our incident registration system. Employees, visitors and contractors are required to report incidents via the registration system or by informing their managers. The incident registration system is available to all employees; temporary workers and contractors can also register incidents.

An incident is defined as an event where something happens that has caused or could have caused injury, occupational illness, damage to property or equipment, loss of process, non-compliance with legislation (regardless of severity) or exposure to uncontrolled

energy. New incident registrations are communicated to all departments via daily reports. Depending on the severity of the incident, preliminary safety alerts are issued. All incidents are investigated. Official incident reports are sent to the Federal Public Service Employment, Labour and Social Dialogue in accordance with legal requirements.

Our Occupational Health and Safety Prevention Plan is updated annually. It is approved by the Committee for Prevention and Protection at Work (abbreviated as CPBW in Dutch).

We have an on-site medical department (occupational physician, occupational hygienist and nurses), run by an external company, to monitor the health of our employees. Medical consultations for work-related and urgent non-work-related issues are available on weekdays for employees, temporary workers, visitors and contractors at the on-site medical department. First aid is available 24/7 via our trained security team. We also have employees who are trained to provide first aid.

A Health and Safety Steering Committee meeting is held every month. Operational directors and several members of the Aluminium Duffel BV management team are members of this steering committee. Lessons learned from incidents, procedures, new measures, and many other health and safety topics are discussed, as well as safety KPIs and progress related to the annual action plan. In addition to the Safety Steering Committee, monthly interactive safety meetings are held within each department. On a daily basis, health and safety issues are discussed in the information centres of the various departments and at various installations.

Every new employee at Aluminium Duffel BV receives all necessary training to perform jobs safely before starting tasks on their own. Contractors and visitors entering the production area must watch the safety video and successfully pass the required safety test. Contractors receive briefings on hazards, protective measures and emergency procedures before starting work, while their work permits are being processed and approved.

Since the beginning of 2022, our Occupational Health and Safety (OHS) management system has complied with ISO 45001. Our OHS management system applies to our employees, visitors and contractors on site.

Performance

2024 was marked by disappointing results in terms of safety. We reported 32 work-related injuries among Aluminium Duffel employees. Not only did we observe an increase in work-related injuries, but there was also a rise in the severity of accidents. While we did not record a single accident resulting in permanent injury in 2023, in 2024, there were cases where individuals sustained a possible small percentage of disability.

Regarding incidents involving contractors, we can conclude that 2024 showed improvement despite the increased presence of contractors on-site due to the construction and commissioning of a new slab scalper machine. The number of accidents involving contractors decreased by 50% compared to 2023.



CASE STUDY #1

LOTO TRAINING

In 2024, a rise in safety incidents, followed by a serious accident in the caphouse, highlighted the need to refresh our Lockout/Tagout (LOTO) procedure. While all Aluminium Duffel employees receive LOTO training through e-learning upon employment, this initiative focused on raising awareness about the importance of the procedure rather than just the procedural details. The primary goal was to ensure all employees understand that LOTO is in place to protect their safety and ensure they return home unharmed at the end of each day.

To maximise impact, classroom training sessions were held in small groups. Each session was introduced by a member of the management team, emphasising the critical need for safe behaviour. The training content was developed by a multidisciplinary team and delivered consistently by trained instructors to ensure a unified message. The management team, the operations managers, the OHS prevention advisors and the academy team joined forces and worked closely together to execute this initiative. As a result, 96% of employees were retrained on LOTO within just one month, significantly enhancing safety awareness throughout Aluminium Duffel.



To enhance employees' sense of ownership over safety, the behaviour-influencing Sirk Sekuur project is being further implemented within the casthouse. This initiative aims not only to improve safety awareness of our employees but also to teach them to "think ahead," instilling a proactive mindset and encouraging employees to consider safety before an accident occurs. A key aspect of this process is fostering a culture where colleagues feel empowered to address and support each other in preventing incidents. The strength of this program lies in its inclusivity, as all employees are actively involved and recognise it as their own. The pilot phase demonstrated that the program successfully motivates employees to reinforce one another's commitment to safe behaviour.

Another plant-level initiative focuses on improving employees' ability to recognise risks on the shop floor. In parallel with Sirk Sekuur, additional measures will be developed to help employees identify hazards in their specific work environments. This initiative will also involve reviewing and enhancing existing risk assessment tools such as LMRA (Last Minute Risk Assessment), TRA (Task Risk Assessment), and work permits.

A further initiative at the plant level aims to make monthly safety meetings more interactive. To achieve this, a cascading system has been introduced within departments. These meetings will no longer be simple presentations but rather discussions on key safety

topics for the month. Topics covered include reviewing accidents and incidents from the previous month, safety performance figures, the theme of the month, decisions made by the central safety committee, department-specific safety measures, and an improvement point for the month.

In 2024, a new, state-of-the-art chlorine installation was installed and commissioned in the casthouse, replacing an older system. This upgrade significantly enhances workplace safety, as chlorine represents one of the major risks for the casthouse, the entire plant and the surrounding community. The installation has nearly halved the chlorine presence within the plant, reducing potential hazards.

Towards the end of the year, a new degassing filter was installed during the overhaul of Casthouse 4. This advanced filter greatly reduces fire risks in the casthouse by minimising gas burner usage for preheating. Additionally, its improved ergonomic design lowers the risk of burn injuries and musculoskeletal strain by making the cleaning process more efficient and safer.



	Unit	2024	2023	2022
Work-related accidents involving Aluminium Duffel BV employees **				
Number of work-related fatalities	Number	0	0	0
Number of work-related injuries	Number	32	19	11
Working hours***	Number	1,249	1,219	1,342
Rate of recordable work-related injuries*	Rate	26	15.6	8.19
Work days lost due to accidents	Number	1,082	670	293
Work-related accidents involving temporary employees **				
Number of work-related fatalities	Number	-	0	0
Number of work-related injuries	Number	-	0	0
Working hours***	Number	617	0	4,759
Rate of recordable work-related injuries*	Rate	-	-	-
Work related accidents involving external companies				
Number of work-related fatalities	Number	0	0	0
Number of work-related injuries	Number	2	4	2
Working hours***	Number	200,251	213,069	196,557
Rate of recordable work-related injuries*	Rate	10.0	18.8	10.2
Work-related illness involving Aluminium Duffel BV employees				
Number of work-related illnesses	Number	0	0	0
Periodic occupational health examinations****	Number	547	533	551

* Number of work-related accidents*1,000,000 hours/performed working hours

** Figures reported to the FPS Employment, Labour and Social Dialogue

*** Number of working hours *1,000

**** Annual report External Service for Prevention and Protection at Work

Percentage of psychosocial interventions	Unit	2024	2023	2022
Incidents of psychosocial nature, reported directly to the confidential counsellor	Number	6	8	17
Informal psychosocial interventions	%	83	100	100
Form psychosocial interventions	%	17	0	0

Benchmark Belgium - NACE 24: Manufacture of metals in primary form	Unit	2024	2023	2022
Frequency rate	%	not available	not available	10.52

Source: www.fedris.be - statistic annual report 2022 (<https://www.fedris.be/nl/node/4002.html>)

CASE STUDY #2

SMARTER CASTING: HOW AI IS TRANSFORMING CASTHOUSE OPERATIONS



Our casthouse has launched an innovative project in collaboration with GAP Engineering SA, where measurements are analysed using Artificial Intelligence (AI) and linked to casting parameters. The main goal? To improve the start of the casting process and reduce defects. Moreover, this system has the potential to automatically detect hazardous situations, significantly enhancing safety in the workplace.

Although everything is still in development, and we are yet to see the system's functionality, we are very optimistic about the prospects. Aluminium Duffel's contribution to this project is invaluable, especially in providing access to specific data and camera footage of casthouse 6. These data will be utilised to develop and train GAP's system. The initial results of this promising project were presented on March 6th at the Minerals, Metals & Materials Society conference in Orlando.

5.2. LABOUR RIGHTS

Aluminium Duffel BV is committed to upholding human rights and ensuring that slavery and human trafficking do not take place within our business or supply chain. This statement outlines our approach to identifying and addressing modern slavery risks in accordance with the UK Modern Slavery Act 2015 and other relevant legislation.

We recognise our responsibility to act with integrity and transparency in all business dealings. We are committed to ensuring that there is no form of slavery, forced labour, or human trafficking in any part of our operations or supply chain. We continue to monitor and assess our practices to ensure compliance with all applicable laws and to maintain the highest standards of ethical conduct.

We stand against all forms of discrimination, whether based on race, gender, colour, national origin, gender identity, or any other legally protected status. Our hiring practices and workplace policies reflect our commitment to fairness, inclusion and respect. We foster a culture that rejects disrespect, unfair treatment and retaliation, ensuring that harassment has no place in our workplace—whether on-site or in any professional interaction. At Aluminium Duffel BV, we have implemented the following policies and processes to combat modern slavery and promote ethical business practices:

- **Code of Conduct:** Our Code of Conduct outlines the principles and values we expect from our employees, suppliers and partners, including respect for human rights and the prohibition of any form of modern slavery.
- **Whistleblowing Hotline:** We encourage employees and stakeholders to report any concerns regarding potential modern slavery or unethical practices. We also provide secure channels for such reports to be made confidentially. Reporting can be done via: aluminiumduffel.sdwhistle.com
- **Due Diligence and Risk Assessment:** We conduct regular risk assessments and due diligence on our supply chain to identify any potential risks related to modern slavery and human trafficking. Our assessment process involves:
 - Evaluating suppliers based on their compliance with human rights and anti-slavery regulations.
 - Reviewing policies, codes of conduct and practices of our key suppliers and business partners.
 - Auditing and monitoring supplier performance to ensure continued compliance.
- **Training and awareness:** We provide regular training for our employees and supply chain managers to raise

awareness about modern slavery risks, their rights, and the steps they can take to help prevent human trafficking and forced labour.

Ensuring employee representation

Aluminium Duffel BV respects and supports our employees' right to freedom of association, including their choice to join, form or abstain from joining a trade union without fear of coercion, harassment or reprisal. When employees choose to be represented by a legally recognised union, we are committed to engaging in meaningful and constructive dialogue with their elected representatives.

Every four years, our employees participate in social elections to select new union representatives. Currently, our workforce is represented by three major unions: ACV (General Christian Union), ABVV (General Social Union), and ACLVB (General Liberal Union). The 2024 social elections reaffirmed these three unions as our employee representatives.

We prioritise open and transparent communication with union representatives. Monthly meetings are held through structured forums such as the Works Council, the Committee for Prevention and Protection at Work (CPBW), and union delegate gatherings. These discussions provide a platform for collaborative problem-solving on key topics, including company-wide policies, operational changes, disciplinary procedures, working conditions and remuneration systems. To ensure smooth transitions and mitigate potential disruptions, significant operational changes are presented to the Works Council at least three months prior to implementation. This proactive approach allows ample time for adjustment and preparation, contributing to a stable working environment. We are proud of our proactive approach, which has effectively prevented any industrial action to date.

Performance

In 2024, 94% of our employees were covered by collective bargaining agreements; five employees were executives who are not covered by collective bargaining agreements.

Several union consultations are held every month:

- In every production department
- General consultation for blue-collar workers

In 2024, there were 12 standard monthly Works Council meetings, one Installation Works Council meeting after the social elections and one Special Works Council meeting (EFI). We also held 12 Committee for Prevention and Protection at Work (CPBW) meetings.



5.3. FAIR AND INCLUSIVE WORKPLACE

We recognise the importance of fostering diversity and creating an inclusive workplace where everyone feels valued and respected, regardless of race, gender, ethnicity, nationality, gender identity, or any other protected characteristic. Our commitment extends beyond policies—we actively cultivate a culture of belonging and equal opportunity for all.

To ensure the well-being of our employees, our psychosocial core team plays a crucial role in monitoring workplace dynamics and taking proactive measures to support a healthy and respectful environment. This team, alongside our fully trained counsellors, provides guidance and assistance to employees facing stress, discrimination, conflict, or any form of unacceptable conduct. By prioritising well-being and intervention, we create a workplace where everyone can thrive.

Performance

Our workforce decreased by 2.2% in 2024 to 902 employees. No official incidents of discrimination were reported in 2024.

Personnel structure

	Unit	2024	2023	2022
Total Employees	Number	902	922	954
Female	%	9	9	9
Male	%	91	91	91
Blue-collar	Number	568	591	606
Female	%	1	1	1
Male	%	99	99	99
White-collar	Number	334	331	354
Female	%	22	22	22
Male	%	78	78	78

Temporary and permanent contracts

	Unit	2024	2023	2022
Total Employees:	Number	902	922	954
1. Permanent	Number	871	900	933
Permanent vs Total employees	%	97	98	98
1.1 Permanent - Female	%	9	8	9
1.2 Permanent - Male	%	91	92	91
2. Temporary	Number	31	22	21
Temporary vs total employees	%	3.4	2.4	2.2
2.1 Temporary - Female	%	6	14	0
2.2 Temporary - Male	%	94	86	100

Full-time and part-time employees

	Unit	2024	2023	2022
Total Employees:	Number	902	922	954
1. Full-time	Number	902	824	859
Full-time vs Total employees	%	89	89	90
1.1 Full-time - Female	%	7	7	7
1.2 Full-time - Male	%	93	93	93
2. Part-time	Number	99	98	95
Part-time vs total employees	%	11	11	10
2.1 Part-time - Female	%	3	2	2
2.2 Part-time - Male	%	8	9	8



Age structure

	Unit	2024	2023	2022
Total Employees	Number	902	922	954
Blue-collar	Number	568	591	606
< 50 y/o	%	36	37	36
> 50 y/o	%	27	28	28
White-collar	Number	334	331	348
< 50 y/o	%	17	17	17
> 50 y/o	%	20	19	20

Percentage of female managers

	Unit	2024	2023	2022
Total Employees	Number	902	922	954
Managing board	%	40	17	17
First management level	%	20	26	30
Second management level	%	27	29	25

Location of employees

	Unit	2024	2023	2022
Total employees	%	902	922	954
Employees in Belgium (Duffel)	%	100	100	100
Employees in other locations	Number	10	16	19
France	%	20	13	11
China	%	0	0	16
Poland	%	10	6	5
United Kingdom	%	0	0	0
Germany	%	60	63	53
Italy	%	10	19	16



5.4. EMPLOYEE ENGAGEMENT, TRAINING AND DEVELOPMENT

At Aluminium Duffel BV, we aim to foster a workplace culture where every employee is encouraged, supported and empowered to perform at their best. We believe this is essential for the success of our business, as it allows us to attract and retain top talent. To support our team, we offer competitive salaries and benefits, along with exciting opportunities for professional development. We are dedicated to helping each employee achieve their personal and career goals, fostering a work environment that promotes the open exchange of ideas and constructive feedback. Our goal is for every individual who joins Aluminium Duffel BV to experience a rewarding career path with opportunities for advancement, paving the way for long-term success and fulfilment.

When comparing the total training hours in 2023 with 2024, we notice a significant increase of approximately 20,000 hours. The main reason for this increase is a better registration of on-the-job training hours. In 2024, the Academy team worked hard on the Learning & Development vision and policy for Aluminium Duffel. In a parallel trajectory, this vision was translated into a digital process so that the Learning Management System (LMS) enables its realisation and follow-up. This was a much-needed investment to face the changing and challenging needs and expectations regarding Learning & Development.

Lifelong learning is a crucial competence for employability in a rapidly evolving and digitalising world. That is why the Belgian government's labour deal raised the bar to an individual right of 40 hours of training per year. As an organisation, we commit to this goal and encourage all our employees to invest in their personal and professional competencies. Different initiatives were taken to realise this:

- The whole process of training and development is now digitalised in the LMS and accessible to all employees. This improves efficiency and stimulates ownership over individual training plans.

- A catalogue of instructional videos has been created to support the use of the LMS
- Employees were informed about their individual right to 40 training hours and the renewed LMS during the Management Information sessions in November. Practical sessions will be organised in 2025 to stimulate and support usage. Employees will then be able to follow up on their training hours in the LMS.
- As announced in last year's report, the LMS now holds a training catalogue divided into five categories. In the categories 'Job specific competencies', 'General labour market competencies', 'Safety, health and prevention' and 'Aluminium Duffel trainings', a training offer is available and will be further built out in 2025. These categories form the formal training part. The fifth category, 'Informal learning', includes on-the-job function training. Employees can also register individual learning initiatives such as professional literature, webinars, learning networks, etc. This fifth category encompasses all informal learning.
- We invested in a platform for technical training. This allows employees to strengthen their technical knowledge and skills and creates new possibilities for (internal) upskilling to bottleneck occupations.

In short, we laid the foundation of a future-proof Learning & Development (L&D) policy in 2024 that enables sustainable deployment. In the coming years, we will sustain the increased effort in L&D: we will further expand both the Academy team and the Academy training offer and support. To better visualise the new policy, create alignment in reports and track progression, data on training will now be delivered in the layout below, showing the numbers for 2024.

Total training hours completed by employees

Gender	Male	Female	TOTAL
# employees	823	79	902
% on total employees	98	2	100
# training hours	55,295	1,329	56,627
Employee statute	Blue-collar	White-collar	TOTAL
# employees	568	334	902
% on total employees	81	19	100
# training hours	45,862	10,763	56,627

Total training hours

Formal	Training hours/year	26,610
Safety, health and prevention	Number	15,326
Job specific competencies	Number	3,542
General labour market competencies	Number	2,075
Aluminium Duffel training	Number	5,667
Informal	Training hours/year	30,017
Function training on the job	Number	30,014
Informal learning	Number	2



5.5. COMMUNITY RELATIONS

At Aluminium Duffel, we believe that corporate responsibility extends beyond our operations to the communities in which we operate. We are dedicated to being an engaged and responsible corporate citizen, actively contributing to the well-being and prosperity of our local environment.

Given our proximity to a residential area, we acknowledge our civic duty to safeguard the quality of life for our employees, neighbours and the broader community. We implement rigorous measures to ensure our facilities operate safely with minimal environmental and social impact.

In the event of concerns or issues, we engage proactively with local stakeholders to assess the situation and explore potential solutions. Our team is available 24/7 via phone at **+32 (0)15 22 22** or email at **info.duffel@aluminiumduffel.com** to address any environmental or social concerns related to our operations. Every complaint is thoroughly investigated, and corrective actions are taken where necessary. When required, we also conduct personal visits to ensure concerns are addressed effectively.

Performance

Number of complaints (environment)

	Unit	2024	2023	2022
Complaints*	Number	27	33	64

* A complaint is considered to be counted when it is directly communicated to Aluminium Duffel by the complainant via email, phone, or letter

In 2024, Aluminium Duffel conducted new studies and updated existing studies on various environmental topics:

Noise

Additional measures were implemented in Casthouse 7 to reduce noise levels in 2024. Fourteen vibration dampers were installed on a section of the casthouse to minimise noise generated by metal vibrations. Additionally, the central stack underwent a complete overhaul, including the replacement of the integrated noise dampeners within the extraction system. Furthermore, an accredited external expert conducted a comprehensive noise study of the entire plant to ensure full compliance with all applicable legal noise level thresholds.

Odour

Following the change of emulsion on the 148" mill, the emulsion temperature was reduced by 10°C. Both actions have positively impacted odour levels. To assess the effectiveness of these measures, a new odour study was conducted by an accredited external expert. The study concluded that the plant remains fully compliant with legal odour regulations.

Wastewater/Rainwater/Use of Emergency Pump

A new 1,000 m³ silo has been constructed as an additional buffer for wastewater at the Aluminium Duffel plant. Following government approval of the study to disconnect rainwater from the internal sewer system, an engineering study has commenced to plan its implementation. The first phase of work is set to begin in 2025.

Dust

A feasibility study for the installation of a baghouse filter on the casthouse chimney has been carried out.

Neighbourhood Consultation

In the last quarter of 2024, a new neighbourhood consultation was held, inviting over 300 families to the plant. This time, the event included a site visit, with around 50 neighbours participating. They had the opportunity to tour the new scalper, the hot rolling mill, and part of the finishing department. Feedback from attendees was overwhelmingly positive.



CASE STUDY #3

PILOT PROJECT

“OUR COMPANY FUTURE PROOF”

In 2024, the joint unions of Aluminium Duffel participated in a pilot project focused on the energy transition that companies will need to undertake in the near future.

This project was a collaborative initiative between the Netherlands and Belgium. Various companies participated alongside representatives from the Dutch and Belgian unions, as well as NGOs such as the Federation for a Better Living Environment (Bond Beter Leefmilieu), Environmental Defence (Milieudefensie) and Reset Flanders (Reset Vlaanderen).

The project addressed the potential impact of the energy transition on companies, as well as its possible effects on employment and employees. Different case studies were presented, highlighting opportunities for decarbonisation. A valuable aspect of the project was the exchange of information among the participating companies, which generated a lot of new ideas and insights.



5.6. MARKET PRESENCE – SALARY & LOCAL HIRING

We are committed to strengthening our connections with educational institutions to build a robust pipeline of young talent. To address the growing demand for technical profiles, we recognise the need to collaborate more closely with schools, ensuring that today's students can become tomorrow's colleagues. This requires a greater emphasis on in-house training, allowing us to develop the skills we need within our own teams.

Our engagement with local (technical) schools includes a variety of initiatives such as guided tours, research projects, guest lectures, job interview training and internships. In 2024, approximately 28 students completed internships at our company, and we welcomed around 170 students from different schools for guided tours. Additionally, we actively participate in job fairs and industry events across Flanders to attract and inspire future talent.

We strictly adhere to Belgian law regarding the employment of minors (people under 18 years of age). While individuals as young as 15 (job students) may work at Aluminium Duffel BV, their tasks are limited to non-hazardous administrative duties under the supervision of a team leader. We strictly prohibit anyone under the age of 18 from performing hazardous work.

To attract and retain top talent, Aluminium Duffel BV offers competitive salaries complemented by attractive fringe benefits. In 2024, we expanded our cafeteria plan (flexplan) to provide employees with more flexible benefits, ensuring they can tailor their compensation package to their personal needs. We continuously review and enhance our offerings to remain a competitive employer, conducting regular salary surveys to align with market expectations.

Number of internships

Years		2024	2023	2022
Internships	Number	28	29	17



CASE STUDY #4

SUPPORTING EDUCATION

Actively contributing to STEM (Science, Technology, Engineering and Mathematics) education by introducing young people to the industry early on—especially those from our own region. That's exactly what we aimed for with this project.

Our colleagues recently joined forces with students from GTI Duffel. Together, they rolled up their sleeves to build a brand-new electrical cabinet from scratch. Aluminium Duffel provided all the necessary materials, along with technical guidance and explanations throughout the process.

This initiative, a project from our Academy, brings the real world of work directly into the classroom. By offering an authentic, hands-on assignment, one that will remain in use within our company for years to come, we help bridge the gap between education and industry.

The enthusiasm shown by the students and their teachers was truly inspiring. Projects like these not only provide valuable experience, but also spark motivation and curiosity for future careers in our sector.



6. PROTECTING THE ENVIRONMENT

Aluminium stands out as a sustainable material due to its versatility, lightweight nature and infinite recyclability, all while retaining its unique properties. Additionally, products crafted from recycled aluminium consume 95% less energy than those made from primary sources, positioning them as part of the carbon solution.

Despite these benefits, the production of our rolled aluminium products does have environmental and climate impacts. Our production site emits greenhouse gases and generates noise, wastewater and waste. However, we diligently comply with environmental regulations, adapt our processes to meet updated legal requirements, and strive to reduce our ecological and neighbourhood footprint.

In our journey towards carbon neutrality, we offer aluminium body sheets that meet the standards of the Aluminium Stewardship Initiative (ASI) and have a minimal carbon footprint. By facilitating significant weight reductions across a range of sectors, aluminium plays a key role in curbing carbon emissions.

We are steadfast in our commitment to producing aluminium goods with a minimal carbon footprint. This involves collaborating with stakeholders to enhance the sustainability of our products, actively mitigating our environmental impact, and championing climate action.

Our goals for protecting the environment are*:

- **2025**
 - CO₂e footprint of our aluminium products: 5.0 kg CO₂e/kg alu (Scope 1+2+3)
 - 15% reduction in energy (Scope 1+2), baseline 2021
 - Increase automotive pre-consumer scrap rate to 35% (20% in 2019)**
- **2030**
 - CO₂e footprint of our aluminium products: 3.5 kg CO₂e/kg alu (Scope 1+2+3)
- **2050**
 - Net zero carbon production

* All targets will be reviewed in 2025

** % automotive customer scrap vs. total automotive volume.



Roles and responsibilities

The CEO of Aluminium Duffel BV is accountable for environmental stewardship, encompassing climate action, waste and water management, biodiversity and process safety. The Sustainability department reports directly to the Sustainability Director of Aluminium Duffel BV.

Our commitment

Our mission and commitment are outlined in Aluminium Duffel BV's EHS Policy, which has been approved by our management team. This policy adheres to the requirements of the ISO 14001 Environmental Management Standard, the ASI Performance and Chain of Custody Standard, and the specific expectations of our customers. The EHS policy highlights the key responsibilities of our leadership in promoting environmental stewardship and ensuring occupational health and safety.

Assessment of environmental impacts

Although Aluminium Duffel BV does not formally adhere to the precautionary principle, we proactively assess environmental risks across all our operations. Each year, or more frequently as part of our internal change management process, we update our context analysis and environmental risk assessment. Compliance with environmental regulations is closely monitored through internal and external audits, factory tours and ongoing observations.

Reporting incidents and violations

Our internal incident management system logs and tracks environmental incidents, non-compliance issues, and internal and external complaints. These are communicated to Aluminium Duffel BV employees through daily reports. In the event of an environmental emergency, the Environmental Coordinator activates the internal emergency response plan.

ISO 14001:2015 Aluminium Duffel BV certificate

Certified since 2002.

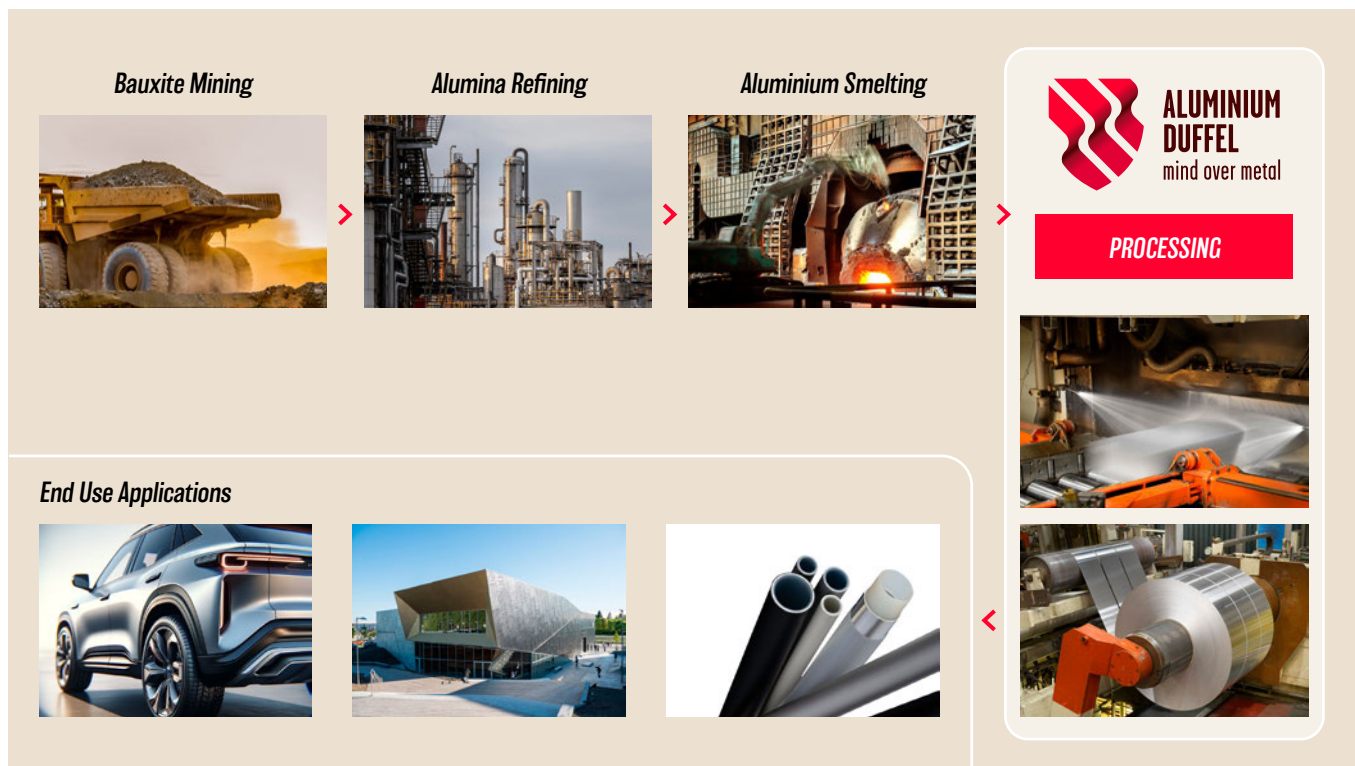


6.1. GHG EMISSIONS

The aluminium value chain encompasses several stages, each contributing to greenhouse gas (GHG) emissions:

- 1. Bauxite Mining:** The extraction of bauxite, the primary ore for aluminium production, involves energy consumption, particularly in transportation and processing, leading to GHG emissions primarily from fossil fuel combustion.
- 2. Alumina Refining:** The conversion of bauxite into alumina requires substantial electricity and heat inputs, contributing to emissions, especially when fossil fuels power the energy supply.
- 3. Aluminium Smelting (Electrolysis):** Also referred to as primary production, the electrolysis process used to extract aluminium from alumina is highly energy-intensive. This stage accounts for the majority of emissions in the aluminium value chain, largely due to electricity consumption, which is often reliant on fossil fuels.
- 4. Fabrication and Manufacturing:** Downstream processes such as remelting, rolling, extruding and forming aluminium products also require energy, though emissions at this stage are comparatively lower than in primary production.
- 5. Transportation:** The movement of raw materials, semi-finished and finished aluminium contributes to overall emissions across the value chain.

POSITION IN THE VALUE CHAIN 2024



While Aluminium Duffel BV's energy consumption is significantly lower than that of the primary production stages, we recognise our role as an energy-intensive operation and acknowledge our responsibility to mitigate environmental impacts. Our GHG emissions primarily stem from Scope 1 sources (direct emissions from fuel combustion in boilers and furnaces) and Scope 2 sources (indirect emissions from purchased electricity).

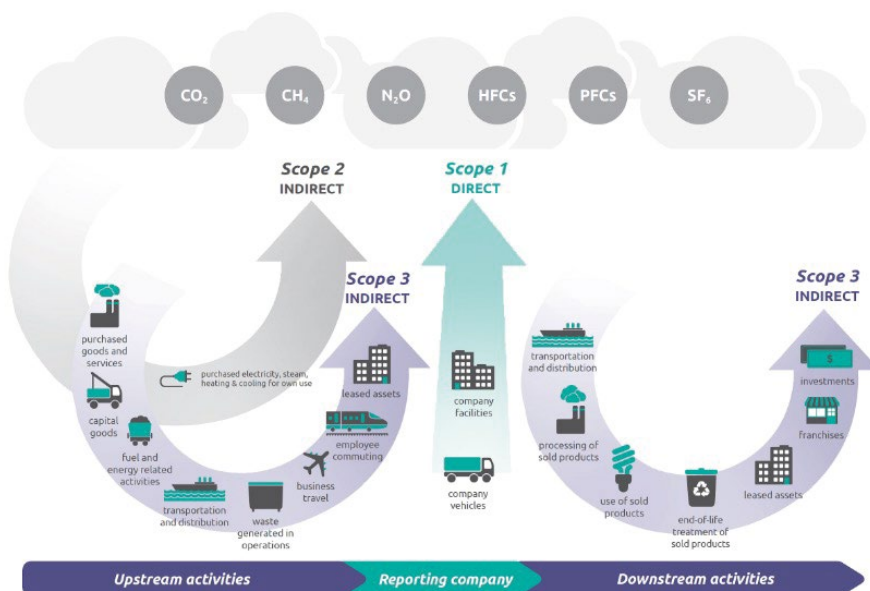
To reduce our carbon footprint, we prioritise energy efficiency improvements and the implementation of energy-saving measures. Further details on these efforts can be found in the 'Energy' section of this report. Additionally, we are actively working to minimise Scope 3 emissions to further decrease the Product Carbon Footprint (PCF) of our aluminium. More information on these initiatives is available in the 'Circular Economy & Material Use,' 'Transportation,' and 'Mobility' sections of this report.

Scope 1: Scope 1 emissions are direct GHG emissions from sources controlled or owned by an organisation (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles, etc.).

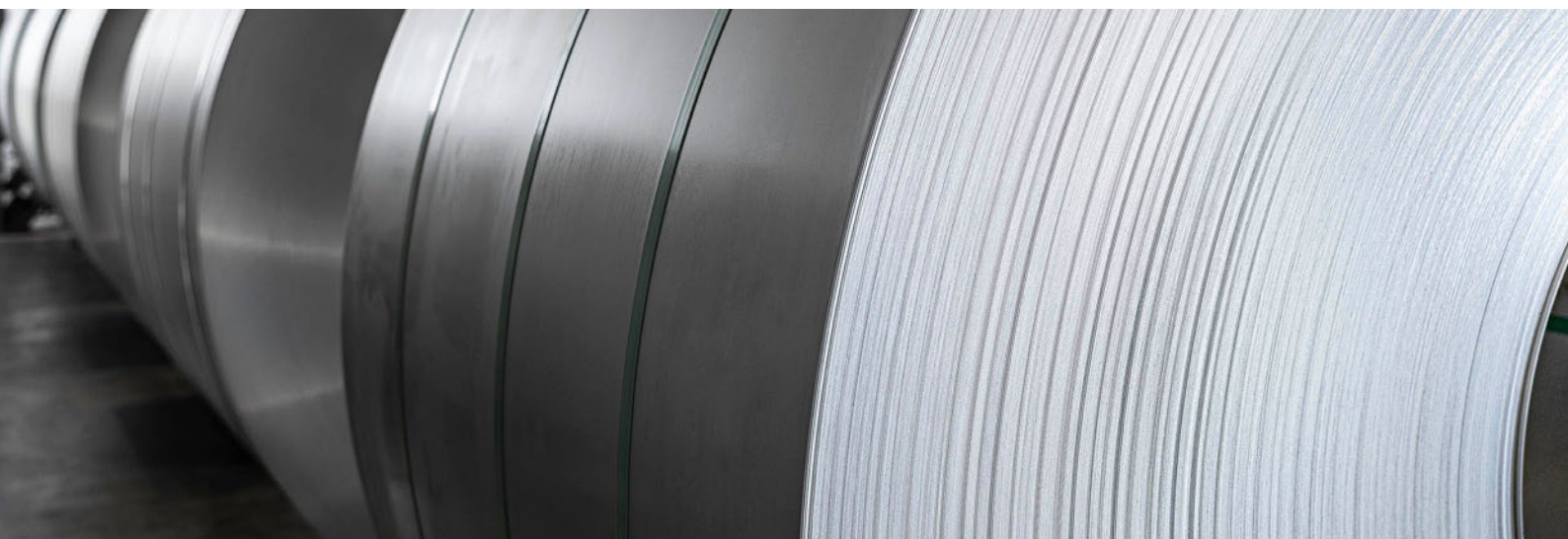
Scope 2: Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling resulting from an organisation's energy use.

Scope 3: Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

Overview of GHG Protocol scopes and emissions across the value chain



Source: WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard (PDF), page 5



Performance Scope 1 and Scope 2

At Aluminium Duffel, our goal is to achieve net carbon neutrality by 2050. To guide us toward this target, we have partnered with an external consultancy to develop a comprehensive climate roadmap, which outlines a clear pathway to reduce our Scope 1 and Scope 2 emissions by 38% by 2030, with the ultimate objective of reaching carbon neutrality by 2050.

This roadmap has provided valuable insights into the steps and conditions required to turn our sustainability ambitions into actionable, practical measures. However, it also highlights significant challenges. The transition away from natural gas will impose a substantial financial burden, one that the aluminium industry, as it stands, cannot currently bear. Furthermore, the shift towards electrification depends heavily on the progress made at the European and national levels regarding the development of the electricity grid and the provision of reliable, affordable energy. These factors must be addressed to ensure that the transition to a sustainable future remains feasible and economically viable for the industry.

A key component of this roadmap focuses on increasing the share of electricity from renewable sources. To substantiate our use of renewable electricity in production, we purchase a designated volume of Guarantees of Origin (GoO) annually. In 2024, 60% of our electricity was sourced from renewable energy. Additionally, we started installing solar panels on the rooftops of Aluminium Duffel buildings, reinforcing our commitment to sustainability. Looking ahead, we will continue striving to ensure that at least 60% of our electricity consumption comes from renewable sources in the coming years.

In 2024, 78% of Scope 1 emissions were attributed to the rolling mill, primarily due to the operation of natural gas-fired furnaces. Additionally, 12% of Scope 1 emissions originated from the casthouse. The Aluminium Duffel casthouse benefits from the use of electric melting furnaces. This provides a distinct advantage over casthouses that primarily rely on gas-fired melting furnaces. Using electric furnaces reduces direct greenhouse gas emissions, contributing to a more sustainable production process. This strategic choice aligns with our commitment to minimising our environmental impact while maintaining high operational performance.

In terms of indirect emissions, our casthouse and rolling mill contribute a comparable share to the overall emissions footprint. This highlights the importance of targeted energy efficiency measures across both operations to further reduce our environmental impact.

By participating in the Energy Policy Agreement, Aluminium Duffel has committed to achieving concrete reductions in energy consumption and CO₂e emissions through measures that are both environmentally and economically beneficial. In 2024, we successfully implemented all the necessary measures outlined in our energy plan for 2024. Together, these measures are expected to result in an estimated reduction of 1,409 tonnes of CO₂e. At the time of writing this sustainability report, the exact savings had not yet been calculated. More information on the implemented energy reduction measures can be found in section 6.3 Energy.

Performance Scope 3

See topics:

- Circular Economy & Material Use
- Transportation
- Mobility

	Unit	2024	2023	2022	2021
Finished tons of aluminium products	ton	170,169	151,596	178,690	181,402
Scope 1 Emissions		29,222	27,653	32,368	33,321
Scope 1 emissions – Natural gas	ton CO ₂ e	28,473	27,042	31,462	32,335
Scope 1 emissions – Heating oil	ton CO ₂ e	27	14	16	14
Scope 1 emissions – Internal transportation	ton CO ₂ e	944	783	890	971
Scope 2 Emissions					
Scope 2 emissions – Location-based, no GOO	ton CO ₂ e	23,982	24,624	47,760	49,484
Scope 2 emissions – Market-based, GOO	ton CO ₂ e	14,427	13,104	19,104	-
Specific					
Scope 1 emissions	ton CO ₂ e/ton finished aluminium	0.17	0.18	0.18	0.18
Scope 2 emissions – Location-based, no GOO	ton CO ₂ e/ton finished aluminium	0.14	0.16	0.27	0.27
Scope 2 emissions – Market-based, GOO	ton CO ₂ e/ton finished aluminium	0.08	0.09	0.11	0.00



6.2. OTHER EMISSIONS

In addition to GHG carbon dioxide, Aluminium Duffel BV's production process also releases other substances, such as particulate matter, nitrogen oxides (NOx), sulphur dioxide (SO₂), Total Organic Carbon (TOC), and others. These substances can negatively impact the environment, which is why our objective is to maintain zero environmental admonitions.

We conduct air emission measurements at all relevant emission points to assess compliance and monitor air emissions. In 2024, measurements were performed at 38 emission points, with all assessments carried out by a certified external company. The frequency of these measurements meets or exceeds the legal requirements, with most emission points being measured more frequently than legally mandated.

The Environmental Coordinator compiles the results of these measurements into an annual air emissions report, which is submitted to the Flemish government. If any non-compliance is identified, corrective actions are promptly implemented to address and rectify the issue.

Performance

Air analyses were carried out at 38 emission points in 2024.

In 2024, an external expert conducted a new preliminary soil investigation of the entire Aluminium Duffel plant. At some locations, additional contamination (oil and asbestos) was found that needs to be investigated in a descriptive soil investigation.



	Unit	Total emissions 2024	Total emissions 2023	Total emissions 2022
Particulate Matter	ton	10,393	11,038	24,120
NOx	ton	9,252	7,655	5,210
SO ₂	ton	20,176	27,235	13,699
TOC	ton	56,912	65,544	95,505

Year	Analysis (#)*	Exceedance standard		
2024	278	3 x total dust casthouse 1 x CO boiler CALP	1 x SO ₂ pre heating furnace 5 1 x SO ₂ boiler CALP	1 x CO re- baking furnace 3
2023	291	5 x total dust casthouse 1 CO furnace 7 1 SO ₂ burner degreasing line	1 TOC casthouse 1 SO ₂ WABS furnaces 1 NOx boiler CALP	1 SO ₂ furnace 7 1 CO burer degreasing line
2022	291	3 x total dust casthouse	5 x total dust scalper	2 x TOC degreasing CALP

* 1 analysis=1 parameter analysed at 1 emission point



6.3. ENERGY

As outlined in the 'Emissions' section, Aluminium Duffel BV is an energy-intensive company. Our goal is to reduce electricity and natural gas consumption by 15% by 2025, using 2021 as the baseline. To achieve this reduction, we continuously evaluate measures to lower energy consumption and transition from fossil fuels to renewable energy sources.

Since 2022, our Energy Task Force Workgroup has taken the lead in this process. The Task Force on Energy Reduction is a dedicated team responsible for developing and proposing concrete measures to be incorporated into our multi-year energy reduction plan. The task force consists of experts from various disciplines, including strategy, data transparency, process, operation and project management. Governance is performed by a monthly steering committee with the management team, and there is a dynamic reviewing cycle for possible initiatives.

Performance

Achievements in 2024:

- Preheating energy improvements
- Change of rolling oil, the benefit is lower temperatures
- Installation of new burner in Casthouse 4
- Zero-base exercise on melting furnaces (a study to determine the minimum consumption of a melting furnace in order to establish further measures to reduce energy)
- Additional automatic measurements for further detailed improvement
- Conversion of lighting to LED in several production halls
- Dynamic participation of employees in frequently revisiting operational consumption of gas and electricity

This commitment to energy efficiency and energy reduction is reflected in our long-standing participation in the Flemish government's voluntary Energy Policy Agreements (EBOs).

Since the establishment of the Flemish complementary policy for energy-intensive companies in 2002, Aluminium Duffel has voluntarily joined the Energy Policy Agreement (EBO). This policy is a significant initiative to support companies that consume substantial amounts of energy, such as the aluminium industry, in their efforts to improve energy efficiency and reduce emissions. The Flemish Energy Policy Agreement aims to lower energy costs for companies while simultaneously ensuring environmental improvements and enhancing the competitive position of participating businesses. This is achieved by encouraging companies to invest in energy management, innovation and sustainable energy solutions, with the goal of meeting the energy targets set by the Flemish region. One of the obligations associated with joining the EBO is drafting and implementing an energy reduction plan. The implementation of measures outlined in this energy reduction plan, which is approved by the government, is subject to annual monitoring and audits. Failure to comply with the plan may result in sanctions.

Looking at the total energy intensity figures for 2024 compared to the baseline year 2021, a decrease is noticeable, but our target of a 15% reduction by 2025 has not yet been reached.

Year	Purchased electricity with Certificate of Origin (%)
2024	60
2023	55
2022	60
2021	100



	Unit	2024	2023	2022	2021
Finished tons of aluminium products	ton	170,169	151,596	178,690	181,402
Total energy consumption within the organisation	GJ	1,278,771	1,209,060	1,396,237	1,445,421
Total energy consumption from renewable energy	GJ	459,999	400,394	503,226	868,993
Total primary energy consumption	GJ	508,680	481,071	557,527	576,428
Natural gas	GJ	508,315	480,888	557,308	576,238
Fuel oil (heating)	GJ	366	183	219	190
Total secondary energy consumption	GJ	770,090	727,990	838,710	868,993
Total electricity consumption	GJ	770,090	727,990	838,710	868,993
of which for cooling	GJ	16,837	16,150	17,813	18,990
Total bought-in electricity	GJ	770,090	727,990	838,710	868,993
From renewable sources**	GJ	459,999	400,394	503,226	868,993
From non-renewable sources	GJ	310,092	327,595	335,484	-
Energy intensity (total energy)	GJ/ton finished aluminium product	7.51	7.98	7.81	7.97

** Guarantees of Origin



CASE STUDY #5

SOLAR PANELS

Aluminium Duffel will install 20,000 kWp of solar power for the plant, comprising 6,000 kWp of roof-mounted solar panels and 14,000 kWp of ground-mounted panels. The roof installation is underway, while the ground-mounted panels will be installed starting in September 2025. Once operational, the system will cover 4% to 7% of our electricity needs.



6.4. PRODUCT STEWARDSHIP

When evaluating the environmental impact of our products, we consider their entire life cycle—ranging from design and production to packaging, transportation, use and end-of-life. By collaborating closely with our customers, we aim to understand their unique challenges and develop tailored strategies to meet their needs. Increasingly, our customers are focusing on enhancing their products' sustainability and setting specific environmental requirements.

Sector	What Aluminium Duffel BV Provides	Sustainability Impact
Automotive	Applications include car body hang-on panels, structural components and heat exchangers.	Aluminium is a lightweight, more fuel-efficient alternative to steel in automobile manufacturing, with lighter cars producing fewer emissions during the use phase.
Façades	Aluminium sheets for building products offer thermal and acoustic insulation, resistance to corrosion and weathering, and a high strength-to-weight ratio.	Specific products for building and construction provide builders with sustainable products. Most of our building products are fully recyclable at the end of their life. EPD for 55HX® available
Health & Personal Care	Aluminium narrow coils and sheets offer a deep-drawing quality for inhalers and durable, corrosion-resistant products for hospital equipment.	Recyclability of products leads to lower waste. End-users have enhanced quality of life.
Commercial Transportation	Large sheets and coated aluminium products are used in the construction of trucks, buses, recreational vehicles, rail cars, ships and boats.	Lightweight vehicles made of aluminium require less energy to travel, which reduces overall fuel emissions.
Multilayer Piping	Multilayer tubing for heating systems.	Recyclability of products leads to lower waste. Aluminium Duffel BV supports research programs on the recyclability of waste streams with low aluminium content.
Energy	Transformer windings, electrical cables for data and energy transmission, bus bars.	Aluminium has good conductive properties and is lightweight. It is not scarce compared with copper.



Life cycle assessment

A Life Cycle Assessment (LCA) is a technique for assessing the environmental impacts of a given product throughout its life cycle, from raw material extraction to end-of-life. It is a vital tool for mapping the upstream impacts and downstream benefits of our products. It helps identify where environmental improvements can be made at different stages of the product's life cycle.

To understand our environmental impact during the production of our aluminium products, we have been conducting life cycle assessments on our automotive product group since 2012, in accordance with ISO 14040 and 14044 'cradle-to-gate', including Scope 1, 2 and 3. The impact assessment categories that are considered the most relevant to the LCA are:

- Climate change (global warming potential)
- Acidification
- Eutrophication (freshwater)
- Ozone depletion
- Photochemical ozone formation
- Abiotic depletion, elements
- Abiotic depletion, fossil
- Water use

In the 2024 Sustainability Report, we will only report on the global warming potential of our products.

Scope 1 emissions include those from combustion in in-house boilers and furnaces (kg CO₂e).

Scope 2 emissions are those associated with the electricity Aluminium Duffel BV purchases (kg CO₂e).

Scope 3 emissions are all other indirect emissions that occur in our value chain (suppliers, purchased goods and services, transport, etc.) (kg CO₂e).

Cradle-to-gate: All emissions from the extraction of raw materials, their transportation, refining, processing and fabrication activities until the product is ready to leave the gate of the Aluminium Duffel BV production site.

Gate-to-gate: All emissions generated on-site plus the upstream emissions associated with the use of energy on-site (electricity generation, natural gas, diesel and oil production). It excludes upstream emissions associated with primary aluminium or with slab production.

Primary data were gathered for energy consumption, emissions to air and water, and use of raw materials and auxiliaries at the Duffel manufacturing site. Secondary inventories were used to model the impacts of raw materials (virgin/primary), scrap aluminium, alloying components, auxiliary chemicals, transportation, fuels and electricity generation.

When considering the cradle-to-gate results for our group of products, only 3-5% of the CO₂e emissions are allocated to our aluminium casting and rolling process (Scope 1 + 2). This means the remaining 95-97% of CO₂e emissions come from upstream emissions in our value chain, i.e., from mining and electrolysis activities (Scope 3).

Performance life cycle assessment

In 2023, we started updating the LCAs for the automotive products with data from 2022. The results for 2022 show a stable outcome on a weighted average basis for our automotive portfolio. We take the following actions to achieve year-on-year improvements:

- The use of secondary material, ensuring its use through closed-loop partnerships with our customers
- The use of low-carbon primary aluminium and rolling slabs (via a certificate or by renewable energy for production)
- Optimisation of the manufacturing process
- Quality improvements resulting in fewer rejects, less rework and re-allocations, thus fewer waste products that need to be reproduced
- The use of 100% energy from renewable sources for the production of automotive products in Duffel
- Actions and investments to consume less energy or to reduce energy losses

Future approach to product carbon footprint reporting

In our 2023 report, we outlined our intention to shift from product group-level Life Cycle Assessment (LCA) reporting to a more detailed, alloy-level approach to better meet customer expectations and evolving industry standards. As part of this transition, we explored various options for consultancy, software solutions and personnel training in 2024.

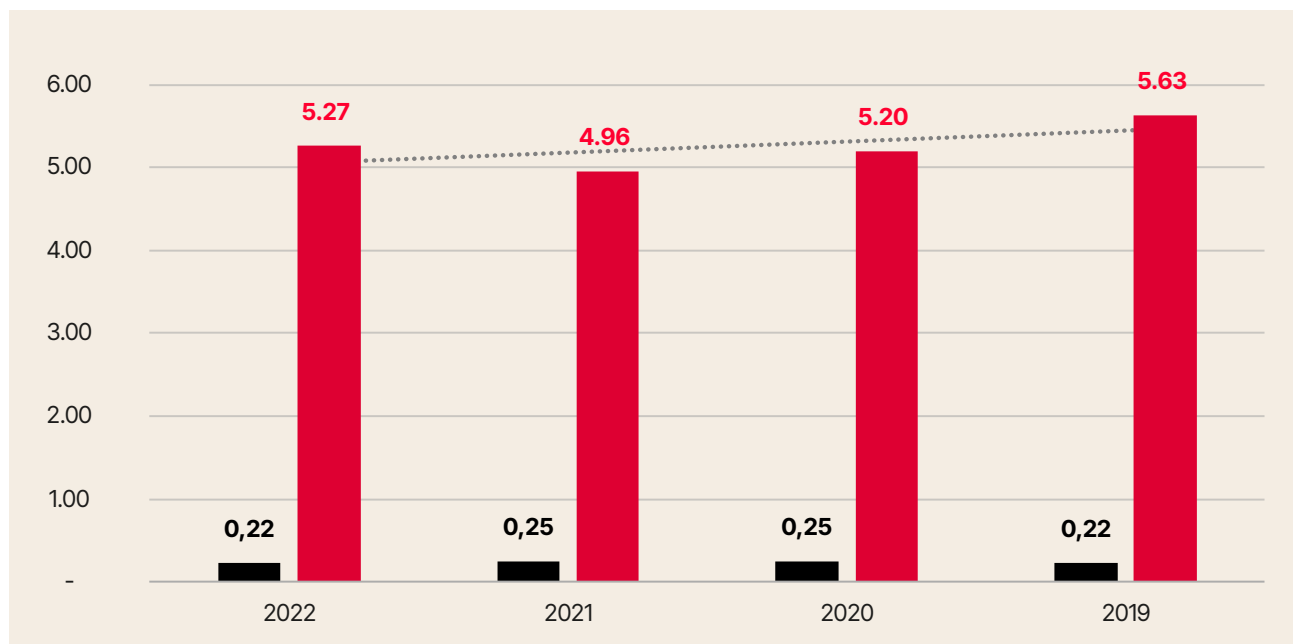
Following a thorough evaluation, we have decided to develop our own Product Carbon Footprint (PCF) tool in accordance with the GHG Protocol Product Standard and ISO 14067:2018. This tool will enhance transparency and precision by enabling us to report Global Warming Potential (GWP) at the product, customer or alloy level. The methodology will undergo third-party verification before the tool is rolled out in 2025, ensuring compliance with best practices and credibility in carbon footprint reporting.



GWP AUTOMOTIVE products (ECOLITE™ & SUPERLITE® 200)

	Unit	2024	2023	2022	2021	2020
Finished tons of aluminium products	ton	170,169	151,596	178,690	181,402	153,700
Automotive ECOLITE™	ton	/	/	20,511	17,062	15,052
Automotive SUPERLITE® 200	ton	/	/	54,859	53,618	54,981
Non-automotive (Industrial)	ton	/	/	103,320	109,382	84,403
AUTOMOTIVE						
Gate-to-Gate Scope 1+2 emissions	kg CO ₂ e/kg alu	/	/	0.22	0.25	0.25
Gate-to-Gate Scope 1+2 emissions	ton CO ₂ e total production finiton	/	/	16,858	17,694	17,358
Scope 3 emissions	kg CO ₂ e/kg alu	/	/	4.89	4.71	4.95
Scope 3 emissions	ton CO ₂ e total production finiton	/	/	368,911	332,950	346,475
Cradle-to-Gate Scope 1+2+3 emissions	kg CO ₂ e/kg alu	/	/	5.27	4.96	5.20
Cradle-to-Gate Scope 1+2+3 emissions	ton CO ₂ e total production finiton	/	/	397,289	350,645	363,833

GWP AUTOMOTIVE products in kg CO_{2eq}/kg Alu



6.5. MATERIAL USE & CIRCULAR ECONOMY

Efficient material use is at the core of sustainable production and responsible resource management. In a circular economy, materials are kept in use for as long as possible through recycling, reuse and waste minimisation. This approach reduces the demand for virgin raw materials, lowers environmental impact, and promotes long-term sustainability.

At Aluminium Duffel, we are committed to optimising our material use by embracing circular economy principles. By integrating recycled materials, reducing production waste and co-developing products with end-of-life recyclability in mind, we contribute to a more sustainable value chain. Our efforts not only improve resource efficiency but also support the transition to a low-carbon and circular future.

Our contributions to a sustainable circular economy include:

- Maximising the scrap content in our products – By increasing the share of recycled aluminium in our production, we reduce the need for primary raw materials and lower our carbon footprint.
- Maximising the recycling of our waste streams – We continuously improve our processes to ensure that production waste is recycled efficiently, minimising landfill disposal and environmental impact.
- Closed-loop contracts with our customers – Through strategic partnerships, we establish closed-loop recycling systems where aluminium scrap from customers is reintroduced into our production process, creating a continuous cycle of reuse.

However, our commitment extends beyond our own operations. We recognise that true sustainability requires collaboration across the entire supply chain. That is why we carefully select our suppliers through a due diligence process, ensuring they share our values of ethical sourcing, resource efficiency and environmental responsibility. Our suppliers are required to adhere to our Code of Conduct, which includes guidelines on responsible material use and circular economy practices. By fostering strong partnerships with like-minded suppliers, we reinforce our dedication to building a more sustainable and responsible aluminium industry.

Primary and recycled aluminium

In the Aluminium Duffel BV casthouse, we produce slabs in a variety of sizes, grades and alloys. Our process involves melting and blending aluminium ingots, alloying elements, and externally sourced scrap with internally generated scrap to ensure efficient material utilisation.

Each year, we strive to enhance the use of external scrap and improve metal yield in our casthouse and rolling mill. Increasing the share of external scrap—comprising both pre-consumer and post-consumer materials—is a key strategy in reducing the carbon footprint of our products (see 'Product Stewardship'). The higher the recycled content, the less reliance we have on virgin aluminium. Since recycled aluminium requires only 5% of the energy needed to produce primary aluminium, this significantly lowers energy consumption and greenhouse gas emissions. By prioritising aluminium recycling, we contribute to substantial carbon reductions and a more sustainable environment.

Recycled closed-loop scrap

Many of our customers process our semi-finished products into finished products, creating scrap in the process. Instead of selling this high-quality scrap on the open market, Aluminium Duffel BV takes back scrap from several customers and recycles it into new products for the same customers. In 2024, we agreed on a closed-loop scrap contract with one additional OEM. This contract will commence in 2026. Our target of increasing our customer input scrap rate to 35% (vs. total automotive volume) by 2025 for automotive products will be reviewed during the course of 2025.

Until the first half of 2025, 60% of our closed-loop scrap is remelted by an external party. Their casthouse transforms the scrap into rolling slabs for us. Aluminium Duffel has invested in equipment to enable the full closed-loop volume to be melted in Duffel. This will come into practice in mid-2025. Additionally, a €6 million investment has been approved to reopen a scrap melting furnace that is currently idle. This furnace will restart during Q2 2026, enabling Aluminium Duffel to remelt an additional 30,000 tonnes of scrap.

Recycled post-consumer scrap

To further improve circularity, we started a project in 2024 to implement post-consumer (end-of-life) scrap in our products, in addition to the closed-loop of pre-consumer scrap. The feasibility and impact on the properties of our products were tested, and at the end of 2024, we identified three potential sources of end-of-life scrap fit for purpose. We plan to produce our first coils in 2025 with a portion of this post-consumer scrap.



Conflict minerals

Aluminium Duffel BV has conducted a thorough investigation of its manufacturing facilities and material suppliers. We can confirm that no conflict minerals are used in the production of our semi-finished aluminium products. While we do apply specific coatings and treatments to certain products at the request of our customers, we do not manufacture these coatings or treatments ourselves.

Performance primary & recycled aluminium

The rate of primary aluminium (virgin aluminium) in our casthouse has decreased year over year since 2020. As the use of primary aluminium has declined, we have seen a corresponding increase in the use of external scrap. For 2025, with the investment to increase capacity, we aim to utilise 20,000 tonnes of external scrap (compared to 12,000 tonnes in 2024). Since the Sustainability Steering Committee was established in 2021, the rate of virgin aluminium melted in the casthouse has been monitored monthly.

We also monitor the proportion of purchased low-carbon virgin aluminium and low-carbon rolling slabs. At Aluminium Duffel BV, we define 'low carbon' as virgin aluminium or rolling slabs with a footprint of less than or equal to 4 kg CO₂e/kg aluminium (Scope 1+2) or virgin aluminium or rolling slabs produced almost entirely with hydroelectric power. We see year-over-year improvements since 2020. For virgin material, we are very close to achieving 100% low CO₂e.



Material Duffel Casthouse	Unit	2024	2023	2022
Total material	ton	153,640	139,197	157,755
Renewable material:				
External scrap*	ton	12,329	10,335	10,642
Internal scrap	ton	99,525	87,470	95,771
Non-renewable material:				
Virgin aluminium	ton	39,945	39,647	49,059
Alloy components	ton	1,842	1,745	2,283
Total material	%			
External scrap	%	8	7	7
Internal scrap	%	65	63	61
Virgin aluminium	%	26	28	31
Alloy components	%	1	1	1

Material	Unit	2024	2023	2022
Low-carbon virgin aluminium	% of the total volume purchased	99	88	57
Low-carbon rolling slabs	% of the total volume purchased	54	50	47

* External scrap: pre-consumer (closed-loop) scrap

* At Aluminium Duffel BV, we define 'low carbon' as virgin aluminium/rolling slabs with a CO₂e footprint of less than or equal to 4 kg CO₂e /kg aluminium (Scope 1+2) or virgin aluminium produced almost entirely with renewable energy.

Performance recycled aluminium

	Unit	2024	2023	2022	2021	2020
Recycling content final product, out of rolling slabs casted in Duffel (only AUTO 6xxx alloys taken into account)	%	73	67	71	66	72
Customer closed-loop + other pre-consumer scrap (only AUTO 6xxx alloys taken into account)	%	23	21	21	16	16
Remelt scrap ingots from dross RSI vs. total melted volume into Duffel Casthouse	%	1.54	1.59	0.74	0.40	0.49

Since 2024, data reporting on internal and external scrap has been reviewed, and reutilisation scrap in the casthouse is no longer reported as “recycled content” from 2024 onwards. The 2023 data reporting has also been adjusted accordingly to allow for comparisons. Due to this change, you will notice that the 2023 data for recycled content in casted slabs in Duffel in this report is slightly lower than reported in our previous sustainability report.



CASE STUDY #6

SECOND-HAND INSTALLATIONS AT ALUMINIUM DUFFEL

In 2024, Aluminium Duffel BV took an important step towards sustainability by purchasing a second-hand slab saw. By choosing refurbished equipment, we actively contribute to the circular economy, extending the lifespan of industrial machinery and reducing waste.

Here's a breakdown of the impact:

1. Sustainability & Environmental Impact

- *Reduces Carbon Footprint:* Manufacturing new equipment consumes energy and raw materials, whereas buying second-hand extends the lifespan of existing machinery.
- *Minimises Waste:* Using second-hand machines prevents unnecessary disposal in landfills.
- *Supports Circular Economy:* Encourages reusability and responsible industrial consumption.

2. Production Efficiency

- *Slab Saw Benefits*
- *Facilitates accurate and clean cutting of aluminium slabs for further processing.*
- *Enhances productivity in casthouses by reducing material loss.*
- *Can be optimised for different slab sizes and thicknesses*

3. Business Flexibility

- *Faster Implementation:* Used equipment is often available for immediate installation, unlike new machinery that may require long lead times.
- *Easier Budget Allocation:* Savings from purchasing second-hand equipment can be redirected to other operational improvements.

4. Considerations

- *Machine Condition:* Conduct a thorough inspection to check wear and tear, especially on blades, motors and control systems.
- *Maintenance History:* Ensure the equipment has been well-maintained to avoid high repair costs.
- *Spare Parts Availability:* Confirm that replacement parts are easily accessible.
- *Compatibility:* Check if the machines integrate well with existing production lines.



By integrating second-hand installations into our operations, Aluminium Duffel BV reinforces its commitment to sustainability while maintaining high production standards.



6.6. TRANSPORT

At Aluminium Duffel BV, transportation covers the entire process, from receiving raw materials to delivering semi-finished aluminium products to our customers. Our objective is to optimise this process while minimising its environmental impact.

Since 2019, we have been using multimodal transport to deliver our aluminium products to customers, with the aim of optimising logistics while reducing our environmental impact. This approach combines road and rail transport for our semi-finished products, significantly cutting emissions by increasing rail usage. Moreover, it has improved trailer efficiency, thanks to load limit exemptions for multimodal transport, which makes it possible to load three coils per trailer instead of the previous two. Our multimodal routes involve trucking from Duffel to Germany, followed by rail transport to Hungary or Scandinavia.

In 2022, we further expanded our sustainable transport efforts by introducing the use of inland waterways for exporting containers to the Port of Antwerp. This has reduced our reliance on road transport and cuts CO₂e emissions by 62 tonnes annually for every 1,000 containers. We work in close partnership with Hutchison Terminal (TCT) in Willebroek, where empty containers are collected, loaded in Duffel, and returned to TCT for onward transport by barge.

Performance

In 2024, we partnered with Ambrogio for intermodal shipments to Italy. The rail terminal in Muizen, Belgium, is just 20 km from Duffel, significantly reducing CO₂e emissions compared to previous sporadic rail shipments from Germany. The shorter distance to the rail terminal substantially improves the efficiency and sustainability of our transport operations.

Every year, Aluminium Duffel BV receives a certificate from the transport company stating the amount of CO₂ emissions we have reduced by using multimodal transport. In 2024, Aluminium Duffel BV lowered its CO₂ emissions by 312 tonnes.



In 2025, Aluminium Duffel BV will continue its commitment to more efficient and sustainable transport. We will build on our existing initiatives and further expand our multimodal solutions to reduce CO₂ emissions and optimise logistics processes.

6.7. PACKAGING

Packaging plays a crucial role in protecting and preserving the quality of our aluminium products. We use a range of packaging materials, including wooden pallets, paper, plastic and steel. Each material carries its own environmental footprint, which we carefully assess before implementing any changes. To ensure responsible sourcing, we use only FSC (Forest Stewardship Council) certified wood for our wooden packaging, primarily in the production of custom-made pallets. These pallets are reused whenever possible, particularly when customers are located within a 300 km radius of our Duffel site, and the pallets remain in suitable condition for reuse.

Our in-house packaging specialist gathers data using customised calculation files, incorporating specific conversion factors for each packaging product and unit. As a client of VAL-I-PAC, we comply with industrial packaging regulations in Belgium, including the mandatory take-back obligation. This legislation ensures that industry players are responsible for collecting and processing packaging waste, a task coordinated by VAL-I-PAC.

By joining VAL-I-PAC, Aluminium Duffel BV fulfils its take-back obligation. Member companies contribute financially according to the type and quantity of packaging placed on the Belgian market. These contributions fund the selective collection and recycling of packaging materials. VAL-I-PAC is responsible for submitting annual compliance reports to the Belgian government, ensuring transparency and accountability.

Performance

In 2024, Aluminium Duffel made progress in improving the sustainability of our packaging materials. One notable action was the introduction of stretch film containing 30% Post-Consumer Recycled content for our two Lamiflex coil stretchers.

In addition, we have engaged in discussions with customers to explore the possibility of using less packaging or more environmentally friendly packaging materials. We aim to increase the load weight on our wooden crates; however, this remains a challenge as it is often impractical. The limitations are primarily due to handling constraints (e.g. weight restrictions during loading and unloading), stacking height limitations imposed by available storage capacity (racks), and automation constraints (the maximum stack height allowed by customers' machines). We continue to work on this issue and will pursue further improvements in 2025.

Packaging for our own aluminium products	Unit	2024	2023	2022
Renewable packaging		557	529	644
Wood	ton	479	449	546
Plastic	ton	30	40	44
Metal	ton	6	6	6
Paper & cardboard	ton	42	34	48
Non-renewable packaging		0	0	0
Total packaging	ton	558	529	644
Total packaging intensity	kg/ton finished alu	3.3	3.5	4

Packaging sold and returned for reuse	Unit	2024	2023	2022
Wood (wooden pallets)	%	23	18	19
Plastic	%	-	-	-
Metal	%	-	-	-
Paper & cardboard	%	-	-	-

Looking ahead, Aluminium Duffel plans to transition to a supplier capable of providing 100% recycled PE plastic for packaging, combining both Post-Consumer Recycled (PCR) and Post-Industrial Recycled (PIR) materials in a 50/50 ratio. However, it is currently not possible to implement this for stretch films.



6.8. WASTE MANAGEMENT

Aluminium Duffel BV's manufacturing process generates more than 70 different types of waste. These hazardous and non-hazardous waste streams can have a considerable environmental impact if not managed correctly.

To minimise this impact, all waste is collected separately on-site, allowing us to maximise recycling opportunities. The recycled materials are then used in the production of new products, further reducing the environmental footprint of our operations. We also aim to minimise the amount of waste sent to landfills or incineration, restricting this only to waste types for which no other legally compliant disposal options exist.

A certified waste processing company manages all waste streams on-site, with the exception of aluminium scrap and dross. These materials are either reused directly in our casthouse or recycled by a third party and returned to Duffel in the form of RSI (Remelt Scrap Ingot). The waste processing company is responsible for sorting the various types of waste and overseeing the on-site waste collection area. It also provides monthly data on waste handling and performance.

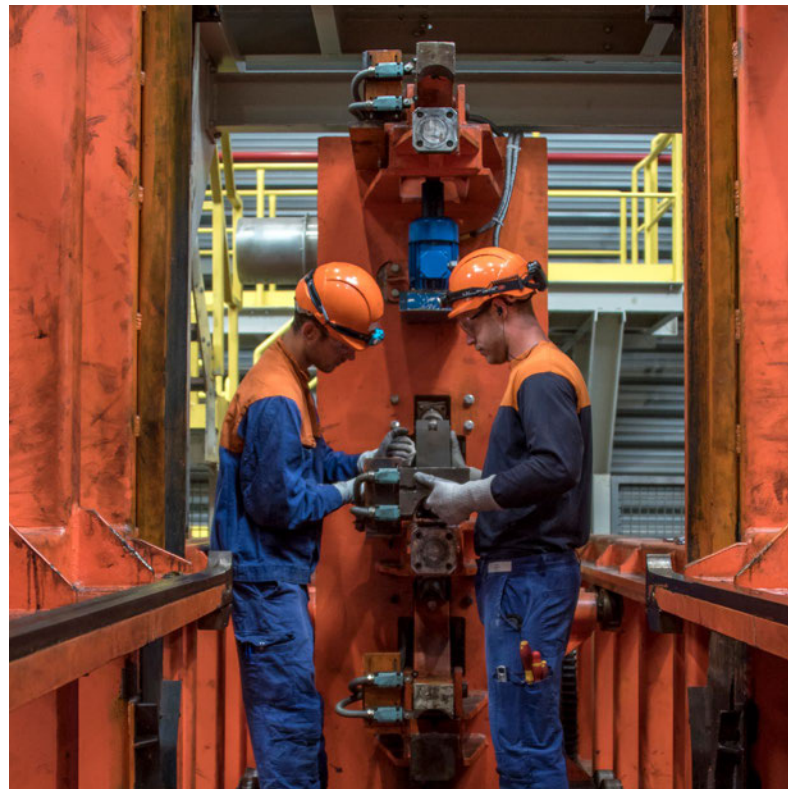
All waste is weighed both at our site gates and at the entry points of the respective processing facilities. This data is used to maintain the legally required waste register. Our environmental coordinator uses this information to compile and submit the necessary reports to the Flemish government.

Our environmental coordinator holds monthly consultations with the external waste processing company, including annual evaluation meetings, quarterly tactical meetings (covering financial matters and issues with waste processing), and monthly production meetings to monitor key performance indicators (KPIs) and address any ongoing concerns. Audits are also conducted at the external waste collection and treatment facilities.

We encourage our employees to sort waste correctly by providing clearly labelled waste containers placed throughout the various production halls. In June 2024, a new waste collection system was introduced in the office areas. Using designated "waste islands", Aluminium Duffel complies with regulations for the separate collection of food waste. This system also simplifies the separate collection of paper, cardboard and PMD (plastic, metal and drink carton) waste, leading to a reduction of 30% in residual waste in office areas.



Waste generated upstream and downstream in the value chain is not reported.



Performance

Waste stream	Unit	2024	2023	2022
Non-hazardous waste				
Waste directed to disposal				
Landfilled non-hazardous waste	ton	-	35	-
Incinerated non-hazardous waste:	ton	702	289	269
<i>Incineration with energy recuperation</i>	ton	702	289	269
<i>Incineration without energy recuperation</i>	ton	-	-	-
Waste diverted from disposal				
Other non-hazardous waste (recycled or reused)	ton	19,708	20,649	21,598
<i>Aluminium scrap</i>	ton	12,268	16,258	16,549
<i>Aluminium dross</i>	ton	3,398	2,872	3,701
<i>Others:</i>	ton	4,042	1,519	1,348
Paper and cardboard	ton	124	112	117
Electronic equipment	ton	-	7	-
Non-aluminium scrap	ton	346	474	448
Wood	ton	308	307	253
Other	ton	3,264	619	530
Total non-hazardous waste	ton	20,410	20,973	21,867
Hazardous waste				
Waste directed to disposal				
Landfilled hazardous waste	ton	105	86	157
Incinerated hazardous waste:	ton	372	207	231
<i>Incineration with energy recuperation</i>	ton	368	146	228
<i>Incineration without energy recuperation</i>	ton	4	61	3
Waste diverted from disposal				
Other hazardous waste (recycled or reused)	ton	608	917	770
Total hazardous waste	ton	1,085	1,210	1,158
Total Waste	ton	21,495	22,183	23,025



Prevented waste by recycling or reuse	Unit	2024	2023	2022
Non-hazardous waste recycled/reused				
Preparation for reuse total	ton		28	26
On-site	ton		-	
Off-site	ton	-	28	26
Recycling total	ton	19,708	20,621	21,698
On-site	ton	-	-	
Off-site	ton	19,708	22,621	21,698
Other recovery operations total	ton	-	-	143
On-site	ton	-	-	
Off-site	ton	-	-	143
Total non-hazardous waste recycled/reused	ton	19,708	20,649	21,867

Hazardous waste recycled/reused				
Preparation for reuse total	ton	-	-	-
On-site	ton	-	-	-
Off-site	ton	-	-	-
Recycling total	ton	608	913	758
On-site	ton	-	-	-
Off-site	ton	608	913	758
Other recovery operations total	ton	-	4	240
On-site	ton	-	-	-
Off-site	ton	-	4	240
Total hazardous waste recycled/reused	ton	608	917	998
Total waste avoided through recycling/reuse	ton	20,316	21,566	22,865

Packaging with purchased materials and products	Unit	2024	2023	2022
Wood	ton	101	82	98
Plastics	ton	8	6	7
Metal	ton	7	6	8
Paper & cardboard	ton	6	5	6
Total	ton	121	100	119



6.9. WATER USAGE

Aluminium processing requires relatively low water usage compared to other industries. The primary use of water in our operations is for cooling during the casthouse production process. As Aluminium Duffel is located in a water-stressed area, we strive to use this precious resource responsibly. In 2024, the government approved the study on disconnecting uncontaminated rainwater from the plant's roofs. This study involves decoupling 55,000 m² of roofs and capturing 48,000 m³ of rainwater. Currently, an engineering study is being carried out to see how the decoupling can be done practically. In this phase, the possible reuse of buffered rainwater will be taken into account. The benefits of rainwater decoupling are:

- Reduces Flooding & Soil Erosion: Controls surface runoff, minimising waterlogging around the facility.
- Enhances Groundwater Recharge: Directs clean rainwater into recharge pits instead of storm drains.
- Minimises Contamination: Prevents mixing clean rainwater with industrial waste, reducing pollutant loads in local water bodies.

Performance

Until 2024, the CALP installation discharged 250 litres per hour of alkaline etching solution as part of the renewal process of the chemical bath. However, further investigation revealed that this frequency of discharge was excessive. Since 2024, decisions on the renewal of the chemical bath have been based on the results provided by the continuous monitoring system. Discharge will now only occur when concentration thresholds are exceeded. To ensure accuracy, a sample of the chemical bath is taken every two weeks and analysed by the laboratory. This verifies that the continuous monitoring system in the CALP installation is functioning optimally.

This change has led to a reduction in water usage and the consumption of chemical products, resulting in a 14,000 kg reduction in chemical product usage in 2024.

Water Consumption	Unit	2024	2023	2022
Total process water consumption (Waterlink/AWW)	m ³	466,547	410,878	479,515
Water efficiency process water	m ³ /finition	2.6	2.7	2.7
Total drinking water consumption (Pidpa)	m ³	21,269	18,680	18,482
Waste water discharge	m ³	542,380	503,070	462,317



6.10. MOBILITY

With nearly 950 employees, Aluminium Duffel BV has a significant impact on the local access roads to our site. Commuting to work is a personal aspect for each employee. It can affect their job satisfaction and health and contribute to climate change. The daily transportation of employees and goods not only influences individual well-being but also has an environmental impact, increasing traffic congestion and emissions and affecting the local community. We recognise the importance of addressing these challenges to improve both employee mobility and our environmental footprint.

Recognising the importance of sustainable mobility, our company is located just 1.5 km from the Duffel train station, offering employees the option to commute via public transport. Additionally, Aluminium Duffel BV provides bike leasing options, including e-bikes and speed pedelecs, to encourage eco-friendly transportation choices. The introduction of the 'flexplan' gives all employees the option to spend their budget on an electric vehicle. We are committed to supporting our employees in making more sustainable commuting decisions while minimising our environmental footprint.

	Unit	2024	2023	2022
Total employees	Number	902	922	954
Employees with bike lease contract	%	24	25	22
Blue-collar	%	15	16	14
White-collar	%	9	10	8
Bicycle	%	42	44	35
Blue-collar	%	27	26	21
White-collar	%	15	17	13
Private transportation	%	81	84	69
Blue-collar	%	56	58	45
White-collar	%	26	26	24
Carpool	%	11	10	10
Blue-collar	%	9	8	8
White-collar	%	1	1	2
Public transportation	%	1	1	1
Blue-collar	%	0	0	0
White-collar	%	0	0	0
Company car	%	10	10	10
Blue-collar	%	0	0	0
White-collar	%	10	10	10

Performance

As of July 2024, Aluminium Duffel BV exclusively offers fully electric vehicles as company cars. This shift has resulted in a reduction of more than 50% in the number of combustion engine vehicles, with a significant increase in the number of hybrid and fully electric cars. In addition, the company has expanded the number of charging stations, making them available not only for company vehicles but also for employees with private electric vehicles and the general public.

To further promote sustainability and well-being, Aluminium Duffel encourages its employees to engage in eco-friendly activities through the annual 'Green & Healthy' competition. During this month-long event, the team that accumulates the most physical activity—whether by walking or cycling—receives eternal recognition. This initiative is designed to inspire employees to adopt greener commuting habits and lead healthier lifestyles.

	Unit	2024	2023
Total amount of company cars	Number	91	93
Combustion engine vehicle	%	29	60
Plug-in hybrid vehicle (PHEV)	%	38	28
Electric vehicle (EV)	%	33	12

7. ENSURING WE BEHAVE AS A RESPONSIBLE BUSINESS

7.1. EMERGENCY PREPAREDNESS

At Aluminium Duffel, we recognise the importance of being well-prepared for potential emergencies to safeguard the health and safety of our employees, the local community and the environment. Emergency preparedness refers to the measures and processes we have put in place to respond effectively to unexpected incidents or crises that could impact our operations, public safety or environmental sustainability.

To ensure we are equipped to handle emergencies, we have developed comprehensive plans and procedures, including training exercises, safety drills and communication protocols. These initiatives are designed to minimise the impact of accidents, mitigate potential environmental damage, and ensure a swift recovery. Our commitment to emergency preparedness is integral to maintaining operational continuity and upholding our responsibility to the environment and society.

Our internal intervention team, composed of 30 skilled individuals, is available 24/7 to respond to emergencies. Many of our team members also serve as active volunteers with local fire brigades, bringing valuable expertise to our operations. In addition to the annual emergency drills involving all employees, our intervention team conducts several exercises throughout the year. At least one of these exercises specifically focuses on environmental incidents, ensuring we are well-prepared to manage such situations effectively.

We have developed specific Emergency Response Plans for a wide range of critical scenario's (fire, leakage, spill,...). These plans are available upon request and cover the following situations:

- Major fire
- Environmental damage outside the company premises
- Chlorine leakage
- Rescue from confined space
- Hazardous substance leak
- Unintentional release of a CO2 suppression system
- Acetylene cylinder fire
- Water damage/flooding
- Work-related electrical accident
- Radioactivity during fire response
- Power blackout

If you require more information or would like access to any of these emergency response plan, you can contact us via info@aluminiumduffel.com or +32 (0)15 22 22 or go to our website <https://aluminiumduffel.com/contact>.

Furthermore, our management team performs a comprehensive contextual analysis at least once a year. This analysis evaluates both internal and external factors that could impact our operations using the PESTEL framework (Political, Economic, Social, Technological, Environmental and Legal). It helps identify risks and opportunities, including those related to emergency situations, allowing us to proactively address potential challenges. Input is gathered from various sources, including our double materiality assessment. By conducting this analysis, we ensure that we are prepared for any changes in the operating environment and can respond effectively to any emergencies that may arise.

Performance

Since 2024, we have expanded the reporting of training courses related to emergency situations. Existing training programmes for HF (hydrofluoric acid) and chlorine emergencies have been in place for many years but are now also included in the reporting for this sustainability report. In 2024, we introduced a new course on AED (Automated External Defibrillator), available to all employees.

First aid related courses

	Unit	2024	2023	2022
Refresh first aid	Participants	124	71	115
Main training first aid	Participants	14	-	-
AED	Participants	22	-	-
HF	Participants	41	-	-
Chlorine	Participants	65	-	-



7.2. INNOVATION MANAGEMENT

Customers increasingly seek more sustainable products with higher recycled content, lower carbon footprints, and materials that enhance end-of-life recyclability. As an aluminium rolling mill, we recognise that we are both a CO₂ emitter and a key enabler of sustainability. Aluminium is 100% recyclable, making it a crucial material for advancing the circular economy. It also plays an essential role in the energy transition and supports industries that require lightweight, durable and recyclable solutions. Our products are used in the manufacturing of lightweight and electrical vehicles, electrical cables and lightweight building applications, to name a few. Our efforts in the Customer Development department, which is responsible for Innovation Management, are focused on supporting low-carbon production and developing low-carbon aluminium solutions or aluminium solutions that support the transition to a circular economy. This is how Aluminium Duffel BV aims to meet its customers' requirements and become their preferred supplier.

To provide customers with such materials, Aluminium Duffel BV has an Innovation Centre (15 FTE) where teams focus on R&D materials, R&D surface, product technology and product and process technology.

Examples of initiatives include:

- A highly formable inner body sheet that provides greater design freedom due to improved formability and allows the bodywork to be even lighter by transitioning from steel to aluminium components.
- The development of a high-strength crash-absorbing aluminium alloy as an alternative to heavier steel crash components.
- A high conductivity alloy that meets the highest electrical conductivity requirements since decarbonisation is realised through a shift towards more electrical applications. Given aluminium's good electrical conductivity capabilities and the increasing scarcity of copper, more future applications will rely on aluminium to transport electricity.
- Development of a scrap-absorbing alloy that meets highly demanding automotive requirements for mechanical and surface properties but contains a high pre- and post-consumer scrap content, given the need to continually increase the recycled content in new products.

Performance

The short list below summarises the key research projects in the R&D programme for 2024. Basic knowledge research continues to run in parallel with product development. It is primarily driven by the knowledge requirements of these development projects.

- Several projects have been initiated in recent years due to the increased focus on our products' productivity, cost, quality and sustainability
- Project on the impact of increased scrap input in castings and end products
- Project related to uni-alloy to reduce the variety of alloys in an end product
- Project to improve surface quality
- Project on the effects of cold rolling and internal annealing (time and temperature) on microstructure
- Project to optimise thermo-mechanical processing to reduce material consumption.
- Project on developing a digital twin to estimate mechanical properties using chemical composition and manufacturing process data
- Project on avoidance of E-coating in Automotive, reducing energy consumption during the paint bake process

In 2024, Aluminium Duffel, some authorised scrap treatment partners, a knowledge institute and a local metal producer submitted a joint government-sponsored project proposal on improved scrap characterisation. The outcome of this project aims to better characterise each shredded metal piece in terms of the exact composition of minerals and carbon-containing substances.



Joining forces with knowledge institutes

We have always optimised our production routings, i.e. the subsequent steps in transforming a slab into a coil or sheet, in order to minimise production costs. Since the increase in energy prices following the start of the war in Ukraine, we have reconsidered the optimisation of our production routings from both an economic and an environmental point of view. We carried out an internal project to correlate the energy consumption of products with that of the installations in the routing. The data we gathered is currently being used in a novel Life Cycle Assessment model approach that's being developed by the Vrije Universiteit Amsterdam, in which Aluminium Duffel is participating. This model will enable the most optimal routings to be selected to minimise the impact on energy consumption and maintain an acceptable cost. The novel model has been published in a paper entitled "Integrating Life Cycle Assessment into Supply Chain Optimization" (<https://doi.org/10.1371/journal.pone.0316710>).

Horizontal cooperation with knowledge institutions and metal-producing companies in Flanders is important to reinforce the sustainability transition through joint new innovations. In 2024, Dirk Inghels, Customer Development Director Aluminium Duffel BV, was elected as chair of the Materinex Common Interest Group on strategic and critical materials in Flanders. Commissioned by VLAIO and the Flemish government's Department of Economy, Science and Innovation, Materinex facilitates and manages sustainable materials research in Flanders by stimulating cooperation between industrial and academic stakeholders. The aim is to strengthen the materials research innovation ecosystem and ensure its excellence. Materinex offers Flemish companies active in materials research support for their high-risk, long-term research.



7.3. CUSTOMER RELATIONS

At Aluminium Duffel BV, customer satisfaction is at the heart of everything we do. Our ambition is to be the supplier of choice for our key customers by setting the benchmark for quality, service and innovation. We strive to be best in class, ensuring that no customer is ever dissatisfied with our overall performance, whether in terms of product quality, claim handling, delivery reliability, sustainability efforts, innovation, price/value ratio or trustworthiness. To consistently meet and exceed customer expectations, we actively listen to their needs and assess how they experience their relationship with us. Our dedicated sales team of 30 FTE maintains close communication with customers, gathering valuable insights through customer visit reports and monthly sales team meetings. Sustainability is a key discussion point in these interactions, reinforcing our commitment to responsible business practices.

Customer satisfaction scorecard: measuring what matters

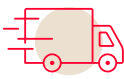
Previous surveys have confirmed that quality remains the top priority for our customers in both the automotive and industrial segments, with Aluminium Duffel BV achieving an impressive Net Promoter Score of 39 in 2021. The Net Promoter Score (NPS) is a metric used to assess customer loyalty by measuring the likelihood of customers recommending a company's product or service to others. It is calculated by subtracting the percentage of customers who are detractors (those rating 0–6) from the percentage

who are promoters (those rating 9–10) in response to the question: "How likely are you to recommend our company/ product/service to a friend or colleague?" A NPS score of 39% is above the common average range of 25–33% for B2B companies and can be considered a strong result.

To enhance our ability to track and improve customer satisfaction, we introduced a Customer Satisfaction Scorecard in Q2 and Q3 of 2022. This tool provides real-time insights into key customer perceptions, enabling management to take swift action to drive continuous improvements, including in the field of sustainability. As a result, in 2023, the management team identified specific areas for enhancement to further strengthen our partnerships with key customers. In 2025, we will again field a survey to measure our progress on customer-critical quality items.

Monthly customer evaluation reports

Beyond our internal scorecard, customers also share their own evaluations of our service and quality through direct feedback or supplier performance data portals. This valuable information is documented monthly and shared across relevant departments. To ensure rapid response and continuous progress, findings are reviewed in monthly quality meetings, where cross-functional teams develop and implement initiatives that sustain our high customer satisfaction across all seven key performance indicators.

							
	Quality		Delivery Performance	Sustainability	Innovation	Price Competitiveness	Management
Customer / Segment	General	Claims					
Customer AAA							

7 KPIs

- **Quality General:** PPM (Parts per Million) Score evaluation and product quality. If not available, how do you rate quality?
- **Quality Claims:** Are the number of claims and our claims handling in line with your expectations?
- **Delivery Performance:** How do you rate our On Time / In Full deliveries?
- **Sustainability:** We strive to be a sustainable producer of aluminium. How do you rate our sustainability?
- **Innovation:** Innovation is key to our business. How do you rate our innovation efforts?
- **Price Competitiveness:** How do you rate our pricing in relation to the value of our product offering?
- **Management:** How do you rate the overall management and execution of our business?

3 Scores

-  Satisfied
-  Acceptable but improvements desired
-  Unacceptable



Sustainability: a key driver for customer engagement

As part of our commitment to responsible business practices, sustainability is woven into every aspect of our customer relationships. We actively communicate our sustainability efforts through internal platforms like our intranet InfoShare site and the DIALOG quarterly newspaper, ensuring that employees stay informed and engaged in our journey toward greener operations. Additionally, our commercial teams have access to a newly developed corporate and sustainability slide deck, allowing them to highlight our sustainability progress in customer meetings.

ALUMINIUM 2024

On an industry level, we continue to champion sustainable solutions. At ALUMINIUM 2024, we proudly showcased our innovations using reusable panels and exhibit elements, reinforcing our commitment to reducing waste. To further minimise our environmental footprint, we have introduced new electronic business cards, cutting down on paper use while maintaining seamless professional interactions.

By integrating sustainability, innovation and customer-centric strategies, we are not just meeting expectations — we are shaping the future of aluminium solutions.



7.4. STAKEHOLDER ENGAGEMENT

At Aluminium Duffel BV, we recognise that active stakeholder engagement is critical to our business's success and achieving our sustainability objectives. We strive to align diverse interests while fostering trust and collaboration with our stakeholders. We remain informed about sustainability opportunities, risks and emerging trends through continuous dialogue.

Our stakeholders are identified through a structured 'context management' process, ensuring a comprehensive understanding of our organisation and its operating environment. This process systematically evaluates relevant stakeholders, considering both internal and external factors. Annually, we review the stakeholder list associated with our Quality, Environment, Health and Safety Management System. This review includes updating stakeholders' needs and expectations while assessing their significance in advancing Aluminium Duffel BV's mission and strategic goals.

In 2024, as part of our Double Materiality Assessment (DMA), we further deepened our stakeholder engagement by actively seeking their input on key sustainability topics. This additional outreach gave us valuable insights into their perspectives on impacts, risks and opportunities relevant to our business. Their feedback played a crucial role in shaping our double materiality assessment, ensuring that our sustainability strategy remains aligned with both regulatory requirements and stakeholder expectations.



Stakeholder Group	Description	What we provide
Customers	Industrial segment and Automotive segment	Regular technical seminars to share product innovations, sustainability figures and roadmap updates while gathering insights for product improvement and closed-loop contracts.
Employees	Approximately 900 employees represented by workers' representatives.	Regular information sessions, organised by the management team, to keep employees informed about company developments.
Unions	Workers' representatives engaged in employment and workplace matters.	Monthly Health and Safety Steering Committee and Works Council meetings to discuss various topics.
Suppliers	Internal suppliers frequently present on-site in Duffel; External suppliers with expertise in the aluminium value chain, European regulations, and energy sector.	Close collaboration to uphold high health, safety and environmental standards.
Industry Groups	Includes European Aluminium, Agoria and other sector organisations	Active engagement in national and European industry groups, participation in sustainability and decarbonisation projects to share best practices, assess emerging technologies and learn from industry peers.
Local Communities	18,000 residents of Duffel, represented by the Environmental Inspection and municipal representatives.	Efforts to build a positive presence by informing local authorities and communities about sustainability initiatives. 24-hour access via phone or email. Yearly neighbourhood consultations.
Environmental Organizations	Agency for Nature and Forest and Natuurpunt.	We maintain close contact and collaborate on specific projects. Engaging them in our Double Materiality Assessment ensures environmental perspectives are considered.
Research Institutions	Universities and research organisations specialising in aluminium and sustainability.	Collaboration to understand the role of the aluminium rolled product supply chain in the sustainable transition, exploring breakthrough technologies.
Financial Institutions	Financial partners, including banks and insurers.	Engagement to align CSRD reporting with financing requirements, ensuring long-term sustainability investment opportunities.

7.5. PARTNERSHIP, MEMBERSHIPS AND CERTIFICATION

We engage in objective, transparent and constructive dialogue, fostering trust and collaboration. Additionally, we actively participate in various national and international initiatives focused on sustainability, energy, climate and environmental stewardship.

Aluminium Stewardship Initiative (ASI)	We obtained ASI Performance Standard certification in 2019. We received the ASI Chain of Custody Standard certificate in 2020. The ASI Performance Standard defines environmental, social and governance principles and criteria to address sustainability issues in the aluminium value chain. The ASI Chain of Custody Standard complements the ASI Performance Standard. It defines requirements for creating a Chain of Custody material, including ASI Aluminium, which is produced and processed through the value chain to downstream sectors.
ISO 14001:2015	We acquired certification under the internationally agreed standard that defines the requirement for an environmental management system in 2002 (for one production department) and 2004 for the entire production site in Duffel.
ISO 45001:2018	We have been certified against ISO 45001:2018 since 2022 and successfully passed the ISO 45001 recertification at the end of 2024.
European Aluminium (EA)	As a member of the EA's Recycling division, Rolling division, Sustainability committee, Life Cycle Assessment committee, and more, we work collaboratively with different stakeholders on recycling and sustainability topics. In EA's Innovation Hub, several pre-competitive task forces have been launched on sustainability topics, such as 'the decarbonisation of the supply chain'.
Flanders Metal Valley (FMV)	We joined this regional consortium of metal processing companies in Flanders and Flemish universities with metallurgy and metals processing programmes in 2021. The aim is to find synergies and exchange sustainability and decarbonisation ideas and initiatives.
Materinex	In 2024, Dirk Inghels, Innovation Director Aluminium Duffel BV, was elected chair of the Materinex Common Interest Group on strategic and critical materials in Flanders. Commissioned by VLAIO and the Flemish government's Department of Economy, Science and Innovation, MateriNex facilitates and manages sustainable materials research in Flanders by stimulating cooperation between industrial and academic stakeholders. The aim is to strengthen the materials research innovation ecosystem and ensure its excellence. MateriNex offers Flemish companies active in materials research support for their high-risk, long-term research.
EBO	Energy-intensive branches of industrial companies can join the Flemish government's voluntary Energy Policy Agreements (EBOs). Aluminium Duffel BV joined the agreement in 2003. These EBOs aim to anchor industry in Flanders and permanently improve its energy efficiency. In this way, a significant contribution is made to the Flemish and European energy efficiency objectives.
EU-ETS	The EU Emissions Trading System (EU-ETS) is a cornerstone of the EU's policy to combat climate change. It's also a key tool for reducing greenhouse gas emissions cost-effectively. As an energy-intensive company, participation in the EU-ETS is mandatory for Aluminium Duffel BV.



7.6. ASSOCIATIONS AND POLITICAL LOBBYING

We actively participate in leading economic, industry and specialist associations at both national and international levels. Our membership fosters collaboration not only with policymakers but also with various stakeholders.

European Aluminium	European Aluminium represents the entire aluminium value chain in Europe, from refiners and smelters to manufacturers of semi-finished products, recyclers and national aluminium associations.
Agoria	Federation of technology-inspired companies based in Belgium.
Eurometaux	Eurometaux is the decisive voice of non-ferrous metals producers and recyclers in Europe. It is an umbrella association representing the interests of the combined non-ferrous metals industry towards EU policymakers. Aluminium Duffel BV has been a member of the sustainability committee of Eurometaux since 2021.
VOKA	A Flemish business network. It is an employers' organisation that stands for doing business together and growing together for the benefit of all.
FEBELIEC	The Federation of Belgian Industrial Energy Consumers, founded in 1990, represents the industrial energy consumers in Belgium on energy and climate policy issues at the Belgian and European levels. FEBELIEC is a member of IFIEC Europe (International Federation of Industrial Energy Consumers), the acknowledged partner of the European Commission in energy-related matters.



8. GRI CONTENT INDEX

Statement of use	Aluminium Duffel has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	TITLE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	1. About this report 3. Company profile	p. 7 & 8
	2-2 Entities included in the organisation's sustainability reporting	1. About this report	p. 7
	2-3 Reporting period, frequency and contact point	1. About this report	p. 7
	2-4 Restatements of information	1. About this report	p. 7
	2-6 Activities, value chain and other business relationships	3. Company profile	p. 11
	2-7 Employees	5.3 Fair and inclusive workplace	p. 28
	2-22 Statement on sustainable development strategy	A message from our CEO 4. Sustainability at Aluminium Duffel	p. 6 & 17
	2-27 Compliance with laws and regulations	2.2 Compliance ESG 6.2 Other emissions	p. 9 & 40
	2-28 Membership associations	7.5 Partnership, Membership and Certification	p. 64
	2-29 Approach to stakeholder engagement	7.3 Customer relations 7.4 Stakeholders engagement	p. 61 & 63
	2-30 Collective bargaining agreements	5.2 Labour rights	p. 27
GRI 3: Material Topics 2021	3-1 Process to determine material topics	4.2 Double Materiality Assessment	p. 18
	3-2 List of material topics	4.2 Double Materiality Assessment	p. 18
GRI 301: Materials 2016	3-3 Management of material topics	4.2 Double Materiality Assessment	p. 18
	301-1 Materials used by weight or volume	6.5 Materials use & circular economy 6.7 Packaging	p. 47 & 52
	301-2 Recycled input materials used	6.5 Materials use & circular economy 6.7 Packaging	p. 47 & 52
	301-3 Reclaimed products and their packaging materials	6.5 Materials use & circular economy 6.7 Packaging	p. 47 & 52
GRI 302: Energy 2016	3-3 Management of material topics	6. Protecting the environment 4.1 Sustainability management 6.3 Energy	p. 35 & 17 & 41
	302-1 Energy consumption within the organisation	6.3 Energy	p. 41
	302-3 Energy intensity	6.3 Energy	p. 41
	302-4 Reduction of energy consumption	6.3 Energy	p. 41



CRI STANDARD	DISCLOSURE	TITLE	LOCATION
GRI 305: Emissions 2016	3-3 Management of material topics	6. Protecting the environment 4.1 Sustainability management 6.1 GHG emissions 6.2 Other emissions	p. 35 & 17 & 37 & 40
	305-1 Direct (Scope 1) GHG emissions	4.1 Sustainability management 6.1 GHG emissions	p. 17 & 37
	305-2 Energy indirect (Scope 2) GHG emissions	4.1 Sustainability management 6.3 Energy 6.1 GHG emissions	p. 17 & 41 & 37
	305-4 GHG emissions intensity	6.1 GHG emissions	p. 37
	305-5 Reduction of GHG emissions	6.1 GHG emissions	p. 37
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	6.2 Other emissions	p. 40
GRI 306: Waste 2020	3-3 Management of material topics	6. Protecting the environment 4.1 Sustainability management 6.8 Waste management	p. 41 & 21
	306-1 Waste generation and significant waste-related impacts	6.8 Waste management	p. 53
	306-2 Management of significant waste-related impacts	6.8 Waste management	p. 53
	306-3 Waste generated	6.8 Waste management	p. 53
	306-4 Waste diverted from disposal	6.8 Waste management	p. 53
	306-5 Waste directed to disposal	6.8 Waste management	p. 53
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	4.1 Sustainability management 5. Supporting our people 5.1 Occupational Health & Safety	p. 41 & 21
	403-1 Occupational health and safety management system	5.1 Occupational Health & Safety	p. 21
	403-2 Hazard identification, risk assessment, and incident investigation	5.1 Occupational Health & Safety	p. 21
	403-3 Occupational health services	5.1 Occupational Health & Safety	p. 21
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.1 Occupational Health & Safety	p. 21
	403-5 Worker training on occupational health and safety	5.1 Occupational Health & Safety 5.4 Employee Engagement, training and development	p. 21 & 30
	403-6 Promotion of worker health	5.1 Occupational Health & Safety	p. 21
	403-9 Work-related injuries	5.1 Occupational Health & Safety	p. 21
GRI 404: Training and Education 2016	3-3 Management of material topics	5.4 Employee Engagement, training and development	p. 30
	404-2 Programs for upgrading employee skills and transition assistance programs	5.4 Employee Engagement, training and development	p. 30

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