Shaping the Future of Sustainable Aluminum

Sustainability Report 2025

Constellium

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WE SUPPORT UN GLOBAL COMPACT

For the 14th consecutive year, we support the Ten Principles of the United Nations Global Compact (UNGC) in the areas of human rights, labor, environment, and anticorruption.

[1]This report includes forward-looking statements. For a discussion of our statement on Forward Looking Statements please refer to page 85.

[2]PricewaterhouseCoopers Audit has undertaken a limited assurance engagement on a selection of key sustainability performance indicators (listed on appendix page 88 and identified with a checkmark ☑ in the document) included in Constellium's sustainability report for the year ended December 31, 2025. The work of PricewaterhouseCoopers Audit was performed in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information ("ISAE 3000 (Revised)"), issued by the International Auditing and Assurance Standards Board. The Independent practitioner's limited assurance report on a selection of Constellium SE's consolidated sustainability information of PricewaterhouseCoopers Audit (included on pages 86-89 of this report) describes in detail the verification work performed.

GLOSSARY

of terms in the context of Constellium's business[1]

Air emissions

Certain air emissions are regulated under international conventions and/or national laws or regulations. This report mainly refers to nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds (VOC), and particulate matter (PM).

CO_2-equivalent (CO_2eq)

A metric measure used to indicate the Global Warming Potential (GWP) of each of the six greenhouse gases, expressed in terms of the GWP of one unit of CO_2.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a management concept whereby companies consider social and environmental matters in their business operations and interactions with their stakeholders. CSR standards are built around three key pillars: Environment, Social, and Governance.

Environmental incident

A one-time incident that can be or is detrimental to the environment, with real or potential impact on people, wildlife, and/or habitat. There are several categories of environmental incidents: an environmental near-miss, a minor environmental incident, a moderate environmental incident, a significant environmental incident, and a major environmental incident.

Greenhouse Gases (GHG)

Greenhouse gases are the six gases listed in the Kyoto Protocol to the UN Framework Convention on Climate Change: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF_6).
By increasing the heat in the atmosphere, GHGs are responsible for the greenhouse effect, which ultimately leads to global warming.

GHG Protocol

The GHG Protocol is the internationally recognized standard for measuring, managing, and reporting greenhouse gas emissions. It provides a comprehensive framework for organizations to identify, quantify, and disclose their emissions across direct operations (Scope 1), purchased energy (Scope 2), and value chain activities (Scope 3), ensuring consistency, transparency, and comparability of GHG reporting.

Global Reporting Initiative (GRI)

The GRI standards represent global best practices for public reporting on a range of economic, environmental, and social impacts.

[1] While this report leverages certain third-party standards as part of our disclosures, any language of "alignment" or similar should not be taken to mean or guarantee strict adherence to those standards. Disclosures based on standards may change due to revisions in framework requirements, availability or quality of information, changes in business or applicable government policies, or other factors, some of which may be beyond our control.

Global Warming Potential (GWP)

A factor describing the radiative forcing impact (degree of harm to the atmosphere) of one unit of a given GHG, relative to one unit of CO_2. GWP values are sourced from the IPCC FIFTH/SIXTH Assessment Report (AR 5/6) using 100-year time horizons.

Hazardous waste

We define hazardous and non-hazardous waste categories in accordance with the EU Waste Framework Directive and the U.S. waste classifications.

Life Cycle Assessment (LCA)

An LCA measures the lifetime environmental impact of any given product, from raw material extraction to end of life. It is vital for mapping upstream and downstream impacts and benefits, and identifying where environmental improvements can be made.

mt

Metric ton

Post-consumer scrap

Material containing aluminum that is reclaimed at the end of life of finished goods.

Pre-consumer scrap

Production scrap generated downstream from Constellium's operations and before reaching the end user.

Recordable Case Rate (RCR)

Constellium's Recordable Case Rate measures the number of fatalities, serious injuries, lost-time injuries, restricted work injuries, or medical treatments per one million hours worked, including by our contractors.

Serious injuries

We define serious injuries as cases involving an injury with a risk of death, major complications, or permanent disability. These include fracture of a major bone; amputation of a body part; significant second- or third-degree burns requiring a graft or prolonged hospitalization; loss of consciousness with hospitalization due to a head injury, chemical intoxication, or lack of oxygen in the atmosphere; loss of ability (e.g., sensory, organ function, paralysis); and any occupational injury requiring blood transfusion, mechanical ventilation, or surgical intervention.

Scope 1 emissions

Direct greenhouse gas emissions from sources owned or controlled by Constellium (e.g., resulting from fuel combustion at our sites).

Scope 2 emissions

Indirect GHG emissions associated with a company's purchased electricity, heat, or steam. In Constellium's case, Scope 2 emissions concern electricity only.

Scope 3 emissions

All indirect GHG emissions (not included in Scope 2) that occur in Constellium's value chain, including upstream and downstream emissions (e.g., raw material extraction and production, transport-related activities, waste disposal). The GHG Protocol Corporate Value Chain defines 15 different Scope 3 categories.

Water withdrawal

Over the course of the reporting period, the sum of all water taken from ground or surface water sources or public networks, and conveyed to a Constellium site.

Water consumption

Water used by Constellium and not returned to its original source (e.g., groundwater released to surface water).

Work-related disease (injury or ill health)

Negative impacts on health arising from recognized exposure to hazards at work. "Recognized" means the case has been filed by an active or retired worker and has received final recognition by third-party authorities.

MESSAGE FROM INGRID JOERG, CEO OF CONSTELLIUM

In the 10-plus years since I joined Constellium, I have had the privilege to participate in the company's evolution, and to watch it fulfill its promise as one of the most sustainable, forward-thinking, inspiring actors in the industry.

Today, I am honored to guide Constellium into the future, confident in the talent and dedication of our 11,500 colleagues around the world.

People are Constellium's greatest asset, and our workplace culture reflects this. We cultivate shared values, maintain an unyielding focus on safety, and look out for the physical and mental well-being of all our employees.

This determination has earned us a place on Forbes' 2025 list of the World's Best Employers.

As always, safety is our number one priority, and I am gratified to see the results of our hard work.

In 2025, we achieved a Recordable Case Rate of 1.91☑, significantly better than industry averages in North America and Europe. Several of our sites have operated for the past two years or more without a single recordable case.

Beyond the well-being of our people and local communities, Constellium's sustainability strategy targets long-term value creation through circularity. The heart of this vision is aluminum, an exceptional material that combines lightweight performance with infinite recyclability.

Our pursuit of sustainability relies upon several pillars, including recycling, decarbonization, and constant innovation. In 2025, we made strong progress on decarbonization, lowering our Scope 1 and 2 emissions intensity by 14% versus 2024 and 19% versus our 2021 baseline.

With our Scope 1 and 2 emissions intensity at 0.57☑ metric tons of CO_2-equivalent per metric ton shipped, we outperformed the target of our sustainability-linked bonds. While energy efficiency efforts taken at site level, including investments in best-in-class technologies, played an important role, the main contributor to this year's performance was our progress on Scope 2 emissions.

In 2025, we procured nearly 400 GWh of renewable electricity, covering 26% of Constellium's annual consumption. This energy procurement plan therefore contributed significantly to the reduction of our Scope 2 emissions and to the achievement of our target.

At the same time our Scope 3 emissions intensity improved by 16% compared to 2024. Although we have less room to maneuver on Scope 3 emissions, we make a difference wherever we can, prioritizing low-carbon primary aluminum, increasing recycled content, and enhancing the circularity of our products.

Recycled aluminum represented 47%☑ of our metal inputs in 2025, an improvement of 13% over the previous year. This progress is largely driven by the ramp-up of our new recycling center in France, which will remain a cornerstone of our long-term sustainability strategy.

This year's upgrade to a B rating from the Carbon Disclosure Project also acknowledges our progress and strengthens our credibility with customers, partners, and stakeholders.

Achieving truly sustainable aluminum production requires continued innovation, collaboration, and discipline. As we work to shape the future, we recognize that a significant journey lies ahead, one influenced not only by our own actions, but also by external factors beyond our direct control. Despite these challenges, we remain committed.

Ingrid Joerg
CEO of Constellium

OUR BUSINESS MODEL

Constellium is a leader in transforming aluminum into advanced solutions. We seek to create value for customers, suppliers, and society by making innovative, state-of-the-art aluminum products in the most responsible way. We also recycle aluminum, ensuring that its circularity is fully realized and its footprint is as small as possible. We are a public company listed on the New York Stock Exchange (NYSE), operating with best practices and high ethical standards.

WHO WE ARE
We are a world leader in the development and manufacture of high value-added aluminum products and solutions.

OUR MISSION
Meet the needs of our customers and society in terms of weight reduction, efficiency, and sustainable development.

OUR RESOURCES

Financial[1]
- ~$8.4 billion in revenue
- ~$310 million in CapEx
- ~$178 million in Free Cash Flow[2]
- ~$5.4 billion expenses in raw material and consumables used

Environmental
- Energy consumption of 12.5 (GJ)/mt of product shipped

Human
- ~11,500 employees

Industrial
- 24 manufacturing facilities in 10 countries
- ASI Performance Standard certification for all our operations worldwide
- 5 sites certified by the ASI Chain of Custody standards

Intellectual
- 3 R&D centers
- Over 270 active patent families
- Nearly 50 partnerships with universities and research centers

CREATING VALUE THROUGHOUT THE ALUMINUM LIFE CYCLE

Economic
- ~1.5 million mt of aluminum sold
- $846 million of Adjusted EBITDA[3]
- $115 million of shares repurchased

Customers
- Weight reduction and technical performance of products
- Improved manufacturing processes
- Contribution to carbon footprint reduction and close loop recycling
- Innovation: co-development of products and recyclability

Employees
- 98% employees on permanent contracts
- 1.91☑ – Recordable Case Rate per million hours worked
- 25☑ – average number of training hours/employee/year
- 25%☑ in professional and management roles are women

Environment and Circular Economy
- 0.57☑ mt Scope 1 and 2 GHG emissions intensity
- 4.55☑ mt Scope 1, 2, and 3 GHG emissions intensity
- 47%☑ aluminum input from recycled sources

Suppliers
- 78%☑ of Constellium Group spend related to at-risk[4] suppliers is covered by a valid detailed risk-based sustainability assessment.

Society
- In addition to local initiatives led by its sites, Constellium supports projects in Europe and North America with its philanthropic ConstelliumCARES Fund.

OUR PRODUCTS AND SOLUTIONS

We add other metals to molten aluminum to create customized alloys, and cast them into molded products, ingots, billets, and slabs. We extrude billets to make products such as Crash Management Systems. We roll slabs into plates, sheets, and coils to be used for cans, car hoods, airplane wings, and more.

OUR MARKETS

Aluminum is the ideal metal for an incredible range of purposes, playing a major role in a lighter and more sustainable world. Below, our key markets and their revenue share.

- Aerospace 13%
- Automotive 25%
- Packaging 45%
- Specialties 17%

[1] Financial information is provided in U.S. dollars under U.S. GAAP as of and for the year ended December 31, 2025. Refer to Form 10-K for Adjusted EBITDA reconciliation.
[2] Free Cash Flow is a "Non-GAAP measure." Free Cash Flow is defined as net cash flow from operating activities less capital expenditures, net of property, plant, and equipment inflows.
[3] Adjusted EBITDA is a "Non-GAAP measure." For a reconciliation of this measure to "Net Income," see Form 10-K.
[4] At-risk from a sustainability risk perspective.

OUR MARKETS AND PRODUCTS

Constellium's products are a major element in daily life, making the world around us lighter, safer, and more circular.

FLYING HIGH IN **AEROSPACE**

Constellium helps aerospace manufacturers maintain cruising speed with value-added aluminum plates, sheets, and extrusions for the commercial, military, and space markets. Constellium is a major partner of aircraft and rocket manufacturers all over the world, and our high-performance technologies are inherent to the development, design, and manufacture of the next generation of aircraft. We work with the designers, assemblers, and suppliers to make commercial aircraft even more lightweight, efficient, affordable, and reliable. Our groundbreaking Airware® solutions make us the undisputed leader in aluminum-lithium technology.

13% of our 2025 revenue came from the aerospace market

DRIVING SUSTAINABLE **MOBILITY**

Constellium is a leading provider of advanced aluminum rolled products and extrusion-based components for the global automotive market. Automakers count on us to help them develop lighter, safer, more fuel-efficient vehicles with lower emissions and greater range. Constellium has the capacity to produce 350,000 mt of automotive rolled products annually. We can also produce more than 100,000 mt of automotive extrusions per year, with approximately half of this output directly delivered as ready-to-integrate components for automakers. Our complete range of solutions for battery systems includes foils, cell connectors, thermal management solutions, and enclosure materials.

25% of our 2025 revenue came from the automotive market

LEADING THE PACK IN ALUMINUM **PACKAGING**

Constellium is a world-leading supplier for the aluminum packaging market. We supply goods and solutions for every aspect of the market, from recycling to aluminum coils and sheets. We have the annual capacity to provide can manufacturers with approximately 700,000 mt of can sheet with a low CO_2 footprint, thanks to our recycling capacity and the low embodied carbon of the metal we source. We can also deliver over 250,000 mt of foilstock, and specialized products for wine and spirit closures, aerosols, and cosmetics.

45% of our 2025 revenue came from the packaging market

AND MANY **OTHER SPECIALTIES**

We have built upon the intrinsic properties of aluminum alloys to develop a range of dedicated extrusions, sheets, plates, and semi-finished components for the commercial transportation and general industrial markets. Our products can be found in semi-conductors, batteries, tanker trucks, trailers, pleasure boats, and trains, as well as in a variety of industrial applications, from components for industrial robots to molds for forming plastic objects. We are also experts in the defense sector, with one of the most extensive portfolios of specialized aluminum alloys for armor applications.

17% of our 2025 revenue came from other specialties

Turning retired aircraft into flight-ready aluminum

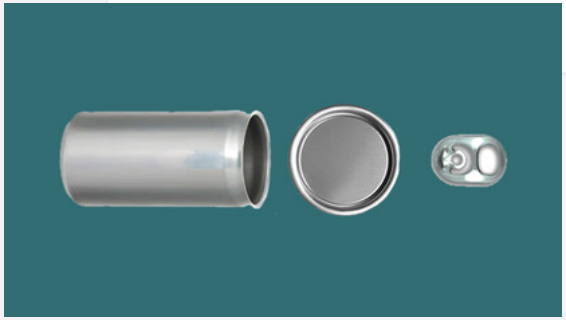
From retired aircraft to next-generation aerospace material, Constellium - in partnership with TARMAC Aerosave and with the support of Airbus - has made use of aluminum's true circularity.

Thanks to recycling, we transformed end-of-life aircraft metal into new, flight-ready material without loss of quality, cutting energy use and CO_2 emissions by 95%.

Developing the circular future of the aluminum beverage can

Developed via an R&D consortium of leading cansheet suppliers and the European Aluminium Association, this initiative accelerates sustainability in beverage cans through advanced materials innovation.

Within this collaborative framework, Constellium is developing recycling-friendly can end alloys that enable higher recycled content while maintaining market-level performance and cost efficiency.



Valais recovery: building resilience through strength and solidarity

Constellium has resumed operations at its Valais, Switzerland, site after the June 2024 floods. Despite significant damage, employees - supported by colleagues across Europe - rebuilt with determination.

Their teamwork and resilience turned crisis into renewal, earning the 2024 Constellium THANK YOU Award and strengthening Valais for the future.

Pioneering modular, smart, and sustainable aluminum design

Constellium and ARENA2036 completed the FlixCar project, advancing modular, digital vehicle design. Using HSA6™ high-strength recycled aluminum, Constellium developed a lightweight sill adaptable to multiple powertrains.

Including partners such as Mercedes-Benz and Siemens, the project demonstrated how smart aluminum structures can boost safety, flexibility, and sustainability in future mobility.

TURNING IDEAS INTO REALITY THROUGH R&D

Constellium aims to be constantly innovating, exploring lighter and more efficient solutions for our customers and society while seeking to improve aluminum's footprint. Some of the world's most advanced aluminum alloys and solutions have come out of the work we do at our C-TEC R&D center in Voreppe, France, and its U.S. hub in Plymouth, Michigan, as well as at our University Technology Center at Brunel University in London, England.

Investing in R&D

Constellium invests heavily in R&D, spending ~$50 million in 2025. Around 300 people work at C-TEC, our main research and development center, and its hub in Plymouth, Michigan. Our University Technology Center in England employs ~45 Constellium scientists, in addition to ~30 PhD students and postdoctoral research fellows from Brunel University London and other academic partners.

External view of our C-TEC R&D center in Voreppe, France

Innovating from alloy design to production

In partnership with our customers, we employ advanced modeling tools and equipment to test and deliver innovative, high-quality material solutions at optimal cost and speed. Our lab-to-industrial-scale approach includes:

- **Alloy development** - Constellium has a long track record of developing targeted performance alloys for a variety of demanding markets.
- **Modeling** - Modeling helps us better understand the relationships between properties, microstructures, and processes. Our modeling capabilities extend from atomic level to process-property models.
- **Prototyping** - Our technicians and engineers use equipment that mimics our processes and even those of our customers to refine and validate potential alloys. They also test brand new combinations of compositions and processes for products of the future.
- **Material structural investigation and testing** - Our labs conduct a wide range of microstructural investigations, starting at the atomic scale, as well as a large variety of mechanical testing procedures, from tensile loading in controlled environments to complex damage tolerance research.
- **Pilot and plant trials** - We seek to improve process mastery by conducting trials on plant equipment, based on conditions prepared in the laboratories and workshops of our research centers.
- **Quality and project management** - Advanced project management at our R&D centers allows our teams to validate the product development process, quantify deviations against expected performance, and refine product design and structural performance. Project reviews also include sustainability criteria, supported by a life cycle assessment.

Innovating for more sustainable products and solutions

Innovation allows us to develop lighter, more efficient, and more circular solutions for our customers and our own operations.

Enhancing product life cycle performance

We work with our customers to help to improve their end products' life cycle performance, or overall environmental impact, in two ways. One is through better product design - for example, by making lighter parts for vehicles, to reduce fuel consumption. The other is by recycling pre- and post-consumer aluminum scrap, since emissions from recycling are much lower than those from primary metal production.

Our R&D team contributes to our recycling strategy in a number of ways, such as working on more recycling-friendly alloys, developing approaches to close the loop, partnering with selected companies to evaluate innovative sorting technologies, and testing the performance of our recycled products with our partners. (See recycling chapter page 34 for more details).

Developing a zero-carbon casthouse

We also use R&D to minimize the carbon footprint of our operations. As more than half of our Scope 1 emissions are linked to our casting and recycling operations, our teams are working towards a zero-carbon casthouse, identifying technologies that can be integrated with existing equipment at our plants:

- **Hydrogen-oxygen combustion** - We are entering the industrial testing phase of replacing natural gas with hydrogen-oxygen combustion at our C-TEC R&D center. With this initiative, we are participating in an EU-funded project called HyInHeat. It aims to substitute natural gas with hydrogen in metal transformation processes, provided that the hydrogen is green, accessible, and cost-effective for industrial applications.

- **Plasma torch technology** - Partnering with PyroGenesis Canada Inc, we are exploring plasma torch technology as an alternative to traditional natural gas burners. A plasma torch uses electricity to generate an electric arc, then produces an ionized gas, or plasma, that reaches extremely high temperatures. One advantage of this technology is that it could be integrated into our existing furnaces at a relatively reasonable cost. Another is that it can potentially reduce the emissions of converted furnaces by two-thirds.

Constellium is installing a PyroGenesis APT-HP 900 kW plasma torch on a 2 mt reverberatory furnace at C-TEC, in France, scheduled for operation in 2026. Supported by France 2030 - a government initiative to promote national innovation - the project will compare plasma heating with natural gas.

At the same time, we continue to study hydrogen combustion for industrial use through the HyInHeat project.

> A reverberatory melting furnace at C-TEC, Constellium's R&D center in France

Using digital innovation to optimize our processes

All our facilities are implementing Industry 4.0 solutions, which is revolutionizing how we operate. Our sites work with our IT Digital department and Manufacturing Excellence team to leverage advanced digital technologies and improve the safety, efficiency, productivity, and quality of manufacturing processes, while reducing costs, energy, and waste.

Using the Internet of Things (IoT),[1] we digitally connect our equipment to other systems via sensors that provide real-time data on performance and product quality. Dedicated apps address topics from preventive maintenance to GHG emissions calculations.

Our casthouses are the most energy-intensive part of our production process, and we are using a data-driven controlling system called “SmartMelt”[2] to fully optimize the melting phase and reduce our Scope 1 emissions. The system includes a digital twin furnace, or virtual replica, that monitors and analyzes furnace performance in real time and standardizes best practices.

We first installed SmartMelt in 2022, on a revamped furnace in Neuf-Brisach, France, and saw a 10% improvement in energy performance and productivity. Since then, we have continued to deploy the innovation.

Constellium’s scientific partnerships

Constellium maintains scientific partnerships, many long-term, with around 50 of the world's most prestigious universities and laboratories. These include MIT and the University of Michigan in the U.S., Brunel University London and Manchester University in the U.K., various entities associated with the CNRS in France, the University of Stuttgart in Germany, and ETH Zurich in Switzerland. (Please refer to our website for more detailed information.)

Our International Scientific Council

In 2013, we established an International Scientific Council (ISC) of five external experts to support Constellium's R&D strategy, guide our technical initiatives, help the Constellium Group in achieving its long-term sustainability targets, and address key challenges in the ever-evolving landscape of materials science. The ISC's members hail from esteemed laboratories and universities around the world. Together, they have played a pivotal role in guiding Constellium's research and development efforts, including studying the effects of hydrogen on precipitation-hardened alloys, modeling Auto Body Sheet formability, and designing high-performance additive manufacturing powders. The ISC also deals with industry-wide subjects, such as decarbonization technologies, electric vehicle technologies, and the future of metals in aerospace applications.

[1] IoT or the Internet of Things describes devices with sensors, processing ability, software, and other technologies that connect and exchange data with other devices and systems over the internet or other communications networks.

[2] SmartMelt is a solution developed by Novamet that acts as a digital assistant for operators, providing real-time guidance to help them make the best decisions at the right time during the process.

EMPLOYING LIFE CYCLE ASSESSMENTS TO IMPROVE SUSTAINABILITY

Measuring the environmental impact of a product or process throughout its lifetime gives us invaluable insight into how we can make it better.

A life cycle assessment (LCA) is a methodology used to calculate the total environmental impact of a product or activity, including (but not limited to) its carbon footprint, and taking all of its life cycle phases into account.

Carolina Specht, Sustainability and Life Cycle Assessment Engineer at Constellium explains more about how we use LCA.

What is your role, and what projects do you work on?

My main role at Constellium is to evaluate the environmental impact of our aluminum products and manufacturing processes using life cycle assessment models. A significant part of my work involves gathering and analyzing essential environmental data, including energy consumption, greenhouse gas emissions, and recycling rates. I also use LCA models to assist with customer projects, such as assessing the environmental benefits of closed-loop agreements where we recover and recycle scrap material generated by our customers. For example, we are supporting a research project with Stellantis and the IRT M2P (a French Research institute) aiming at reducing the carbon footprint of components through the use of recycling friendly alloys.

How are LCA models developed?

They are developed through a structured approach that evaluates the environmental impacts of a product, process, or system across its life cycle, from raw material extraction through to end of life. Constellium follows internationally recognized standards such as ISO 14040 and ISO 14044 to ensure consistency and credibility.

LCA studies require data inventory, with information such as the origin of primary metal, sourcing mixes, and how metal flows through various processing stages. Additionally, we account for other key inputs and outputs, for example, energy consumption, chemical substances, packaging materials, purchased goods, water use, and waste generation.

The results of an LCA take the form of indicators that relate to a range of environmental topics, such as climate change, land use, water pollution, use of natural resources, etc. These indicators provide a more exhaustive view of the environmental performance of our products and processes.

Do you develop LCAs with different scopes and at different levels (product, market), and why?

Yes, we are able to apply LCAs at multiple levels, depending on a study's objective, and to conduct them with different system boundaries. A "cradle-to-gate" boundary extends from raw material extraction to the factory gate and allows us to provide our customers with information about our products, so they can conduct their own LCAs.

A "cradle-to-grave" boundary refers to all processes and activities from raw material extraction to end-of-life recycling or disposal. For instance, it is the right choice when assessing automotive components made from aluminum versus steel, since it is important to consider the reduced energy consumption during the use phase, due to aluminum's lighter weight.

Are precise data difficult to obtain?

When conducting cradle-to-gate LCAs, obtaining accurate data about primary metal production is one of the most challenging aspects.

To obtain realistic and representative results, we conduct detailed mapping of bauxite mining sites, alumina refineries, and aluminum smelters. This is essential because nearly 80% of the total CO_2 emissions in most of our assessments come from the production of primary aluminum, and in particular the type of energy our suppliers use.

For cradle-to-grave LCAs, the challenges include downstream activities such as product design, manufacturing, and use-phase performance. To obtain these data, we prioritize close collaboration with our customers

What are the next steps?

Currently, we are developing foundational LCA models for all Constellium plants. Once completed, these models, which also evaluate impacts beyond carbon footprint, become powerful decision-making tools. They will also help us quantify and communicate the environmental performance of our products with greater relevance and granularity.

PUTTING SUSTAINABILITY AT THE HEART OF OUR STRATEGY

Our Strategy

Our mission is to meet customers' and society's need for lightweight, strong, and sustainable aluminum products while generating attractive returns for our shareholders. We aim to achieve our mission by expanding our leading position as an innovative, go-to supplier of technologically advanced fabricated aluminum solutions. We are committed to building a safe and sustainable company and becoming the most exciting company in our industry. To achieve these objectives, we have built a business strategy centered around six core principles:

Focus on High Value-added and Responsible Products

We are primarily focused on our strategic end-markets including aerospace, packaging, and automotive, in which we have leading positions and long-standing relationships with many of the main manufacturers. These are also markets where we believe we can differentiate ourselves through our high value-added and specialty products, which make up the majority of our product portfolio. Because aluminum is lightweight, strong, durable, and infinitely recyclable, we have invested heavily in advancing our manufacturing and recycling capabilities. These improvements deliver products that reduce weight, increase strength, and improve formability, helping customers meet their carbon-reduction objectives.

Increase Customer Connectivity

We regard our relationships with our customers as partnerships in which we work closely together to develop technically advanced and customized solutions. We aim to deepen our ties with our customers by consistently providing best-in-class products and services and engaging in joint product development projects. In addition, supply chain integration allows us to better anticipate customer demands and more efficiently manage our working capital needs. We also seek to strengthen customer connectivity through customer technical support and closed-loop scrap recycling programs.

Optimize Margins and Asset Utilization Through Rigorous Product Portfolio Management

We are highly focused on maximizing the throughput of our facilities and optimizing our product mix to increase the profitability per machine hour. We believe there are significant opportunities to do so through rigorous focus on the products we choose to make, investments in asset integrity, and continuous improvements in our operations such as debottlenecking and optimizing equipment uptime, speed, and recovery. Finally, we complement these efforts by increasing recycling to reduce our dependence on external slab and billet suppliers, and expand our sustainable product offerings.

Strictly Control Cost, Continuously Improve, and Manage Resources Responsibly

We are committed to reducing our operating costs and improving our operations by implementing manufacturing excellence, metal management, and other cost improvement initiatives. These include standardizing manufacturing processes, improving recovery and thereby reducing internal scrap generation, minimizing energy and water usage, maximizing external scrap input, and efficiently managing other resources used by the company, including capital.

Manage Capital Through a Disciplined Approach, and Increase Financial Flexibility

We have invested capital in a number of attractive growth opportunities to advance our production capabilities, product offerings, and sustainability profile. We are highly focused on optimizing risk-return by being selective on growth projects and realizing attractive returns on the capital we invest. In addition, we are highly focused on increasing our financial flexibility through earnings growth and free cash flow conversion, which is critical to achieving our objectives of investing in our operations and our people, and maintaining a balanced capital structure, whilst returning capital to our shareholders.

Commit to Our People and Communities

We believe our people are among the best, which is a competitive strength that allows us to be a leader in our industry. We continuously provide training to our employees, invest in their skills and competencies, and promote a safe and inclusive environment where everyone is valued, contributes, and thrives. We also strive to be socially responsible operators in our communities.

Sustainability is key

Sustainability is integral to these six pillars. Our EHS FIRST policy includes focusing on safety, engaging our people, and reducing the impact of our operations. Our strategically selected markets are those where aluminum brings clear environmental benefits. Product leadership requires good environmental stewardship, including metal recycling. Customer service excellence also means satisfying sustainability concerns.

Our commitment to our people and communities is reflected in our safety and training programs, our equal opportunity initiatives, and our community projects. We evaluate sustainability risks and opportunities as we assess potential investments.

Our focus on capital discipline and shareholder value creation allows us to generate the returns and cash flows needed to sustain an attractive future for our company, our employees, and our communities.

Constellium's strategy extends to our supply chain. That is why we are a founding member of the Aluminium Stewardship Initiative (ASI), a global, multi-stakeholder, nonprofit, standards-setting and certification organization. Following an entire value chain approach, ASI works towards responsible production, sourcing, and stewardship of aluminum.

For more about our support for ASI, see page 57.

Sustainability-linked bonds

In February and June 2021, Constellium issued two series of sustainability-linked bonds, with a $500 million nominal amount for the former and €300 million for the latter, maturing in 2029.

We set two performance targets, tied to our sustainability strategy:

The first was to reduce our Scope 1 and 2 greenhouse gas emissions intensity to equal or lower than 0.615 mt of CO_2eq per mt of sales by 2025.

The second was to increase our recycled aluminum input to equal to or higher than 685,000 mt by 2026.

We have reached our 2025 target, as our Scope 1 and 2 GHG emissions intensity decreased to 0.57☑ from a 2021 baseline of 0.7 mt CO_2eq/mt. In addition, our recycled input increased to approximately 717,000☑ mt in 2025 from a 2021 baseline of 675,000 mt. Given these strong results in 2025 we believe that we are well positioned to reach our 2026 target.

OUR VALUES

Over the years, our business environment has changed, but our core values have remained the same, guiding all of our actions and interactions in the best possible way.

Safety

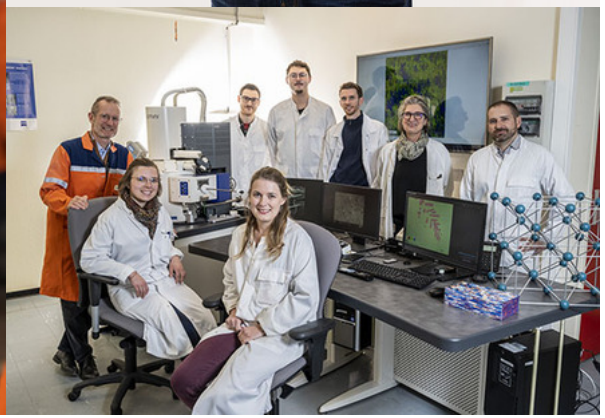
Safety is everyone's responsibility, whatever their role. We constantly improve our safety practices and train our employees to always follow safety instructions and rules, and to speak up whenever they see unsafe behavior.

Respect

Respect is the foundation of every relationship. We make every effort to foster an inclusive environment where all people can contribute and thrive. We treat everyone fairly.

Trust

Trust is the basis of our approach to business. This means creating an environment where everyone can exchange views and collaborate effectively.



Transparency

We make sure all our employees have the information they need to do their job, and we communicate openly and clearly to our customers and other stakeholders.

Collaboration

We work together, and with our customers and stakeholders, to identify and solve problems and to bring new ideas and perspectives.

Empowerment

We trust and enable employees, at all levels, to make decisions and be accountable for them.

GOVERNANCE

Constellium's governance structure strives to uphold a commitment to our values and support our sustainability journey at every level.

Director independence

We maintain a one-tier Board of Directors consisting of an Executive Director and Non-Executive Directors (hereinafter referred to as "Directors"). We comply with the New York Stock Exchange (NYSE) and the Securities and Exchange Commission (SEC) independence requirements.

Beginning on January 1, 2026, the company is an obligatory domestic filer under the rules of the SEC and NYSE. Under current NYSE listing standards and SEC requirements regarding independence, as of December 31, 2025, Mmes. Boccon-Gibod, Brooks, and Walker, and Messrs. Blot, Brandjes, Deslarzes, Ormerod, Soultz, and Puig are independent Directors. In 2025, our Board of Directors included three employees, Mr. Germain, who served as an Executive Director and Chief Executive Officer, and two employee Directors, Ms. Weiler and Mr. Verdier, who are not deemed independent due to their employment with the company.

As previously announced on October 29, 2025, Mr. Germain retired as Chief Executive Officer effective as of December 31, 2025. Mr. Germain also retired from his directorship as of December 31, 2025. The Board has appointed Ingrid Joerg as the new Chief Executive Officer effective as of January 1, 2026. Ms. Joerg is also appointed as an Executive Director for the remaining term of Mr. Germain's directorship expiring in 2026, and the Board intends to nominate her for a further term at the company's Annual General Meeting.

Ms. Joerg will not be deemed independent as she will serve as the Chief Executive Officer of the company beginning in 2026.

Board meetings in 2025

The Board of Directors held eight meetings in 2025, and addressed a number of topics, including: review of committee reports, reports from the CEO (including environmental, health and safety, markets, and competition), reports from the CFO and the Group's General Counsel, review and approval of the fiscal year 2024 annual financial statements, the 2024 Management Report (including the non-financial performance statement) and Form 10-K filing with the Securities and Exchange Commission, approval of the agenda for the annual general meeting of shareholders, approval of executive remuneration and allocation of free shares, review of the CEO's performance, setting of the CEO's objectives and compensation, CEO succession, review of reports from the business units and on cybersecurity and mergers and acquisitions, review of company strategy, R&D review, review of the budget and long-term plan (considering actions taken by management in response to the evolution of our markets, including the changing tariff and trade environment), the transition to reporting in U.S. GAAP and U.S. dollars, and the transition from foreign private issuer status to obligatory reporting status (and filing SEC reports on U.S. domestic issuer forms, finance reports, and Board and committee evaluation results).

Board committees[1]

Audit Committee

Three independent Directors - eight meetings in 2025

- Lori A. Walker (Chair)
- Isabelle Boccon-Gibod
- John Ormerod

Human Resources Committee

Four independent Directors - six meetings in 2025

- Martha Brooks (Chair)
- Jean-Christophe Deslarzes
- Jean-Philippe Puig
- Bradley Soultz

Nominating and Governance Committee

Five independent Directors - six meetings in 2025

- John Ormerod (Chair)
- Isabelle Boccon-Gibod
- Michiel Brandjes
- Jean-Christophe Deslarzes
- Lori A. Walker

Safety and Sustainability Committee

Four independent Directors - five meetings in 2025

- Michiel Brandjes (Chair)
- Emmanuel Blot
- Martha Brooks
- Jean-Philippe Puig

[1] As of December 31, 2025

Governance and accountability

Constellium's values serve as the foundation of our company. Our ethics are embedded in all our decision-making processes and the ways in which we conduct business. Our commitment to sustainability guides our interactions with stakeholders, communities, and one another, and has been at the core of our business strategy for the past decade. Constellium's governance structure is a framework for effective, balanced decision-making and reporting processes, helping to ensure that the Group considers sustainability at every level.

At the Board level, Michiel Brandjes chairs our **Safety and Sustainability Committee**, which oversees the progress of our safety performance and sustainability targets, while also monitoring regulations and sustainability trends. The other Board committees have expanded their scopes for greater focus on different aspects of Environmental, Social, and Governance. For example, the **Human Resources Committee** monitors human capital strategies, and the **Audit Committee** takes into consideration topics such as sustainability risks, compliance, and disclosure. The **Nominating and Governance Committee** takes into account sustainability aspects while reviewing the governance of the company.

At the management level, the **Executive Committee** reviews the progress of our sustainability roadmap at least twice a year, and organizes ad hoc meetings to discuss specific topics as appropriate. At each quarterly business review, we measure our progress against our sustainability targets, along with financial results and business developments.

Our internal committees cover the entire Environmental, Social, and Governance spectrum:

- The **Disclosure Committee** is chaired by the Senior Vice President, Group General Counsel and Secretary of the Board. Its scope includes reviewing Constellium's reporting under applicable U.S. and French law (including the vigilance plan) and its voluntary Sustainability Report.
- The **Manufacturing Council**, chaired by the Senior Vice President, Manufacturing Excellence and Chief Technical Officer, covers climate change (GHG emissions) and other environmental topics such as air emissions, effluents, waste, water, and biodiversity, in addition to health and safety.
- The **Sustainable Procurement Steering Council**, chaired by the Senior Vice President, Chief Procurement Officer, ensures that the sustainable sourcing policy is followed and in line with legislation and standards.
- The **Enterprise Risk Management Committee**, chaired by the Executive Vice President, Chief Financial Officer, includes sustainability-related risks in its assessments.
- The **Compliance Committee**, chaired by the Senior Vice President, Group General Counsel and Secretary of the Board, oversees training and communication of our Worldwide Code of Employee and Business Conduct, as well as its compliance and enforcement. Every quarter, this committee reviews cases received via the integrity hotline or other channels, officially closing each case when there are no additional actions to be taken.

Each review also provides an opportunity to study cases at a global level, so that we can mitigate any overall risks or concerns. The Compliance Committee quarterly reports are shared with the Audit Committee, including any material issues regarding the Sustainable Sourcing Policy, the Human Rights Policy and Labor Practices, alleged cases of corruption or influence peddling, or alleged breaches of the General Data Protection Regulation (GDPR).

Our corporate functions, business units, and sites are accountable for implementing and reporting on actions to achieve our sustainability targets. Leaders of each corporate function work directly with our sites, and report to the relevant internal governance committees.

The **Corporate Sustainability team** focuses on engaging stakeholders, providing guidance on strategy and policies, monitoring implementation, reporting, communications, and training.

Sustainability performance is a component of our Employee Performance Award annual incentive program, alongside financial and individual performance. We are measuring achievements in safety and inclusion, to ensure that all employees are engaged and focused on improving performance in these areas.

Top management and key stakeholders overseeing projects essential to meeting our GHG emissions reduction targets have individual objectives that are directly aligned with these goals.

Continually improving data and process integrity

In previous years, we digitalized the way we collect and consolidate energy and GHG Scope 1 and 2 data. We have implemented a digital platform across all sites, and reinforced internal control mechanisms.

Internal audits are conducted at site level (including JVs) to review data reliability when it comes to safety, inclusion, and Scope 1 and 2 GHG emissions (all linked to our sustainability targets). Audit results are factored in and action plans developed in an effort to improve data and process integrity.

Our policies

Our sustainability strategy is upheld by the following publicly available Group policies:

Worldwide Code of Employee and Business Conduct (Code of Conduct)

Our Code of Conduct spells out the standard of behavior we expect from our employees, and governs all of our business actions. The Code covers all Constellium employees and is subject to applicable local laws. Compliance with the Code is essential to preserving and enhancing Constellium's reputation as a responsible corporate citizen and, ultimately, to maximizing stakeholder value.

Human Rights Policy and Labor Practices

Our Human Rights Policy is in line with the UN Guiding Principles on Business and Human Rights and the Aluminium Stewardship Initiative Performance Standard. It applies to the company, our partners, and our suppliers.

Modern Slavery Statement

This statement outlines our commitment to the prevention of all forms of slavery, forced labor or servitude, child labor, and human trafficking, both in our business and in our supply chain.

Policy on Environment, Health, and Safety (EHS FIRST Policy)

EHS FIRST is Constellium's EHS Management System. The EHS FIRST Policy focuses on safety, engaging people, and reducing the environmental impact of our operations.

Sustainable Sourcing Policy and Supplier Code of Conduct

Our Sustainable Sourcing Policy and Supplier Code of Conduct are in line with the principles of the UN Global Compact, and apply to all our suppliers, consultants, contractors, and agents. We ask all of the aforementioned parties to sign our Supplier Code of Conduct.

Policy for Reporting Wrongdoings (Whistleblower Policy)

This policy encourages employees to speak out without fear of retaliation by establishing procedures for reporting wrongdoing, suspected wrongdoing, fraud, irregularities (financial, accounting, auditing, banking), or any violations of our policies, procedures, or Code of Conduct. To facilitate reporting, we have established an integrity hotline open to employees and external stakeholders, operated by an external third party, in all countries where we have operations, and in various languages. Callers to the integrity hotline can remain anonymous.

Environmental, Social, and Governance Due Diligence

This policy sets out the principles for integrating sustainability risks and opportunities into our due diligence process for M&A, closures, decommissioning, and divestitures.

Insider Trading Policy

We have an insider trading policy which sets out the restrictions on trading Constellium securities and the use of insider information.

Training and communication

We implement our policies via training, notably on our Code of Conduct, using virtual courses or in-person learning. We aim to annually train all of our employees with access to e-learning.

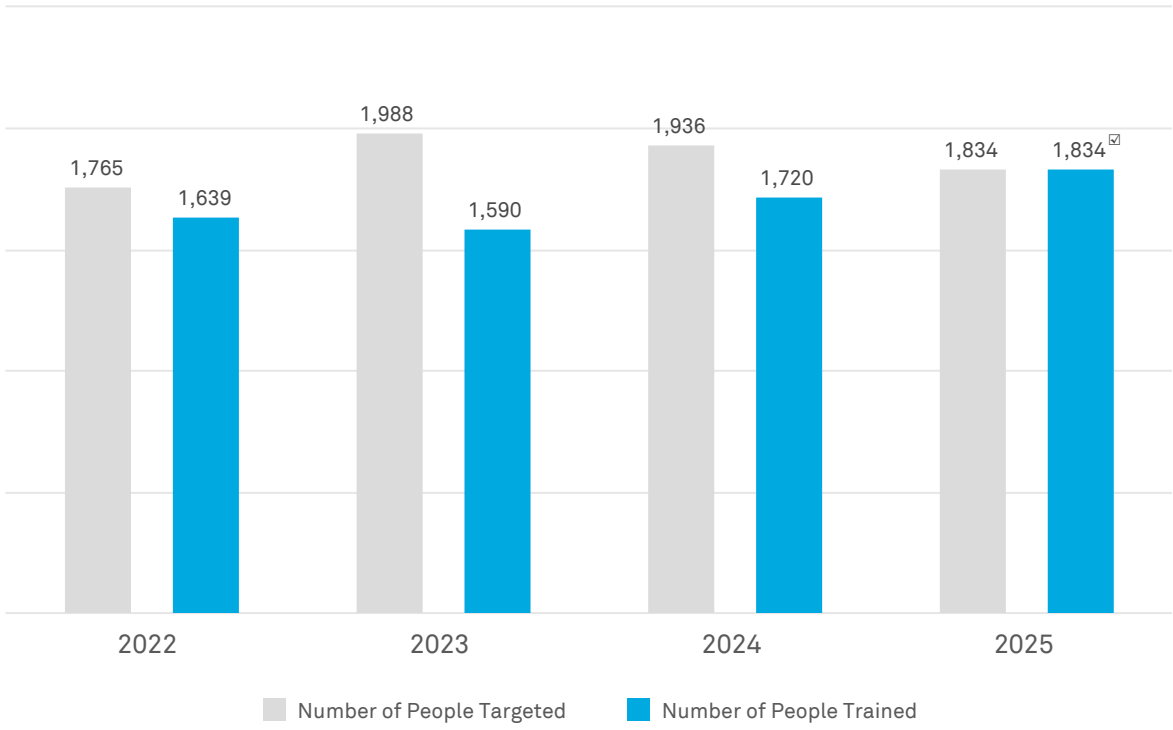
Several sustainability courses are available on the company e-learning platform. An introduction to sustainability and what it means at Constellium is part of the onboarding program for new hires. Two other e-learning modules are available to all employees to deepen their understanding of carbon neutrality and circular economy. In addition, we offer tailor-made virtual training on sustainability and climate change to our sales teams .

“Climate Fresk” is on the curriculum of our Global Engineering Development Program. These workshops are a collaborative way to understand the fundamental science behind climate change and empower people to take action.

In 2025 we launched Planet Café, a new community on the company intranet dedicated to sustainability, where employees can share insights and stories while connecting with like-minded colleagues.

Our communications team understands our sustainability challenges, goals, and achievements, and plays a key role in sharing our performance and progress.

Code of Conduct Training[2]



[2] Covers employees assuming professional and management roles. In 2025, we had 51 cases where employees could not attend for exceptional reasons, including maternity and sick leave, retirement, and long-term disability (from 2025 onwards, employees exempted from Code of Conduct training are removed from the target audience).

BOARD OF DIRECTORS

The Board of Directors is collectively responsible for the management of the Company, the general conduct of the Company's business and its corporate governance structure. The Non-Executive Directors supervise and provide guidance to the Executive Director, who is entrusted with the day-to-day management of the Company.

Jean-Christophe Deslarzes
Chairman &
Non-Executive Director

Jean-Marc Germain
Executive Director &
Chief Executive Officer*

Emmanuel Blot
Non-Executive Director

Isabelle Boccon-Gibod
Non-Executive Director

Michiel Brandjes
Non-Executive Director

Martha Brooks
Non-Executive Director

John Ormerod
Non-Executive Director

Jean-Philippe Puig
Non-Executive Director

Bradley Soultz
Non-Executive Director

Jean-François Verdier
Employee Director

Lori A. Walker
Non-Executive Director

Wiebke Weiler
Employee Director

12 Directors

75% Independence rate

33% Women

6 Nationalities

>90% Board meeting attendance rate

- Audit Committee
- Human Resources Committee
- Nominating and Governance Committee
- Safety and Sustainability Committee

* Jean-Marc Germain retired from his seat on the Board of Directors effective December 31, 2025. Ingrid Joerg assumed the position of CEO on January 1, 2026, and joined the Board as of January 1, 2026.

EXECUTIVE COMMITTEE

The Executive Committee focuses on strategy, financial management, commercial development, program execution, organizational evolution, talent management, and Group-wide policies.

Jean-Marc Germain
Chief Executive Officer*

Ingrid Joerg
Executive Vice President & Chief Operating Officer, CEO designate*

Jack Guo
Executive Vice President & Chief Financial Officer

Marcus Becker
Senior Vice President & Chief Procurement Officer

Nicolas Brun
Senior Vice President, Public Affairs, Communications & Sustainability

Stéphane Corre
President, Automotive Structures and Industry Business Unit**

Philippe Hoffmann
President, Aerospace and Transportation Business Unit

Ryan Jurkovic
Senior Vice President & Chief Human Resources Officer

Matthew Perkins
President, Packaging and Automotive Rolled Products Business Units

Ludovic Piquier
Senior Vice President, Manufacturing Excellence & Chief Technology Officer

Nik Schild
Senior Vice President, Chief Information Officer & Chief Digital Officer

Stephen Walters
Senior Vice President, Group General Counsel & Secretary of the Board

* Jean-Marc Germain retired from his role as Chief Executive Officer effective December 31, 2025, and Ingrid Joerg assumed the position of CEO on January 1, 2026.
** In November 2025, the company appointed Stéphane Corre as President of our Automotive Structures and Industry Business Unit.

12 Members | **5** Nationalities

BENCHMARKING OUR SUSTAINABILITY PERFORMANCE

Ratings and certifications

Our **EcoVadis** gold rating with a score of 78 (out of 100) places us in the top 5% of 150,000+ companies assessed worldwide in 2025.

ISS ESG awarded our sustainability performance with Prime Status and a B- rating within the metal processing and production sector.

On a scale of AAA-CCC, we received an AA rating in the **MSCI ESG Ratings** assessment, positioning us at the top of our sector (Metals and Mining - Non-Precious Metals).

Constellium has achieved **Aluminium Stewardship Initiative** (ASI) Performance Standard certification for all our operations. Operations in Europe and North America are certified against all 11 principles of the Standard.

In December 2025, we received a B rating from the **Carbon Disclosure Project** (CDP) for climate change.

[1] See our EcoVadis Recognition Page.
[2] The use by Constellium of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Constellium by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

ASSESSING SUSTAINABILITY RISKS

Constellium conducts regular materiality analyses to understand which topics are of greatest concern to our stakeholders.

This year's sustainability report includes a simplified presentation of our double materiality assessment, highlighting our key priorities and commitment to sustainable practices. This presentation of our double materiality assessment is provided voluntarily and does not follow the related disclosure requirements under the CSRD, as we are not currently subject to the regulation.

In line with our belief in responsible business practices and long-term value creation, in 2024-2025 we completed a double materiality assessment of our sustainability risks and opportunities. This exercise went beyond traditional financial reporting to capture a holistic view of our company's impact on people and the planet, and how these external factors, in turn, affect our business.

Our double materiality assessment covers the entire Constellium Group and all entities within our financial consolidation scope. The analysis extends beyond our own operations to include our value chain, and takes into account stakeholders who may be directly or indirectly affected by our activities.

The double materiality framework considers two key dimensions:

- Financial Materiality: This assesses how sustainability-related issues, such as climate change and resource scarcity, could create financial risks or opportunities for our company. We analyzed potential impacts on our operations, supply chain, and financial performance.
- Impact Materiality: This evaluates our company's impact on the economy, environment, and people. We scrutinized our footprint across the value chain, from raw material sourcing to product end of life, to understand our contribution to issues such as greenhouse gas emissions, biodiversity loss, and human rights.

Our process

The assessment resulted from a collaborative effort, involving key internal stakeholders from across the organization. This included representatives from departments such as Sustainability, Procurement, EHS, Finance, Human Resources, Legal, Strategy, Internal Audit, Engineering, and our Business Units (A&T, P&ARP, AS&I).

It was conducted through a systematic, multi-phase process to ensure a detailed outcome:

- Context & Topic Identification: We began by mapping our value chain and business model, conducting internal research to identify a preliminary list of relevant sustainability topics.
- Identifying Impacts, Risks, and Opportunities (IROs): We then identified potential IROs using European Sustainability Reporting Standards (ESRS) Set 1, published in December 2023, and by analyzing industry trends and peer data.
- Assessment & Scoring: These IROs were then assessed using a defined scoring methodology and expert insights from the stakeholders involved.
- Consensus: The initial results were reviewed in consultation with our core working group and leadership, to establish the final materiality threshold.
- Reporting: The final phase was a synthesis and documentation of the process for our leadership.

Constellium's Sustainability Risk Matrix[1]

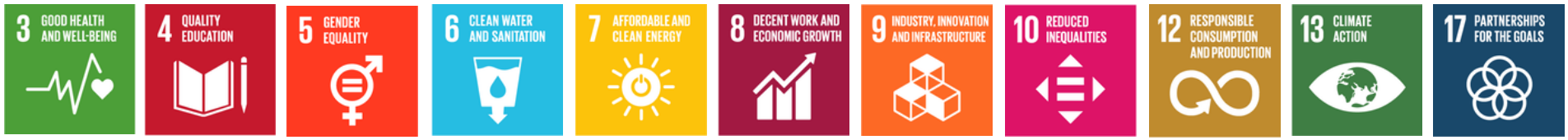
[1] The topics Biodiversity, Water, Waste, and Pollution present limited risks for Constellium. Nonetheless, this report contains chapters on these topics to provide the necessary data for all our stakeholders.

- Environment
- Social
- Supply chain
- Governance

(+) Positive impact (-) Negative impact [R] Risk [O] Opportunity

Constellium's Principal Risk Categories

Risk Category	Sustainable Development Goals	Targets	Page
Climate change	7 9 12 13 17	• Reduce our Scope 1, 2, and 3 GHG emissions intensity by 30% by 2030 vs 2021 • Reduce our Scope 1 and 2 GHG emissions intensity by 30% by 2030 vs 2021	29
Circular economy	9 12 13 17	• Increase our recycled aluminum input to over 750k mt by 2026 • At least 50% of all aluminum we use to be from recycled sources by 2030	34
Employee health and safety	3	• 1.5 Recordable Case Rate in 2025	45
Equal treatment and opportunity for all	5 10	• Increase the percentage of women in professional and management roles to 25% in 2025	49
		Key Performance Indicators (KPIs)	**Page**
Waste management Pollution	3 6 12	• Overall waste in mt (production and construction) sent to landfill per 1,000 mt of product shipped • VOC, SOx, NOx, particulate matter in mt per 1,000 mt of product shipped	40
Water management	6	• Water withdrawal per mt of product shipped	40
Equal treatment and opportunity for all	4 8	• Average hours of training per employee per year	49
Supply chain	8 12 13	• % of our Group spend covered by suppliers having signed our Supplier Code of Conduct • % of our Group spend related to at-risk suppliers having a valid detailed risk-based sustainability assessment	55
Business conduct	8	• % of employees trained on Code of Conduct among employees with access to e-learning	19



Defining principal risk categories and their estimated impacts[1]

Risks related to climate change

Risks related to climate change encompass transition and physical risks. Transition risks are risks arising from the transition to a low-carbon and climate-resilient economy, including those related to laws, regulations, technologies, or market changes. Examples include potential new regulations around emissions trading schemes in Europe, or potential market demand for material substitution for lighter composites in the aerospace industry. The potential impact for Constellium could include increased costs, reduced demand for our products, or, in case of negative perceptions of our climate change-related actions, a reputational risk in the market or a risk of becoming less attractive as an employer.

Physical risks are risks related to the physical impacts of climate change, including acute risks arising from particular events caused by climate change, especially weather-related events (e.g., cyclones, floods, heatwaves...), as well as chronic risks arising from longer-term changes in the climate that may damage production facilities or disrupt value chains.

Risks related to circular economy

Circular economy implies the recyclability of products and use of recycled materials to reduce the total environmental footprint of aluminum products. Risks for Constellium could include bottleneck issues due to growing demand for products containing recycled aluminum, or the costs associated with customer demand for products containing higher recycled content.

Risks related to air emissions, effluents, and waste

Pollution can arise from air emissions, discharge to water, or waste sent to landfill. Risks from our operations might include emissions to air from combustion activities, fugitive emissions to air from hot rolling or mill finishing operations, emissions to water from oil spillages, water contaminated with metals, improper waste management, or ground contamination from legacy operations. We could run the risk of remediation costs or potential permit issues if our emissions are not at the required level.

Risks related to water management

Risks can arise from significant water withdrawal, such as water needed for cooling during metal casting and rolling, or operations in water stressed areas. The risks for Constellium might include restricted access to water, which could negatively impact our operations.

Risks related to employee health and safety

Occupational exposure to physical work or other work-related issues can cause accidents or grave or chronic impacts on workers' health. Examples include serious injuries, occupational illnesses, musculoskeletal disorders, noise-induced hearing loss, respiratory illness, burns, eye injuries, or stress. Risks to Constellium could include harm to our people, deterioration of our reputation as an employer or company, or a disruption of our operations.

Risks related to business conduct

Risks could include actions and behaviors that fail to align with legal, ethical, and professional standards. These risks can lead to significant financial and reputational damage. They often arise from a weak or misaligned corporate culture.

Risks related to people management

This category includes balance or fair representation of people of different genders, as well as fairness in the distribution of benefits and responsibilities, and inclusion (all services, opportunities, and establishments open to all people). Risks could include inequality in recruitment processes, career development, and salary; unconscious bias; a predominantly male workforce; and workplace discrimination. Not reaching out to women would significantly reduce our recruiting pool and our ability to attract the best talent.

Risks could also include an unattractive employer image; high employee turnover; and loss of knowledge, expertise, and skills. A company's or industry's reputation could make recruitment challenging. It might be difficult to keep high-potential talent and key competencies due to a lack of career opportunities or training programs, or a poor work/life balance. This risk could translate into an inability to conduct important projects in our R&D centers or plants, and longer-term harm to our competitiveness.

Risks related to supply chain

The environmental and social challenges throughout our supply chain include traceability of product origin (scrap origin for recycled aluminum, bauxite origin for primary aluminum), reducing GHG emissions in the supply chain (Scope 3 metal accounts for about 80% of our total emissions), respect for human rights, and preservation of biodiversity in bauxite extraction. This risk is about our reputation in the market and that of the value chain. It could also affect our sales to customers who are increasingly sensitive to sustainability attributes of the products they buy or sell.

[1] For a full discussion of our risks, uncertainties, and other factors see "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2025 (as updated by subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K).

OUR TARGETS AND 2025 RESULTS

ENVIRONMENTAL

Climate Change

2030 target	2021 baseline	2025 results	Progress
30% reduction in Scope **1** and **2** intensity versus 2021	0.7 mt CO_2eq/mt	(19)%	+
30% reduction in Scope **1**, **2,** and **3** intensity versus 2021	5.05 mt CO_2eq/mt	(10)%	+

Recycling

2030 target	2021 baseline	2025 results	Progress
At least 50% of all aluminum input from recycled sources	41%	47%	+

SOCIAL

Safety

2025 target	2021 baseline	2025 results	Progress
Reach a 1.5 Recordable Case Rate	1.85	1.91	x

Gender Diversity

2025 target	2021 baseline	2025 results	Progress
Increase the % of women in professional and management roles to 25%	21%	25.1%	+

The following sections of this report detail initiatives and progress per target, including challenges and plans to address them.

Environment

At Constellium, we work with aluminum, an inherently sustainable metal that can be recycled repeatedly without losing its properties. We recycle a large and growing quantity of it, and collaborate with partners to improve global recycling rates. By investing in R&D, we develop aluminum solutions for a lighter and more sustainable future. We are working actively to decarbonize and reduce waste, minimize air and water emissions, and protect biodiversity.

ACTING AGAINST CLIMATE CHANGE WITH TARGETED STRATEGIES AND TECHNOLOGY

Constellium pursues a range of actions to improve our energy efficiency and reduce our direct and indirect emissions intensity, in our efforts to help mitigate climate change. We identify risks, establish targets, improve our equipment and processes, partner with the industry, engage our employees, and develop products that benefit from the sustainability of aluminum.

Our challenges

Recognizing the effect of human activities on climate change, Constellium develops and implements strategies, technology, and infrastructure to efficiently decrease our GHG emissions. We are committed to reducing our environmental footprint with continuous improvements, short- and medium-term investments, and innovative new technologies for the long term.

We acknowledge that aluminum has a significant impact upstream in the value chain, notably due to GHG emissions. But downstream, aluminum can be part of the solution for lowering emissions, with benefits such as lightweighting and recycling. This is why our approach to the subject covers aluminum's entire life cycle.

We must maintain and grow our profitability to successfully address these challenges. As such, we strive for all our sustainability initiatives to be cost-effective.

Risks related to climate change

We identify risks related to climate change as the most important sustainability risks. These risks consist of both physical risks and transition risks.

Physical risks - acute risks arising from particular events (notably weather events) that may damage production facilities and disrupt value chains, as well as chronic risks arising from long-term climate change.

Transition risks - different types of risks arising from the transition to a low-carbon and climate-resilient economy, including:

- Policy risks: In the markets where we operate, regulations are continually evolving. We monitor, anticipate, and adapt to changes that might positively or negatively affect our business. In 2025, the U.S. lowered its focus on decarbonization and renewable energy initiatives and investments. While this could give more flexibility to our operations, the less stringent policies on CO_2 emissions for automotive and the lack of recycling policies could impact our business. In Europe, we are experiencing changes in regulations and directives such as the European Clean Industry Deal, the Corporate Sustainability Reporting Directive (CSRD), the EU Taxonomy Climate Delegated Act, the Carbon Border Adjustment Mechanism, and the EU's Emissions Trading System.

  Much of our regulatory monitoring and advocacy happens via industry and multi-stakeholder associations. More than 40 of Constellium's employees participate in associations by way of their governance structures, working groups, and committees, where they seek to improve industry representation, reputation, and sustainability in our markets. Climate change and decarbonization pathways are among the key topics addressed by such associations.

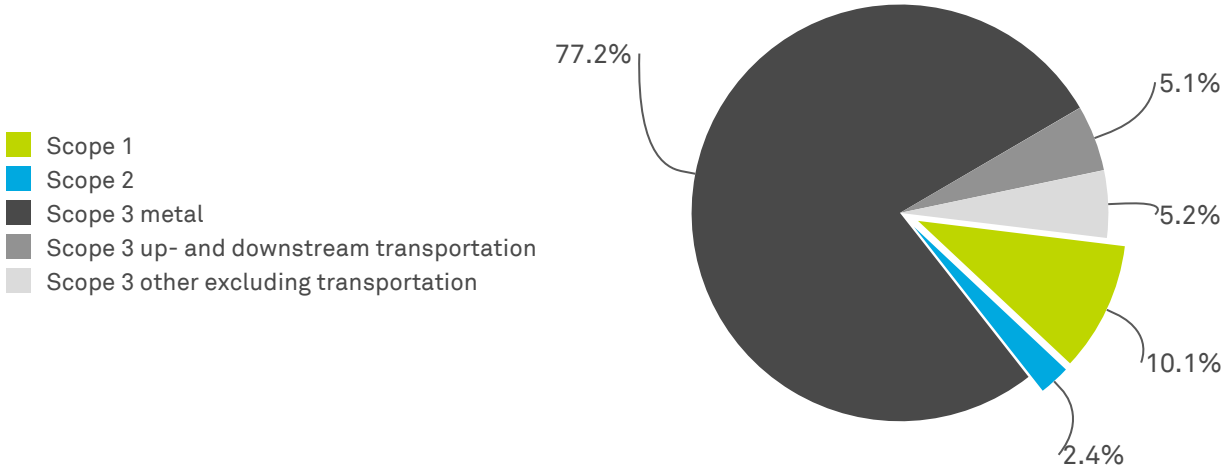
- Technology, market, and reputational risks: Technology risk is the possibility of investing in a technology that is subsequently replaced by another with less impact on the climate, at a competitive cost. Market risk is related to the expectations of our customers, who rely on Constellium to provide superior solutions that reduce the carbon footprint of their products. An example of reputational risk would be to lose appeal as a market supplier, or as an employer, due to negative perceptions of our climate change-related actions.

Our policies and actions

Since 2022, we have incorporated GHG reduction goals into the company's long-term strategic plan, and they are now integral to our business strategies and our actions.

To achieve our decarbonization goals, we endeavor to address the GHG emissions from Scope 1 and 2 (associated with our own operations and linked to our fuel consumption and the electricity we purchase), and Scope 3 (upstream, and linked mostly to the footprint of the primary aluminum we buy).

Our 2030 targets are to reduce both our combined Scope 1 and 2 GHG emissions intensity and our combined Scope 1, 2, and 3 GHG emissions intensity by 30% versus 2021. Our 2030 reduction target is aligned with the Aluminium Stewardship Initiative science-based methodology, consistent with a 1.5°C warming scenario.



Total GHG emissions Scope 1, 2,[1] and 3[2]

Constellium's total GHG emissions in 2025 were 6.8☑ million mt CO_2eq (4.55☑ mt CO_2eq/mt shipped)

[1] Market-based method is used for Scope 2 GHG emissions accounting.

[2] Scope 3 GHG categories included are: 1- purchased goods (metal and non-metal), 2- capital goods, 3- fuel and energy, 4- upstream transportation, 5- waste, 6- business travel, 7- employee commuting, and 9- downstream transportation.
Scope 3 GHG categories not relevant to our business are: 8- upstream leased assets, 13- downstream leased assets, 14- franchises, 15- investments.
Scope 3 GHG categories 10- processing of sold products, 11- use of sold products, and 12- end-of-life treatment of sold products are not included given the methodological uncertainties and level of assumptions needed to estimate these categories. In order to avoid disclosing data that may not meet our internal quality standards, we prefer not to publish these figures at this stage.

Reducing Scope 1 and 2 emissions

Energy efficiency

Energy efficiency is part of our EHS policy and key to reducing emissions linked to our own activities. Our operations (casting, rolling, extrusion, other manufacturing) consume significant amounts of energy, and have a direct impact on our GHG emissions. Our initiatives include defining an action plan for each site (for example, operational and investment-related improvements), as well as sharing effective ideas and best practices.

Energy management is a joint effort of many teams and functions, such as engineering, production, maintenance, and reliability, who include energy in their analyses, procedures, and operational improvements. Our plants are upgrading utility metering to measure consumption in real time, improving infrastructure systems (compressed air, steam, pumping, etc.), and implementing internal and external operational best practices.

In September 2025, we inaugurated a new melting furnace in Neuf-Brisach, which uses the latest casting technology and consumes 30% less gas. Its regenerative burners decrease annual CO_2 emissions by 3,000 mt, and we also expect a reduction in water consumption. Beyond helping us reach our energy management goals, the new furnace increases employee safety with a secure sampling door to protect operators.

Our Muscle Shoals site has successfully started a new regenerative thermal oxidizer on our high-speed continuous coating line, replacing the old incinerator.

Thanks to benchmarking technology and a reduced air extraction level, the annual Scope 1 emissions savings is 13,000 mt of CO_2.

Decarbonizing operations and developing a zero-carbon casthouse

Currently, close to 50% of our Scope 1 emissions are related to recycling and casting operations, making these our priority targets for decarbonization. In 2021, we launched an ambitious initiative to develop a zero-carbon casthouse, experimenting with alternative melting technologies to make our existing furnaces carbon neutral. In 2024, Constellium announced the signing of a partnership agreement with PyroGenesis Canada Inc. to test the use of plasma torch technology. After successful first laboratory trials, Constellium and PyroGenesis have now entered into an agreement to test this technology at industrial scale, with a demonstrator plasma-heated furnace system in one of Constellium's casthouses.

Transitioning to renewable energy

We aim to increase the share of low-carbon energy we consume via renewable electricity purchases, installation of solar panels, and other measures. A key milestone in this transition was moving away from coal.

In 2024, we closed our last coal-fired power plant, located at our site in Singen, Germany, and completed its shift to natural gas. As a result, the site's Scope 1 savings for 2025 reached 35,000 mt of CO_2, or 87% fewer carbon emissions than in 2021.

Constellium Ravenswood, West Virginia, welcomed Senator Capito for a visit of the plant after being selected for a $75 million modernization investment from the Department of Energy in March 2024.

In 2025, we procured nearly 400 GWh of renewable electricity. This represented 26% of our electricity mix, a much higher percentage than the year before, at 7.6%.

Reducing Scope 3 emissions

We started disclosing our Scope 3 emissions in 2021, as part of our commitment to manage and reduce them. By mapping these emissions, we can help customers monitor their supply chain footprints and achieve their targets. In 2025, our upstream Scope 3 emissions amounted to 6.0☑ million mt of CO_2eq (88% of total emissions), taking the GHG Protocol's different reporting categories into account. Metal purchases were responsible for 77% of total emissions, and the remainder was due mostly to the transport of raw materials and products. This translates into an average Scope 3 emissions of 3.98☑ mt of CO_2eq per mt of product shipped.

Low-carbon primary aluminum supply and an increase in recycling are key levers to reduce our carbon footprint.

Low-carbon primary aluminum

In addition to recycling, one reason that our Scope 3 metal footprint intensity is lower than the industry average[3] is because we source from some of the lowest GHG-emitting aluminum suppliers.

We are working with the First Movers Coalition (FMC) to foster the development and availability of low-carbon primary aluminum (defined by the FMC as 3 mt CO_2eq/mt aluminum), with a pledge that by 2030, it will represent at least 10% of the primary aluminum we buy, if available and affordable.

Increasing recycling

Emissions from primary aluminum are generally outside of our control, but we can impact our Scope 3 footprint by boosting recycling. While our Scope 1 and 2 emissions increase when we recycle more, recycling creates a substantial reduction in our Scope 3 emissions; recycling aluminum generates about 20 times fewer GHG emissions than producing primary metal.

We intend to keep enhancing our recycling efforts, subject to the availability of scrap. Our new integrated recycling and casting line in Neuf-Brisach has contributed significantly to increase external scrap intake. Other sites are also progressing on external scrap intake, such as Ravenswood which increased its recycled metal input by 38% from 2024 to 2025.

In addition to aluminum, we work on recycling alloying elements such as magnesium (Mg). The global supply of alloying magnesium has become increasingly unpredictable, so Ravenswood developed an alternative: increasing the recycled content of Mg in coil products during the casting process.

The site enhanced its capacity to alloy with recycled magnesium, now achieving more than 50% secondary Mg use in coil products while maintaining product quality. This improvement has contributed to lowering the plant's environmental footprint and reducing supply chain exposure, demonstrating the value of integrating recycled inputs into our operations.

We also seek to improve recycling through partnerships with customers, associations, research centers, and other stakeholders (see page 39).

Aerial view of scrap sorting during the manufacturing process at our Issoire, France, plant.

[3] 2023 primary metal average 14.8 mt CO_2eq/mt including direct and indirect emissions from cradle to ingot. Source: IAI 2024; 1.5°C scenario a model to drive emissions reduction.

Our results

Constellium's Scope 1, 2, and 3 intensity in 2025 decreased by 16% versus 2024, representing a 10% reduction versus our 2021 baseline. With an overall intensity of 4.55☑ mt CO_2eq/mt of product shipped in 2025, we are among the best performers in our industry.

Our Scope 1 and 2 GHG emissions intensity in 2025 was 19% lower than in 2021 and 14% lower than in 2024.

Our Scope 1 emissions intensity decreased by 2.3% versus 2024. These results reflect the impact of continuous improvement and energy savings projects as well as investments in energy-efficient benchmark technologies. In particular, significant progress was made in Muscle Shoals, Alabama, which reduced its Scope 1 intensity by 14% thanks to operational improvements enabling record production levels combined with dedicated energy-saving actions.

Our Scope 2 emissions were favorably impacted by the purchase of renewable electricity certificates. In addition, several plants made significant progress in reducing electricity consumption.

We also benefited from a more favorable product mix, with a higher share of less energy-intensive products (packaging, industry, transport).

We have reached our sustainability-linked bond (SLB) target of 0.615 mt CO_2eq per mt of sales with a Scope 1 and 2 emissions intensity of 0.57☑ mt CO_2eq per mt shipped in 2025.

Our Scope 3 emissions intensity improved by 16% versus 2024. Several factors contributed to this progress: increased use of scrap material, which accounted for 47%☑ of our metal input in 2025, supported by the ramp-up of the new recycling center in Neuf-Brisach; a shift in our supplier mix, including a reduced exposure to coal-based primary aluminum production. These developments delivered a substantial reduction in upstream emissions.

While these developments reflect meaningful progress in decarbonizing our supply chain, the current performance may not be fully replicable in future years, as our Scope 3 footprint remains sensitive to supplier availability, regional sourcing shifts, regulatory change, evolving customs/ preferences, and material needs.

2030 targets	Indicators	2021 baseline	2024 results vs baseline	2025 results vs baseline
30% reduction in Scope 1 and 2 intensity versus 2021	% change in Scope 1 and 2 emissions intensity vs 2021	0.7 mt CO_2eq/mt	(5)%	(19)%
30% reduction in Scope 1, 2, and 3 intensity versus 2021	% change in Scope 1, 2, and 3 emissions intensity vs 2021	5.05 mt CO_2eq/mt	+7%	(10)%

PROMOTING THE TRANSITION TO A CIRCULAR ECONOMY

Recycling is at the heart of our sustainability strategy, as it uses a fraction of the energy required to produce primary metal, drives down emissions, and consumes less resources. Constellium already recycles a large quantity of aluminum, and we are taking steps to recycle more, while supporting a global transition to a circular economy.

Our challenges

Aluminum is valuable at every stage of its life cycle, and can be recycled infinitely while maintaining its material properties. Recycling aluminum requires only 5% of the energy used to produce primary metal, and emits 95% fewer CO_2 emissions, while also conserving natural resources and reducing waste.

Manufacturers, customers, governments, local authorities, and waste management companies generally establish processes for collecting used beverage cans (UBC) and other end-of-life (EOL) aluminum products. The main obstacles to aluminum recycling are quality and availability of post-consumer scrap generated at the EOL phase of finished goods. Not all scrap is recycle-ready, as many scrap streams are contaminated or mixed with other metals or components, making them hard to recycle into high quality alloys. Quality also depends on the proper sorting of EOL products by alloy family.

High-volume aluminum applications, such as buildings and vehicles, have a long lifespan, so the quantity of available EOL scrap is limited to what was put on the market several decades ago. Combined with ongoing market growth, this makes it impossible for recycling alone to meet the demand for aluminum.

Scrap availability also depends on efficient recycling infrastructure, but in many regions, systems are weak or inconsistent. In the packaging market, in particular, a major challenge is raising UBC collection rates to allow for proper recycling.

These constraints mean the market faces a long-term structural scrap shortage. Recycling capacity, customer closed loops, advanced sorting technologies, recycling policies, and protecting scrap from leakage in the geographies we operate are all essential for the future.

Our policies and actions

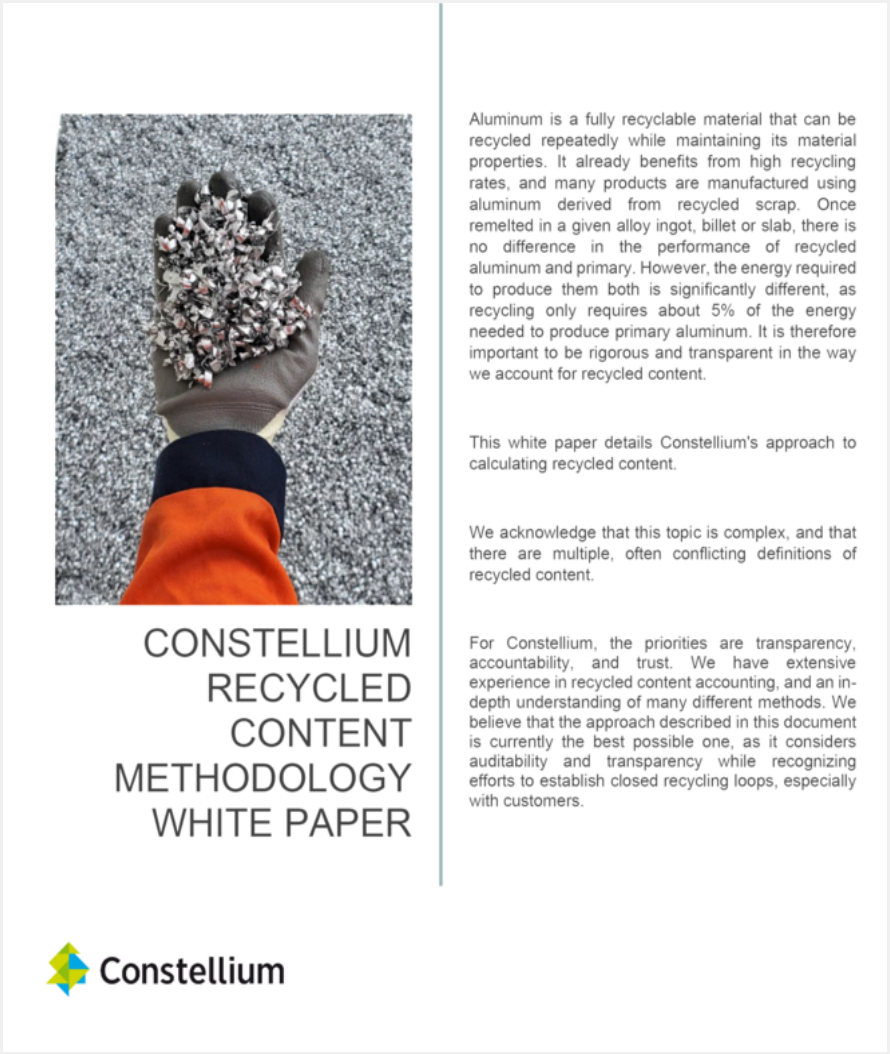
We seek to boost recycling in five different ways:

- Improving our own recycling processes, including developing more scrap-tolerant alloys
- Creating better and more efficient closed recycling loops
- Working with stakeholders to increase scrap collection rates
- Partnering with other stakeholders for better scrap sorting
- Working with policy makers to prevent scrap leakage through export

Our target is to obtain at least half of our aluminum from recycled sources by 2030. Our target is to achieve recycled aluminum input equal to or higher than 750,000 mt by 2026.

Our recycled content calculation methodology

The ISO 14021 standard is the main reference for defining recycled content, which is critical to assessing a product's carbon footprint. However, the standard can be interpreted in different, often conflicting ways, especially in regard to pre-consumer material diverted from the waste stream during manufacturing. Recognizing this complexity, and based on our extensive experience, Constellium has developed its own ISO-compliant methodology for calculating recycled content. We combine clear definitions, strict allocation rules, incentive for closed loop with customers, and third-party verification to provide accurate data while promoting a circular value chain. Our white paper on the topic can be found in the Sustainability section of our website.



Constellium released its recycled content calculation methodology in September 2025.

Constellium's significant recycling capacity

Our plants have considerable recycling capacity. In the U.S., our site in Muscle Shoals, Alabama, operates one of the largest and most efficient used beverage can (UBC) recycling facilities in the world. Its sister plant in France, our Neuf-Brisach facility, is also an integrated rolling, finishing, and recycling plant that recently expanded its recycling capacity. Both our Aerospace and Transportation mills, in Ravenswood, West Virginia, and Issoire, France, recycle pre-consumer scrap. Děčín, in the Czech Republic, is a hard alloy extrusion plant that has expanded its recycling capacity over the past several years thanks to continuous improvement and a powerful new baling press.

On average, recycled metal accounted for 47%☑ of our metal input in 2025, calculated according to GRI 301-2 standards. Post-consumer scrap accounted for 19% of our metal input, while the rest of the recycled metal input was pre-consumer production scrap. In line with the ISO 14021 standard, these calculations do not account for internally generated scrap.

Constellium considers that beyond recycled content, we must also ensure that valuable resources are reliably and efficiently collected and recycled at the end of their useful lives. This is essential for the environmental performance of aluminum.

Boosting recycling capacity at Neuf-Brisach

Constellium opened a new €130 million aluminum recycling center at our Neuf-Brisach site in late 2024. The center increases the site's recycling capacity of automotive and packaging products by up to 75%, or more than 130,000 mt. In 2025, the unit started delivering significant Scope 3 savings, and contributing to our recycled metal input.

The remelting furnace at the Neuf-Brisach recycling center in France.

Recycle-friendly alloys

More post-consumer content in automotive parts

After leading the CirConAl (Circular and Constant Aluminium) project to maximize the post-consumer scrap content in our 6xxx automotive alloy family, in 2024 Constellium became a key partner in a new research project, ReAstAl, to establish a supply chain for the next generation of CirConAl alloys.

Working with European Metal Recycling (EMR) and automaker Stellantis, we are advancing the industrialization of cost-effective scrap sorting.

Towards a fully circular can

Aluminum beverage cans are already the world's most recycled beverage container, but the industry has set its sights higher: 100% can-to-can closed-loop recyclability.

Today, this goal is hard to reach due to the two different alloys used for the can body and can end. While the body alloy (3104) is highly recycling-friendly, the end alloy (5182) cannot absorb the elements of used beverage cans (UBCs), which contain a mix of the two alloys.

That is why Constellium, Novelis, Speira, and Elval, under the coordination of European Aluminium, launched the Circular Can End Standardization Project in 2024. The mission is to set a new sustainability standard for aluminum cans that keeps material in the loop.

Two routes are being tested for the can end, and both have proven viable, with different pros and cons:

< Display of products designed and prototyped during the CirConAl project at the Cenex Expo 2025

> Can body (made of alloy 3104) and can end (made of alloy 5182) of a beverage can

- A uni-alloy that can be recycled into any component (body, end, and tab) and absorb close to 100% UBC content. This solution is immediately available, though it requires adapted end/filling lines, as well as up-gauging to compensate for lower metal strength.
- A new high recycled content (HRC) end alloy which can absorb up to 70% UBC. This solution requires minimal or no up-gauging and can be implemented on existing lines using current tool sets.

The project will evaluate trade-offs between recycled content, circularity, CO_2 reduction, lightweighting, and ease of adoption for the can manufacturing process, to ensure a balanced and sustainable solution. The goal is to help canmakers and fillers make an informed choice.

Closing the loop with our partners

We are collaborating with our customers, recycling experts, and partners to develop innovative solutions to increase closed-loop recycling. These include optimizing the recyclability of our products and alloys, testing and implementing new sorting technologies, developing end products that incorporate post-consumer scrap, and facilitating closed-loop recycling of pre-consumer scrap.

Tracing production scrap and recycling airplanes with Airbus

We are working with Airbus to establish closed-loop recycling through improved traceability of production scrap. We have also partnered with TARMAC Aerosave (owned jointly by Airbus, Safran, and Suez) to boost circularity, and have reached a lab-scale milestone by successfully recycling aluminum from an aircraft fuselage into a new alloy that meets standards for aerospace manufacturing.

Developing a circular car door with Renault

Recently, we successfully concluded the “ISA3” R&D project, a partnership with Renault Group, ESI Group, the Institut de Soudure (Welding Institute), and the Université de Lorraine to enhance lightweighting in automotive design. The project’s major accomplishment was an aluminum door that used Constellium’s proprietary uni-alloy 6xxx rolled and extrusion-based solutions, for a 14% weight reduction compared to a standard aluminum door in compact battery electric vehicles. By employing a single alloy series, we streamlined closed-loop recycling throughout the door’s life cycle, reducing its carbon footprint by 33% compared to the reference solution.

Using advanced alloy-sorting techniques

Sorting an automaker’s stamping scrap with LIBS technology

We have achieved important advancements in Laser-Induced Breakdown Spectroscopy (LIBS), in partnership with German recycling specialist OSR and a premium automotive manufacturer. Whereas mixed alloys from automotive stamping scrap are traditionally downcycled, LIBS allows for precise sorting of mixed 5xxx and 6xxx alloy scrap, which is then fully recycled into high-quality aluminum products. Since 2023, over 10,000 mt of mixed scrap have been sorted using LIBS technology and recycled at our Neuf-Brisach plant, with no drift in chemical composition and 100% reintegration into the automotive body sheet. The project has significantly improved the auto manufacturer's carbon footprint, while its recycled content grew from less than 25% in 2022 to over 70% in 2024.

Shredded aluminum “twitch,” or aluminum pieces recovered from shredded automobiles or mixed-metal scrap. To qualify as twitch, the material must be dry, contain very low levels of free zinc, magnesium, and iron, and include no more than 2% total non-metallic impurities such as rubber or plastics. It is valued for its high aluminum content and suitability for remelting.

Working with recyclers to sort end-of-life (EOL) automotive scrap

In addition to leveraging LIBS technology to sort mixed pre-consumer scrap, we are also developing solutions to incorporate LIBS sorted end-of-life scrap into our automotive body sheets.

Constellium is leading a new three-year R&D initiative, called “Close the Loop,” to accelerate the circularity of wrought aluminum automotive products. A mass flow analysis has shown that 750,000 mt of shredded aluminum "twitch" from EOL vehicles, including wrought alloys, is theoretically available every year. Working with a consortium of recycling companies, we are exploring sorting techniques (XRT X-ray technology, LIBS, optical sorting) to extract wrought aluminum from twitch. The recovered material can be directly integrated into existing automotive body sheet products, bringing the industry one step closer to circularity.

Launched in 2024, the project is subsidized by ADEME, the French Agency for Ecological Transition. Our partners include Authorized Treatment Facilities (ATFs) for dismantling, MTB for shredding and sorting, and Galloo for metal recycling.

Increasing recycling rates through our memberships and partnerships

We continually increase our own recycling capacity while working to improve recycling through partnerships with customers, associations, research centers, and other stakeholders:

- As members of the Aluminum Association (U.S.), European Aluminium, and regional and national organizations, we collaborate with a number of different stakeholders on recycling and sustainability issues.
- In the U.S., the aluminum can remains the most recycled beverage package, but the recycling rate was still only 43% in 2023.[1] Together with the Aluminum Association and Can Manufacturers Institute (CMI), we are active at federal and state levels, working to introduce bills, signing letters to legislators, and participating in webinars and seminars to promote recycling laws. We also joined the Coalition of High Performance Recycling, a multi-material, cross-supply-chain coalition advocating for deposit return systems at state level.
- As part of the European Aluminium Packaging Group, and together with our customers in Metal Packaging Europe, we have a roadmap to recycle 100% of aluminum cans in Europe by 2050.

  The most recent report published by European Aluminium and Metal Packaging Europe shows that in 2022, the overall recycling rate for aluminum beverage cans in the EU, the U.K., Switzerland, Norway, and Iceland was 75%, for a record high total savings of 5.4 million mt of CO2eq.[2]
- In Europe, we work with local organizations, such as U.K.-based Alupro, France Aluminium Recyclage, and Spain's Arpal, to develop and promote collection schemes, including deposit return systems, in each market. New deposit systems were launched in the Republic of Ireland in 2024, and in Austria in 2025. Poland also voted for the implementation of a deposit return system that became effective in October 2025, while Spain is set to introduce its system in 2026.
- We chair Every Can Counts, a campaign in 19 European countries and Brazil whose mission is to encourage people to recycle their beverage cans wherever they are.
- Our advocacy extends to strengthening policies and industry practices that ensure aluminum scrap remains within the U.S. and EU markets, preventing leakage to other regions. This approach not only enhances resource efficiency but also reinforces strategic autonomy for critical secondary raw material essential to the energy transition.

Our results

Constellium recycled approximately 717,000☑ metric tons of aluminum in 2025. Our recycled aluminum input jumped to 47%☑, an increase of 13% compared to 2024, thanks to the ramp-up of the new recycling center in Neuf-Brisach and, to a lesser extent, to other sites such as Ravenswood, U.S., and Děčín, Czech Republic.

2030 target	Indicator	2021 baseline	2024 results	2025 results
At least 50% of all aluminum input from recycled sources	% of recycled aluminum input	41%	42%	47%

[1] Press release published by the Aluminum Association in 2024: https://www.aluminum.org/news/amid-recycling-rate-decline-aluminum-beverage-can-remains-most-recycled-drinks-package
[2] Figures published by European Aluminium in 2025 at: https://european-aluminium.eu/wp-content/uploads/2025/02/EA-MPE-BevCan-2022-Recycling-Results-Press-Release-10-February-2025.pdf

REDUCING WASTE, AIR EMISSIONS, AND WATER USE WHILE PROTECTING BIODIVERSITY

Though water withdrawal, landfilled waste, air emissions, and biodiversity risks are of limited materiality to our business, we are constantly exploring ways to minimize our environmental impact, and to report on our efforts and results.

Our challenges

Generating waste and air emissions and consuming water are an unavoidable part of our production processes. Nevertheless, we seek to minimize the volume of waste and air emissions produced, as well as the amount of water used, throughout our operations. We also strive to prevent environmental incidents in our plants, and to preserve biodiversity by assessing risks and supporting actions that protect and restore local ecosystems.

Our policies and actions

Our EHS FIRST policy and EHS Directives and Guidelines serve as blueprints to boost our material reuse and recycling, improve energy efficiency, manage hazardous substances, prevent and contain spills, reduce landfilled waste, limit air emissions, and ensure proper water and biodiversity management on our properties. All of our sites are certified ISO 14001 (environmental management system).

We have implemented several projects to improve our key environmental indicators, and we carefully monitor the results.

Preventing environmental incidents

It is key to our prevention strategy for our sites to report all environmental accidents, including minor or near-miss incidents. In 2025, our sites reported 202 near-misses and 263 minor environmental incidents. Additionally, we systematically report and investigate any high potential environmental incidents.

Minimizing water withdrawal

Constellium's water withdrawal comes mainly from cooling operations during metal casting and rolling, and very few of our activities are located in water stressed areas. Most of our sites monitor their water withdrawal at least once per quarter, and are seeking to improve their measurement systems.

We are enacting programs to monitor and decrease our water withdrawal in several of our facilities worldwide - in 2025, seven sites implemented water reduction plans. In particular, our plants in Issoire and Neuf-Brisach (which are among our biggest sites) continued to improve their water efficiency in 2025.

Airbus gave our Issoire site a special award for sustainability at the 2025 edition of the aircraft manufacturer's Supply Chain & Quality Improvement Program (SQIP). The award recognized Issoire's success at significantly reducing its water withdrawal, which dropped by a factor of 3.5 over five years. The closed-loop system implemented in 2024 delivered further positive results in 2025, with even lower water withdrawal rates.

Constellium was honored with three supplier awards from Airbus in June 2025.

Over the past three years, Neuf-Brisach has drastically reduced its water withdrawal through advancements in manufacturing process flows and flow reductions. In 2023, Neuf-Brisach signed a Water and Climate Agreement with local authorities, pledging to reduce water consumption by 10% by 2025. The site not only met this commitment, but surpassed the target with a 20% reduction. In 2025, Neuf-Brisach installed additional meters to detect leaks and to help identify potential improvements, as well as new valves and closed loops to avoid unnecessary water flows.

Additionally, Neuf-Brisach is a partner of the “Rhin Vivant” program, an initiative led by local communities and authorities to promote a comprehensive, coordinated approach to preserving water and biodiversity in the region.

Our plant in Singen, Germany, shut down its coal-powered plant in 2024. This resulted in a 90% reduction in Group SOx emissions in 2025.

Decreasing air emissions

Atmospheric emissions at our sites consist mostly of particulate matter, NOx, SOx, and VOC. Casthouses and hot and cold mills are the main contributors to these emissions. We have focused on reducing casthouse emissions through filtering systems, and our actions to decrease energy use and greenhouse gases also help, as these directly affect emissions.

As of April 2024, our Singen power plant stopped using coal for its operations, marking the end of coal consumption at all of our plants. As a result, 2025 became our first full year without coal, driving a 90% reduction in Group SOx emissions.

NOx emissions rose in 2025 due to higher emissions at Neuf-Brisach, Issoire, and Decin, driven by increased production, the ramp-up of the new recycling center, and elevated values recorded during this year’s spot measurements. This occurred despite the Singen plant’s switch from coal to natural gas, which reduced NOx emissions by 25 mt.

Other atmospheric emissions fell slightly overall. With the aim of continuing this trend, Muscle Shoals has installed a new RTO incinerator that outperforms the old system with an impressive 99.7% destruction efficiency rate for VOCs. The state of Alabama sets permit requirements to limit the amount of VOCs emitted, and the new incinerator places us at only 5% of our given limit, versus 20% with the previous version. This amounts to both operational cost savings and improvements in air quality.

Minimizing waste

As part of our continuous improvement process, we are working to curtail all landfilled waste, no matter the origin, including waste generated during construction. We strive to recycle as much as possible of the waste we generate, and have an impressive waste recycling rate of 86%. Following our EHS policy, the measures we take include collaborating with partners to find recycling methods for different waste streams, along with improving data collection and waste segregation. We communicate about the importance of recycling to our employees, train them to correctly sort waste, and work as a team to reduce our environmental footprint.

More than 97% of our landfilled generated waste comes from only five of our plants: Muscle Shoals and Ravenswood (U.S.), Neuf-Brisach and Issoire (France), and Děčín (Czech Republic). Each has its own organization and targets, according to its location and activity.

A number of our sites manage to avoid sending any waste to landfill. This has been the case for the past three years at Dahenfeld and Gottmadingen (Germany), Changchun (China), and Nuits-Saint-Georges (France). This year, Vigo (Spain) also achieved zero landfilled waste.

Some of our sites saw notable improvements in 2025, such as Muscle Shoals, where we have identified recycling solutions for various waste streams, including refractory bricks and kiln black fines (waste from recycling cans). We also tested a recycling solution for flue gas dust in 2025.

Significant progress was made in recycling refractory bricks in Europe, supported by the Research &Technology team. This enabled full recycling of furnace refractories at Montreuil-Juigné, 50% at Neuf-Brisach, and 20% at Issoire. Collaboration across the three plants over the past two years was key to achieving these strong Group-wide results.

We did experience a few residual increases in 2025, such as waste from soil excavation in Valais (as part of the site recovery after flooding), and waste evacuation due to deconstruction of the power plant at Singen - although this produced less waste in 2025 than in 2024. We believe that these were one-off increases due to specific events.

Nonetheless, thanks to our continued efforts, our landfilled waste intensity decreased overall by 13% in 2025. Our main challenge remains to identify and implement sustainable and technically valid recycling processes for some production waste categories, in particular flue gas dust at our European sites, and sludge from coating processes. We are working with our networks and partners to find solutions.

Preserving biodiversity

Constellium has strengthened its approach to biodiversity, acknowledging limited direct operational impacts but higher upstream risks, notably from bauxite mining. We collaborate with the Aluminium Stewardship Initiative, and introduced a dedicated EHS directive in 2023 aligned with the ASI Performance Standard, including the Biodiversity Mitigation Hierarchy. By 2024, biodiversity risk assessments covered all sites using IBAT (the Integrated Biodiversity Assessment Tool), with all locations rated low to medium risk. In 2025, we focused our efforts on monitoring, compliance, and continued engagement with ASI.

Our results

To measure our level of activity, we follow six KPIs, expressed in intensity (mt of emissions or waste per 1,000 mt of product shipped). In 2025, we achieved the following results:

- waste sent to landfill: 14.5☑
- particulate matter: 0.36☑
- SOx emissions: 0.01☑
- NOx emissions: 0.54☑
- VOC emissions: 0.50☑
- water withdrawal (cubic meter per mt of product shipped): 16.3☑

Focus - Preserving biodiversity at Neuf-Brisach, France

We installed 600 m of tarpaulins to prevent frogs from entering the site to lay their eggs, which would reduce the frogs' chances of reproduction.

The agile frog (Rana dalmatina) is a European species commonly found in Alsace, France, where our Neuf-Brisach plant is located.

Though Constellium's operations do not generally require intensive land use or pose risks to biodiversity, we make sure to identify any potential effects of our activities, and establish response plans where needed.

Before, during, and after construction of our new recycling center at Neuf-Brisach, we took a number of actions to compensate for deforestation and other impacts. We established a protocol prior to cutting any cavity trees, since they might be home to bat families, and put up 60 nesting boxes to accommodate them. We created two shelters for small animals, and installed 600 m of tarpaulins to prevent frogs from entering or laying eggs on the construction site, where they were at risk of mortality.

Creation of two "hibernacula" to provide shelters for small wildlife.

To make up for the loss of several small ponds, we dug one large pond and encouraged the growth of wetland vegetation, providing a refuge for local flora and fauna.

We removed alien plant species while maintaining native plants, and replaced half the existing poplar trees with other varieties, such as oak, linden, and maple trees, for greater diversity.

Additionally, instead of mowing all the grass on a regular basis, we have established specific places where grasses and wildflowers can grow freely, attracting pollinators such as bees and butterflies, and creating natural shelters for insects, birds, and small animals. Reduced mowing also limits soil erosion and energy consumption. At the same time, we continue to maintain the site's pedestrian areas, along with safe, comfortable places for people to relax outside.

Social

Knowing that Constellium is only as strong as our people, we invest in talent from various backgrounds, instilling a culture of equal respect and opportunity for all. We foster ongoing development, keeping our employees motivated and engaged.

Our absolute priority is safety, and we also take measures to support health and well-being. Because every Constellium site is part of a community, we maintain close connections with our neighbors through volunteering and support for local initiatives.

MAINTAINING OUR FOCUS ON EMPLOYEE HEALTH AND SAFETY

At Constellium, our employees' welfare is a key concern, and Environment, Health, and Safety (EHS) is embedded throughout our operations. As a result, we are one of the safest companies in our industry, and always exploring ways to do better.

Our challenges

Constellium's main priority is EHS. Our industry requires material, equipment, and processes that may pose risks to the health and safety of our employees, contractors, and visitors, so we have defined and implemented policies and processes to protect everyone in our facilities. Our goal is to achieve zero injuries and illnesses by integrating EHS into all aspects of our business. Constellium's EHS management system is described in our EHS FIRST policy and manual, and our EHS Directives and Guidelines.

Our policies and actions

Safety first and foremost

Safety is our most important value, and central to all our actions. We work hard to be a leading safety performer in the aluminum industry, and constantly strive to improve.

Our global Serious Injury and Fatality (SIF) program is at the heart of our EHS program. All of our sites take measures to reduce SIF risks, with more than 700 local initiatives. Despite these considerable efforts at prevention, four cases were classified as serious in 2025.

This is a reminder of the necessity to remain vigilant. We will keep expanding the scope of our actions at every site, which in 2025 included:

- Developing a site-specific safety action plan to address the primary issues regarding risks and processes
- Reinforcing safety basics, such as training, Standard Operating Procedures (SOP), and Leadership Safety Tours (LST), with a focus on deployment and effectiveness
- Increasing the presence of managers on the shop floor, holding safety-related conversations
- Promoting hand injury protection, using preventive programs (e.g., "hands-off loads" and "line of fire") during activities related to crane operations and hand tool use

> "We're not just refreshing a training course - we're refreshing a mindset. Caring for Each Other means having the courage to speak up, even when it's difficult. It's a skill we have to practice again and again."
>
> Mike Merrifield, Group EHS Manager

Reinforcing our actions through training and audits

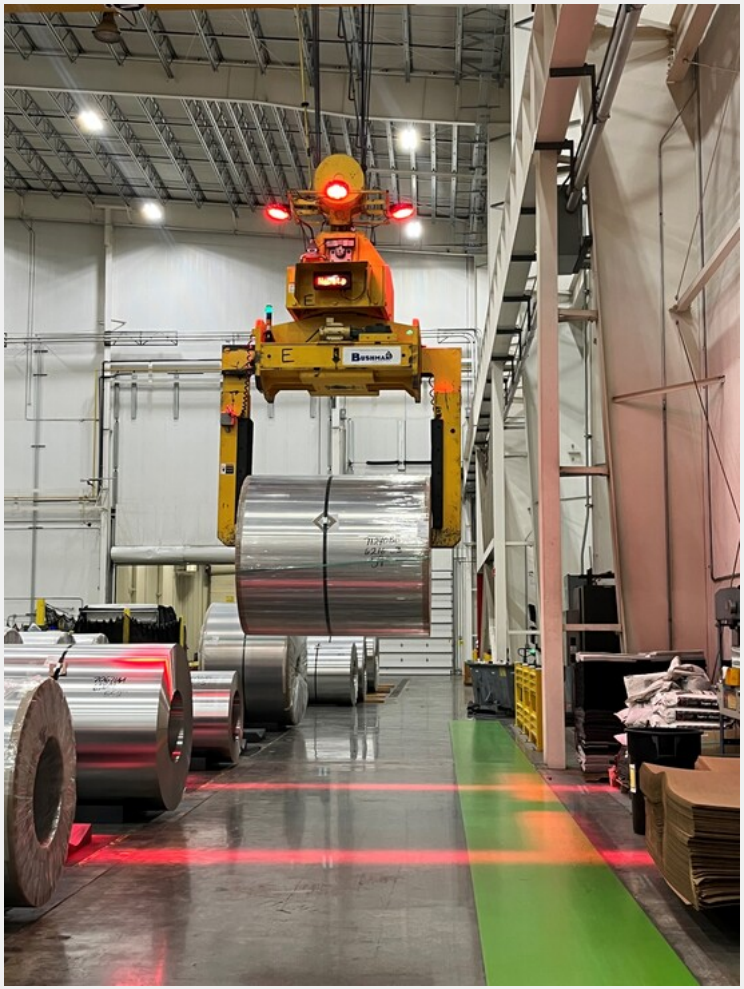
Training is an essential component of our health and safety approach. More than five years after launching a four-hour training program called Caring for Each Other, we refreshed the content in 2025 with a successful pilot session at Ravenswood. The main objective continues to be improving communication amongst peers regarding at-risk behavior, and encouraging employees to give and receive feedback. This is supplemented with real-life stories, to demonstrate that even experienced individuals are subject to the same risks. Many of our facilitators were trained by the end of the year, allowing the sites to start implementing the process in 2026.

In 2025, we also finalized the development of the Group Front Line Manager training course for both the U.S. and Europe. It promotes leadership skills, equipping shift supervisors to coach operators and engage them in safety-related activities.

We verify adherence to safety practices through annual internal EHS audits that include "deep dive" interviews with shop floor employees.

EHS FIRST Day

EHS FIRST Day is an annual event to reinforce and drive awareness of our EHS FIRST policy. Each site holds discussions around a range of safety and wellness topics. After a focus on hand safety in 2024, in 2025 we aimed at preventing foot injuries with a "red foot exercise," using stickers or signs to identify areas where hazards might induce tripping or slipping on the shop floor. Participants suggested solutions, helping to keep them engaged and prepared with safe practices.



The laser box installed at Bowling Green, Kentucky, creates a very clear visual for operators and pedestrians alike, alerting them when they are too close to the crane's drop zone.

Sharing safety best practices

Our sites held two EHS network meetings to share best practices and awareness-building activities, improve hazard recognition skills, and enhance overall risk awareness.

One well-received practice from 2025 was the Levice site's use of a laser for overhead crane positioning. When mobilizing a crane to lift a load, it is often difficult to center it, which causes an initial load swing, and potential danger to employees. To solve this, Levice installed a laser light projector that indicates the precise location for the crane, allowing operators to stabilize the load quickly and safely.

Bowling Green also demonstrated safety improvements for overhead cranes in 2025. A laser box outlines the perimeter of a crane load, alerting employees when anyone approaches the drop zone.

Annually, we host a Molten Metal Safety Network meeting, reviewing the reasons behind the year's significant accidents, conducting casthouse audits, and discussing best practices.

To encourage these practices at all sites, we introduced the EHS FIRST - Shared Practices center on the company intranet last year. This resource library allows all employees to easily consult risks, processes, and even past EHS FIRST - Practice Sharing Competition winners, as well as to reproduce best safety practices and keep them top of mind. New examples continue to be added throughout the year.

Looking out for employee health

In addition to safety, we support our employees with preventive measures to avoid work-related diseases and stay healthy (e.g., fitness classes, eye testing, reduced noise levels, ergonomics). All of our sites have an Employee Assistance Program and Mental Health First Aiders to help with personal challenges, or else organize team conversations on addiction prevention and other issues. Plants have launched health campaigns on breast cancer awareness, Healthy Heart Month, smoking cessation, weight loss, and more.

Our company-wide newsletter and intranet report on various health topics, such as hearing loss, allergies, and defibrillators for cardiac arrest. Many of our sites encourage physical activity through onsite facilities or sponsored sporting events.

In 2025, Constellium's health initiatives continued to focus on two main subjects addressed in 2024: ergonomic risk and mental health. The ergonomic risk program used AI to analyze and prevent incidents of repetitive strain syndrome on the shop floor, and addressed 43 issues related to repetitive movement of upper limbs.

We continued our mental health communication campaign with new posters in 2025 and our intranet platform, Connect, enhancing awareness and reducing the stigma around mental health issues. Our actions on the ground included a partnership between our office in Zurich and INSITE to offer regular mental health "Live-Talks" to employees. This ongoing offering is free of charge and serves as an anonymous resource.

Our results

In 2025, Constellium achieved a Recordable Case Rate[1] (RCR) of 1.91☑, an improvement compared to 2024 and better than the industry average.[2] While we did not meet our ambitious target of 1.5, this progress reinforces our commitment to safety and reminds us that reaching our goal will require continued strong efforts across the organization.

Several of our sites reached a significant safety milestone this year: two years or more without a recordable case.
Our AS&I Business Unit achieved an excellent Recordable Case Rate of 1.43, better than the target of 1.5.

100%☑ of our production sites are ISO 45001-certified sites (occupational health and safety).

2025 target	Indicator	2021 baseline	2024 results	2025 results
Reach a 1.5 Recordable Case Rate	Recordable Case Rate	1.85	2.02	1.91

[1] Our Recordable Case Rate measures the number of fatalities, serious injuries, lost-time injuries, restricted work injuries, or medical treatments per 1 million hours worked, including by our contractors.

[2] Recordable Case Rate of 8.1 in Europe; 6.5 in the U.S. (Source: European peers from European Aluminium, 2024; U.S. peers from US Bureau of Labor Statistics Aluminum sheet, plate and foil (NAICS 331315, 2023))

EMPLOYING AND ENGAGING TOP TALENT IN AN INCLUSIVE WORKPLACE

At Constellium, our people are our greatest asset. We are committed to attracting, developing, and retaining talent by fostering engagement, providing continuous learning opportunities, and promoting inclusion at every level. We strive to create a workplace where everyone can grow and contribute to our shared success.

Our challenges

Competition for skilled talent in our industry remains strong. As demographics evolve, we must prepare for the retirement of experienced colleagues and ensure the transfer of skills to the next generation, particularly in our plants and for key management positions. At the same time, we continue to evolve our workforce to meet new technological and industrial challenges.

We also recognize that building a more inclusive company is essential to our long-term success. With women representing 14%☑ of our total workforce, we are determined to attract, retain, and promote female talent at all levels of the organization.

Our policies and actions

Training and development

Constellium University is our global learning and development platform designed to build a unified learning culture across the organization, from the shop floor to senior leadership.

Key initiatives include:

- **Learning Platform**: The platform offers on-demand training curated by internal and external experts. More than 80 e-learning modules were developed in 2025, alongside monthly virtual trainings on technical and soft skills.
- **Frontline Manager Development Program**: A hands-on global program launched in 2025 to strengthen leadership and management capabilities. Over 40 managers have already completed the training, as we plan to expand it to all frontline managers in the coming years.
- **Global Engineering Development Program**: A structured learning journey for early-career engineers, with more than 200 participants to date.
- **Leadership Development Program**: A nine-month course focused on leadership and business acumen, completed by nearly 500 mid-level leaders by the end of 2025.
- **Executive Leadership Program**: A nine-month learning journey preparing senior executives for expanded responsibilities. To date, 20 executives have completed the program.
- **Global Mentorship Program**: Open to all employees, this initiative connects mentors and mentees across the company, with approximately 50% of mentees being women.

Anna Wilson, Cost Analyst at our plant in Muscle Shoals, Alabama, was honored as an Emerging Leader at the 2025 Women MAKE Awards Gala in Washington, D.C., on April 24, 2025.

Presented by The Manufacturing Institute, the Women MAKE Awards recognize 130 women across the industry, including 30 Emerging Leaders, for professional excellence, innovation, and leadership.

Promoting collaboration and engagement

Constellium's values (page 15) guide how we work together, fostering trust, respect, and collaboration. Managers maintain regular dialogue with employees through plant visits, team meetings, and digital engagement tools.

Our Constellium Connect app and internal newsletters create space for employees to exchange ideas, share news, and participate in communities of interest.

Networking opportunities, including technical networks and our women's network, Constellium WINS, support collaboration and professional growth.

In 2024, we implemented a new fully digital format for the Global Employee Survey. In 2025, based on the survey results, many sites enhanced local communication through additional town halls and Q&A sessions.

In 2025, we introduced an exit survey, complementing the onboarding survey that has been in place for several years. Results show that more than 70% of departing employees would recommend Constellium as a great place to work, and more than two-thirds of newly hired employees are confident in their decision to join.

Promoting social dialogue

We encourage open, constructive dialogue between employees, management, and representatives. Approximately 50% of U.S. employees and a majority of non-U.S. employees are covered by collective bargaining agreements. We continue to strengthen these relationships to ensure fairness, respect, and compliance with labor standards.

Global Engineering Development Program Wave V graduates in Singen

In June 2025, 30 early-career engineers from around the world met in Singen, Germany, for their graduation ceremony after a 10-month learning journey on Constellium's way of engineering and leading.

Attracting new talent

We partner with educational institutions - from high schools to engineering universities - to build a pipeline of future talent, both male and female.

These partnerships comprise internships, scholarships, mentorships, and on-site learning experiences. Our collaborations include University of Michigan, Purdue University, Centrale Supélec, École des Mines de Paris, and the University of Konstanz.

Examples of local partnerships include:

- Děčín, Czech Republic: Practical training programs with local technical schools that often lead to full-time employment.
- Ravenswood, West Virginia: The Skilled Trade Scholarship Program with West Virginia University at Parkersburg welcomed its sixth cohort in 2025.
- France: Through the ConstelliumCARES Fund, we partner with Elles Bougent and Fondation CentraleSupélec to inspire female students to pursue engineering and technical careers, while financing scholarships such as the Bourses Sébastienne Guyot.

Equal Opportunity Employer

Constellium is an Equal Opportunity Employer, committed to giving the same respect and opportunities to all people. Employment decisions are made without regard to race, color, religion, national or ethnic origin, sex, sexual orientation, gender identity or expression, age, disability, protected veteran status, or other characteristics.

Ensuring fair compensation

We are committed to fair pay practices and zero tolerance for discrimination. Using third-party benchmarks, we regularly review compensation across our sites, which also ensures market competitiveness in promotions, transfers, and new hires.

Valuing the abilities of all

Constellium is dedicated to creating an inclusive environment for people with disabilities, ensuring that everyone has the opportunity to contribute and succeed. Many of our sites conduct awareness initiatives and provide tailored support to help employees thrive.

Our results

In 2025, women represented 14%☑ of our overall workforce, and 25%☑ of professional and management roles.[1] Maintaining and strengthening women's representation in management and leadership positions remains a priority for Constellium, as we believe all employees should have access to promotions and leadership positions, in accordance with applicable laws and rules. This approach also brings value to our business and stakeholders.

Ongoing training is a key driver of engagement and growth at Constellium. In 2025, employees spent an average of 25☑ hours in training, a 3% increase over 2024 (see page 71 for detailed information). These programs help build internal expertise and support career development across the organization.

Our efforts to make Constellium an exciting place to work were recognized by Forbes as one of the World's Best Employers in 2025.

2025 target	Indicator	2021 baseline	2024 results	2025 results
Increase the % of women in professional and management roles to 25%	% of women in professional and management roles	21%	24.9%	25.1%

[1] Professional and management roles designate employees who hold significant responsibilities, are expected to meet specific individual objectives, and include employees in job grades 28 and above. See p.72, for further details.

LOOKING OUT FOR OUR COMMUNITIES

Constellium believes in the importance of giving back to the communities we call home. Our community outreach program, ConstelliumCARES, is built around initiatives organized by our sites, with a dedicated fund to amplify their impact.

Our challenges

With 24 manufacturing sites on three continents, Constellium has a presence in a wide range of communities, each one with different needs.

The company's belief in community engagement is underscored by our recognition that the impact of our operations extends beyond the factory walls. By acknowledging and addressing the specific requirements of each community, Constellium demonstrates a nuanced and localized approach to community engagement.

In the United States, where several manufacturing sites are located, Constellium actively participates in initiatives geared towards supporting local education, job training programs, and community development. By investing in educational infrastructure and vocational training, the company contributes to the skills development of the local workforce, fostering economic growth and empowerment.

In Europe, where Constellium also has a significant presence, the company contributes to community development projects and to sustainability initiatives around promoting recycling and eco-friendly practices and culture.

Our policies and actions

In 2025, in addition to the local initiatives led by our sites, Constellium supported regional and local projects in North America and Europe with our philanthropic ConstelliumCARES Fund.

This fund, launched in 2023, allows Constellium to finance initiatives in line with our mission and values, and to support and promote community projects where we operate. The ConstelliumCARES Steering Committee guides the program and allocates the funds.

For its first three years, through 2025, its focus was on projects addressing climate change, promoting inclusion, and supporting education and skill-building opportunities.

Our results

In 2025, we partnered with the French organization “La Main à la Pâte” to help educate primary students on the role of sustainable materials in science. We continued funding for 10 other projects previously submitted by our sites in Issoire, Paris, Voreppe (C-TEC), Van Buren, and Muscle Shoals, as part of our three-year commitment.

More information about the projects being funded is available on the dedicated ConstelliumCARES page of our website.

ConstelliumCARES

A few examples of the projects we are supporting

Beds for every child

In November 2025, the Ravenswood plant partnered with Sleep in Heavenly Peace (SHP) in Jackson County to address a critical community need: providing beds for children who do not have one. During the event, volunteers built about 20 beds, helping ensure local kids have a safe and comfortable place to sleep.

Integrating inclusivity into the aeronautics and space sector

Constellium participated in a GIM (Group of Metallurgical Industries) event to incorporate people with disabilities into technical professions in the aeronautics and space sector.

This event took place in collaboration with Hanvol Insertion, an organization that accompanies disabled youth and adults in resuming their professional lives.

Continuing our Earth Day tradition

In celebration of Earth Day, our Bowling Green facility collected multiple bags of trash across the site's grounds, to lessen our environmental impact on surrounding habitats.

Bringing women together to discuss careers in tech and engineering, and making the industry greener

C-TEC recently teamed up with Elles Bougent, a French association that introduces female middle and high school students to the exciting opportunities in engineering and technology.

In 2025, employees at C-TEC actively participated in the "Elles bougent pour demain" campaign to demonstrate how women in our company have helped shape the industry, highlighting the importance of diversity in technical fields. The discussion also included the challenges of sustainable development, and how innovation will help to address them now and in the future.

Value Chain

Constellium's values are the basis for our supplier relationships, including holding our suppliers to our standards.

We seek to source our products responsibly, we monitor our procurement risks, and we mandate that our suppliers sign a dedicated Code of Conduct.

As a founding member of the Aluminium Stewardship Initiative, we work to increase transparency and sustainability throughout the supply chain.

RAISING THE BAR FOR RESPONSIBLE SOURCING PARTNERSHIPS

We are looking to improve sustainability all along the value chain of the aluminum industry. Holding our suppliers to the same standards we set for ourselves, we expect them to comply with regulations and help us meet our targets.

Our challenges

We make an effort to work with our suppliers to promote sustainability in our industry, especially as the social and environmental impacts of members of our supply chain are typically greater than those of our own operations and outside of our control.

Today, our procurement teams are operating in a rapidly changing environment. The number of sustainability-related regulations is rising. Moreover, our external stakeholders, notably customers and consumers, are increasingly interested in how we address the adverse impacts of our activities and supply chain on environmental, social, and governance-related issues.

Our policies and actions

Our Supplier Code of Conduct and Sustainable Sourcing Policy are in line with the United Nations Global Compact. They apply to our suppliers, consultants, contractors, and agents. We seek to ensure that our policies and procedures comply with current regulations, and aim to anticipate future regulations.

We request all our suppliers to sign our Supplier Code of Conduct, and to respect and adhere to its terms regarding the environment, society, business ethics, human rights, and labor practices. Our integrity hotline provides a way for our stakeholders to raise any red flags concerning procurement activities.

The Sustainable Sourcing Policy defines what sustainability means to Constellium around the area of procurement. Its objectives are to create shared value for society, comply with regulatory requirements, and manage supply chain risks that could impact the company's reputation and supply continuity.

The policy provides a three-step approach to identify, assess, and mitigate risks and negative impacts in the supply chain, and drive positive change wherever possible:

Step 1: Identify potentially risky suppliers through a general assessment of inherent risks which covers environmental, social, and governance-related topics. All aluminum smelters located in Conflict Affected and High-Risk Areas (CAHRAs) are tracked and considered to have high inherent risk for human and labor rights.

Step 2: Evaluate the residual risks of suppliers identified in Step 1 using a risk-based assessment such as Aluminium Stewardship Initiative (ASI) certification, an EcoVadis assessment, or cross-referencing the list of London Metal Exchange (LME) approved brands, which are subject to responsible sourcing requirements. In addition, we review and reassess the level of risk in our supplier base.

Step 3: We work with our suppliers identified as having a higher risk profile to define improvement actions and monitor implementation. An onsite audit (e.g., a Workplace Condition Assessment) may be required for suppliers assessed with high human and labor rights risk. These audits help us work together on concrete improvements.

Addressing indirect greenhouse gas emissions

We actively look for ways to achieve our Scope 2 and 3 emissions reduction targets, with the help of our energy and metal suppliers. Our Scope 2 emissions relate to our electricity use, and we are evaluating ways to increase our low-carbon and renewable electricity sourcing.

The majority of our GHG emissions are at Scope 3 level, and relate to the metal we buy (see page 32). Responsible procurement and supply chain transparency play an important role in our efforts to reduce them. Our suppliers' support is critical and we need them to disclose information such as the source of their raw materials.

Conflict minerals compliance

Constellium files a conflict minerals report.[1] We have implemented due diligence measures, and communicate the corresponding information on our website.

Supporting the Aluminium Stewardship Initiative (ASI) and other organizations

The ASI provides an independent third-party certification system that we consider key to responsible procurement. Constellium has actively participated in the ASI since its founding.
In 2024, we successfully certified all of Constellium's facilities through grouped certifications against ASI Performance Standard V3, and a large part of our metal spend is sourced from certified suppliers. Our metal procurement team also participates in major aluminum industry associations in the U.S. and Europe. We are closely connected to primary aluminum suppliers through our involvement in the London Metal Exchange Aluminium Committee and our membership in the First Movers' Coalition.

Our results

71%☑ of Constellium Group spend is covered by suppliers having signed our Supplier Code of Conduct (or who have an acceptable code of conduct in line with ours, that covers similar requirements to a comparable extent).

78%☑ of Constellium Group spend related to at-risk suppliers is covered by a valid detailed risk-based sustainability assessment.

[1] https://www.constellium.com/investors/governance

UPHOLDING AND UPDATING ASI STANDARDS

A founding member of the Aluminium Stewardship Initiative, Constellium abides by the organization's strict requirements while remaining active in its governance.

Our challenges

One company alone cannot address all the environmental and social challenges throughout the aluminum value chain, especially upstream. Certification by the Aluminium Stewardship Initiative (ASI) is an effective way to increase transparency and reduce long-term sustainability risks associated with sourcing. The ASI is a global, nonprofit, multi-stakeholder, standard-setting and certification organization for the aluminum value chain. It has drafted two industry standards: the Performance Standard relates to overall sustainability performance in the areas of environment, social, and governance, while the Chain of Custody Standard addresses material flow management by connecting certified suppliers.

Our policies and actions

ASI certification is an integral part of how we conduct our business. Certification means that plants operate according to strict governance, environmental, and social standards, for topics such as greenhouse gas emissions, biodiversity, and labor rights.

By having our sites ASI certified, Constellium can provide our customers with aluminum that is independently verified as responsibly produced. The next step will be a surveillance audit in 2026, ensuring continued adherence to the standards.

By encouraging metal, bauxite, and alumina suppliers to become ASI members and gain certification, we can reduce the risks that come with bauxite extraction, alumina refining, or smelting. ASI Performance Standard-certified sites represent 32% of the world's bauxite production, 21% of alumina refineries, and 37% of primary aluminum production.[1] Most of the aluminum smelters that supply Constellium are ASI certified.

We are also active in the governance of ASI, both at the Standards Committee and Board levels. At a minimum, the standards are reviewed every five years to evolve with industry advancements and remain consistent with new regulations. The latest ASI Standards Revision Process started in March 2025, and we are participating in it via our involvement in different working groups. These include the Climate Change, Circularity, Nature, Labor Rights and Health and Safety, and Chain of Custody and Claims working groups. Read the perspective of ASI Standards Director Chelsea Reinhardt on our website.

Our results

Since 2024 and the success of our Group certification, all of our operations are covered by an ASI Performance Standard certification. Those in Europe and North America are certified against 11 principles encompassing the core governance, environmental, and social themes. Our site in China is certified against four: business integrity, policy, transparency, and material stewardship. We also have five sites certified against the Chain of Custody Standard: Singen Rolling and Extrusion, Gottmadingen, Dahenfeld, and Neuf-Brisach. Thanks in part to the recycling of post-consumer scrap at Neuf-Brisach, and the certification of some metal suppliers, we are able to supply ASI metal to key packaging and automotive customers.

[1] https://aluminium-stewardship.org/a-decade-of-progress-growth-in-asi-certification-drives-sustainability-in-the-aluminium-value-chain

Performance

Due to rounding, numbers presented throughout this section may not add up precisely to the totals provided.

ENVIRONMENTAL PERFORMANCE

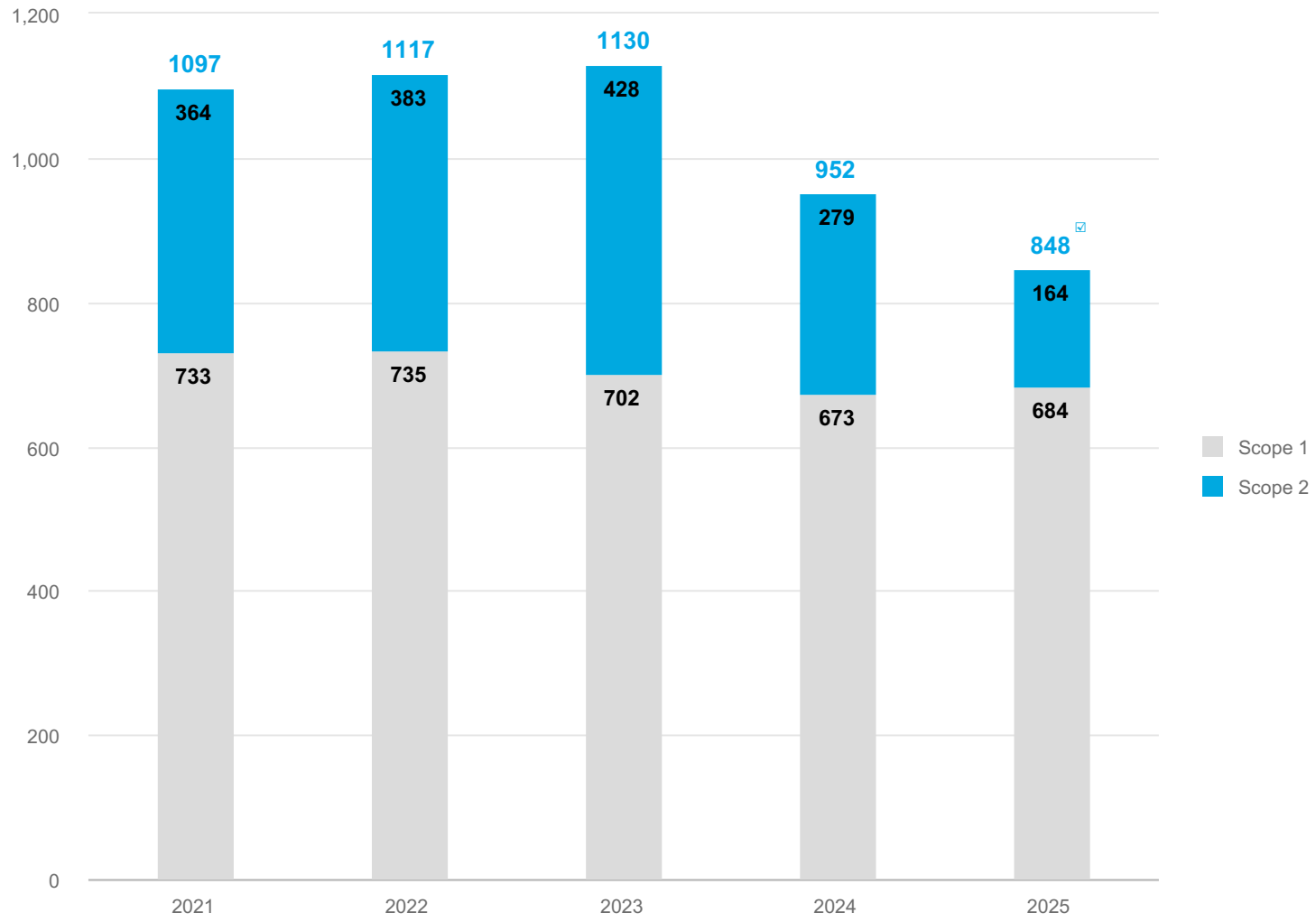
GRI 302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION IN TERAJOULES (TJ)

		2021	2022	2023	2024	2025
Direct energy (TJ)						
	Anthracite	408	258	171	87	0
	LPG	17	15	15	15	16
	Nat. Gas	13,290	13,512	13,053	12,672	13,041
	Diesel	195	222	214	217	229
	Heavy fuel	0	0	0	0	0
	Renewable sources	0	0	0	0	0
	TOTAL	**13,910**	**14,008**	**13,453**	**12,991**	**13,286**
Indirect energy (TJ)						
Electricity	**Purchased**	5,749	5,851	5,628	5,341	5,382[1]
	Sold	0	0	0	0	0
Steam	**Purchased**	0	0	0	0	0
	Sold	121	94	63	29	0
Total direct + indirect energy consumption (TJ)		**19,538**	**19,765**	**19,018**	**18,303**	**18,668**

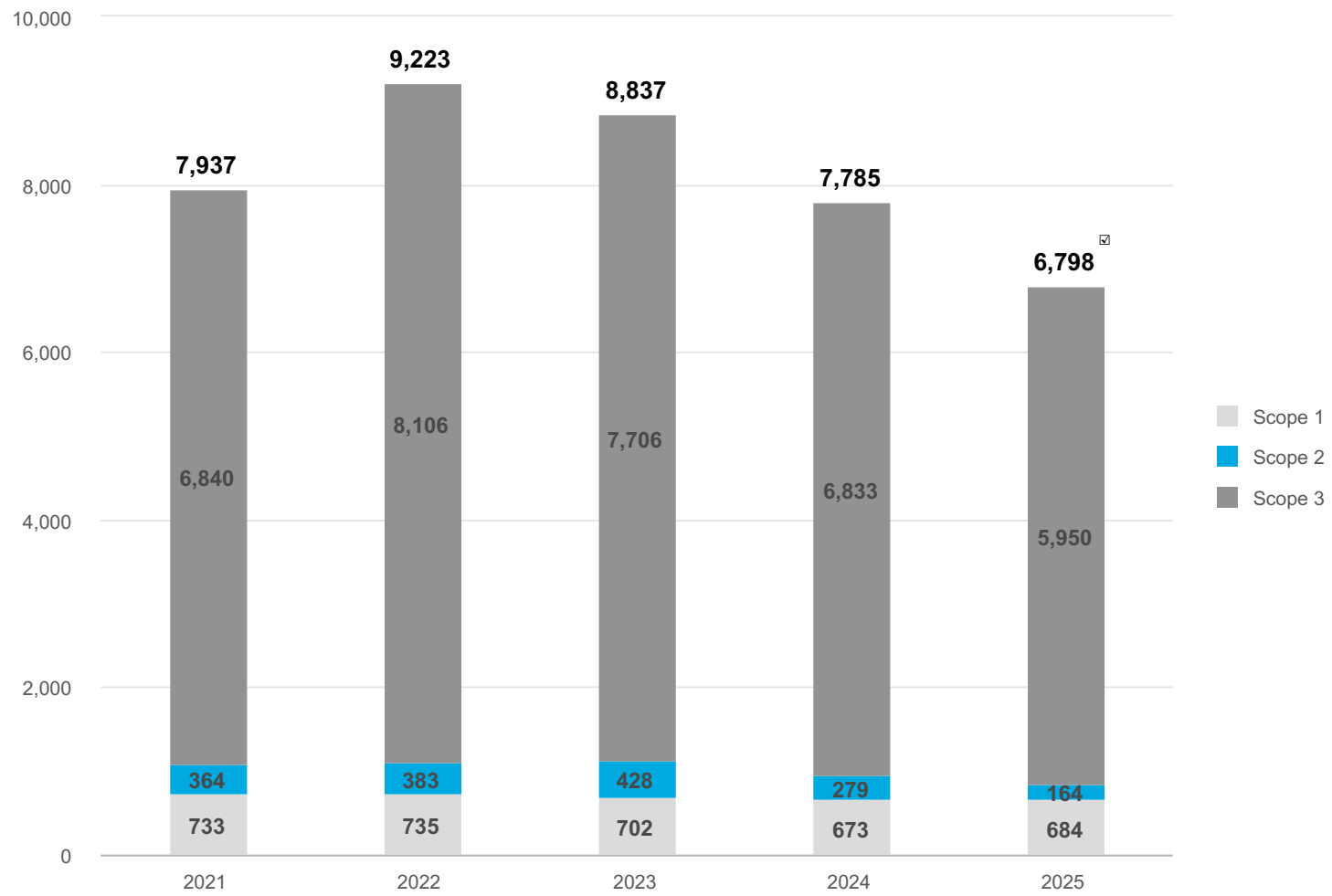
[1] 3 TJ of renewable electricity were produced and consumed, but are not counted in energy purchased.

GRI 305-1, 305-2 GREENHOUSE GAS EMISSIONS (k mt CO_2eq)

Market-based method is used for Scope 2 GHG emissions accounting



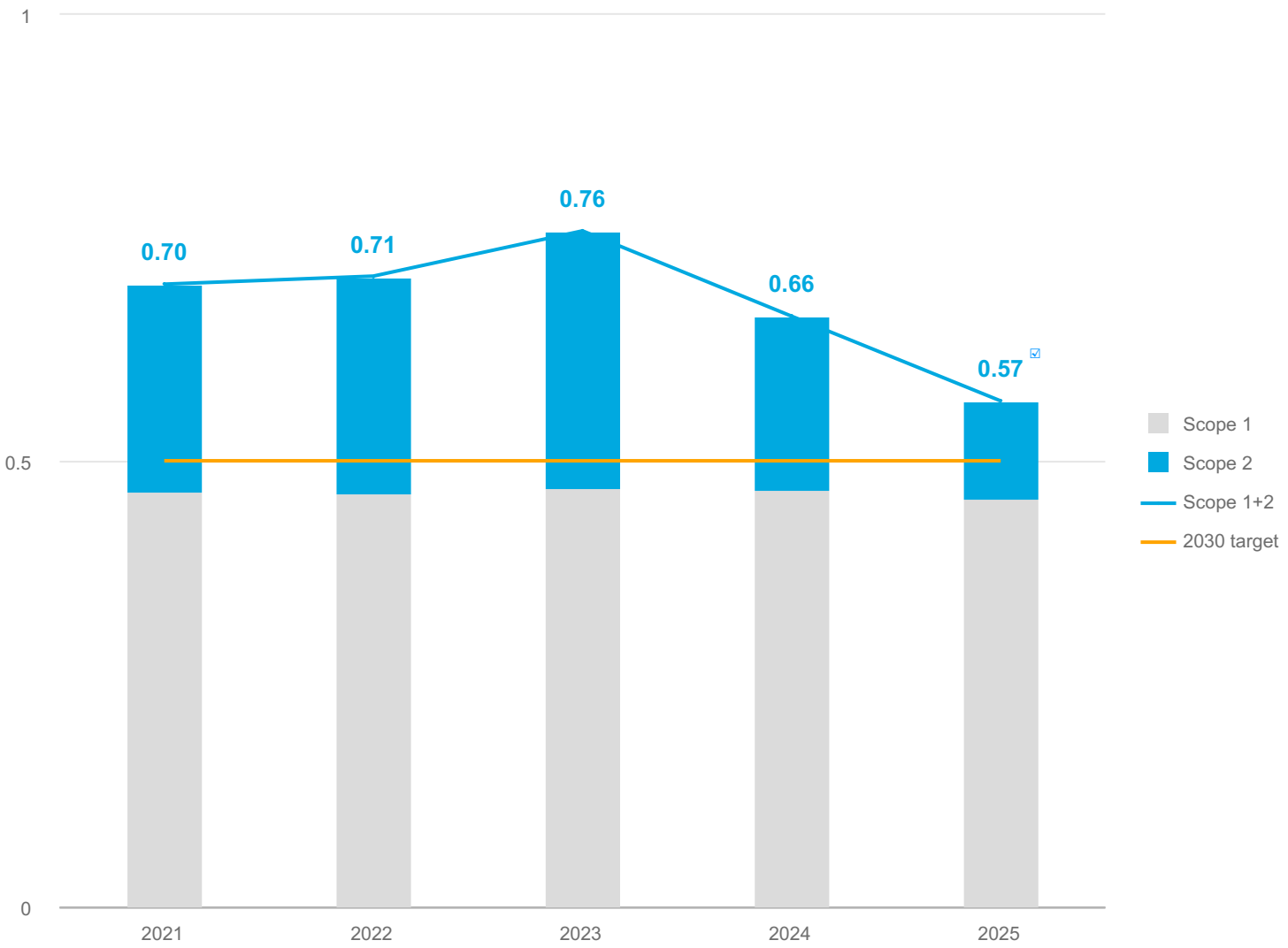
GRI 305-1, 305-2 GREENHOUSE GAS EMISSIONS (k mt CO_2eq)[1]



[1] Data for previous years reflect the figures disclosed in our past sustainability reports. We continue to strengthen our processes to enhance data quality and reliability.

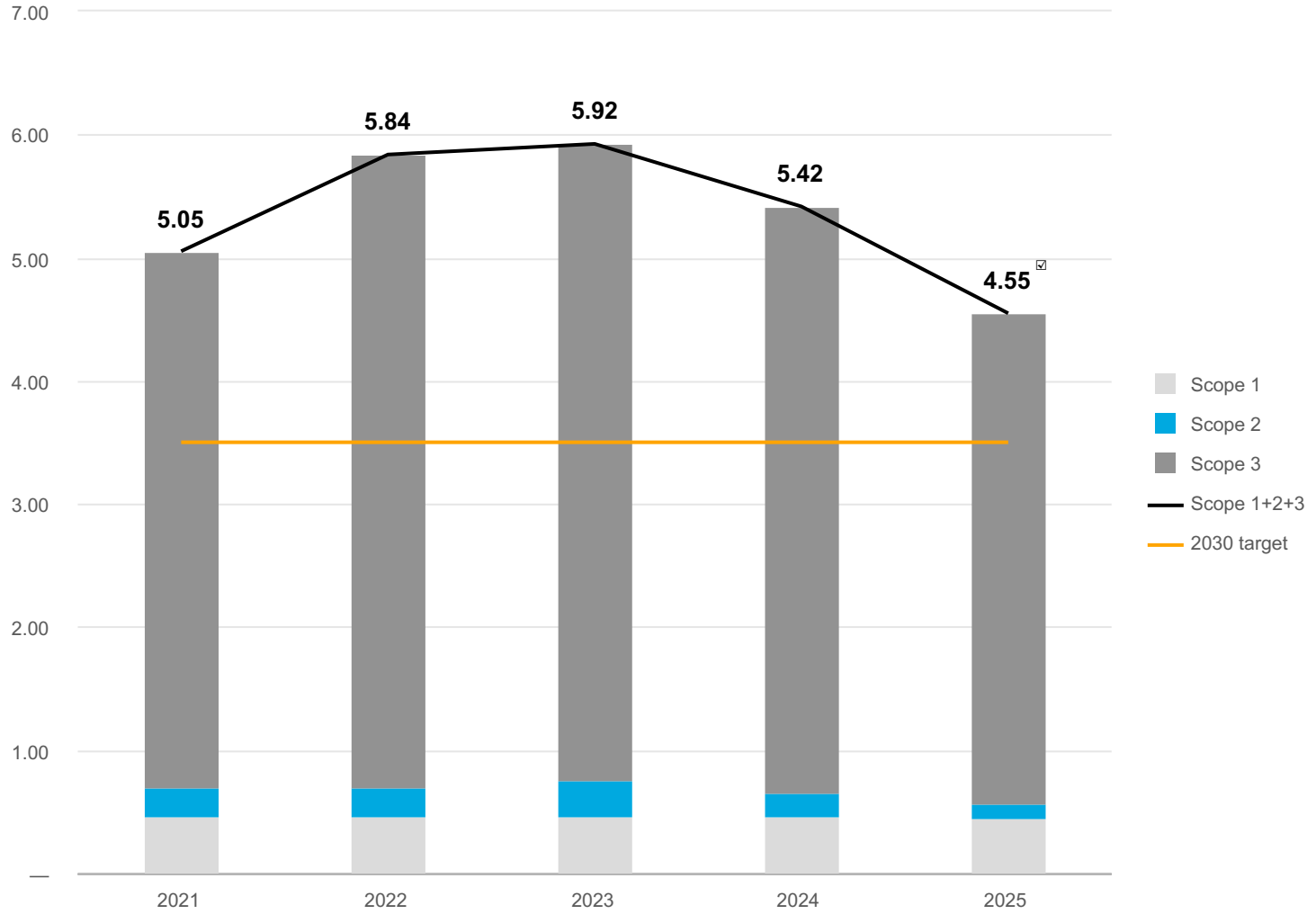
GRI 305-4 GREENHOUSE GAS INTENSITY

Scope 1 and 2 intensity (mt CO_2eq/mt of product shipped)



GRI 305-4 GREENHOUSE GAS INTENSITY

Scope 1, 2, and 3 intensity (mt CO_2eq/mt of product shipped)



GRI 301-2 RECYCLED INPUT AS MATERIALS USED

Constellium uses a significant share of recycled aluminum to manufacture its products. On average, recycled metal input, calculated following GRI 301-2 guidance, accounted for 47%☑ of our metal input in 2025. Post-consumer scrap (generated at the end-of-life phase of finished goods) accounted for 19% of metal input, while the rest of the recycled metal input was pre-consumer production scrap (generated downstream from Constellium's operations). This recycled material input does not account for internally generated scrap, in line with the ISO 14021 standard.

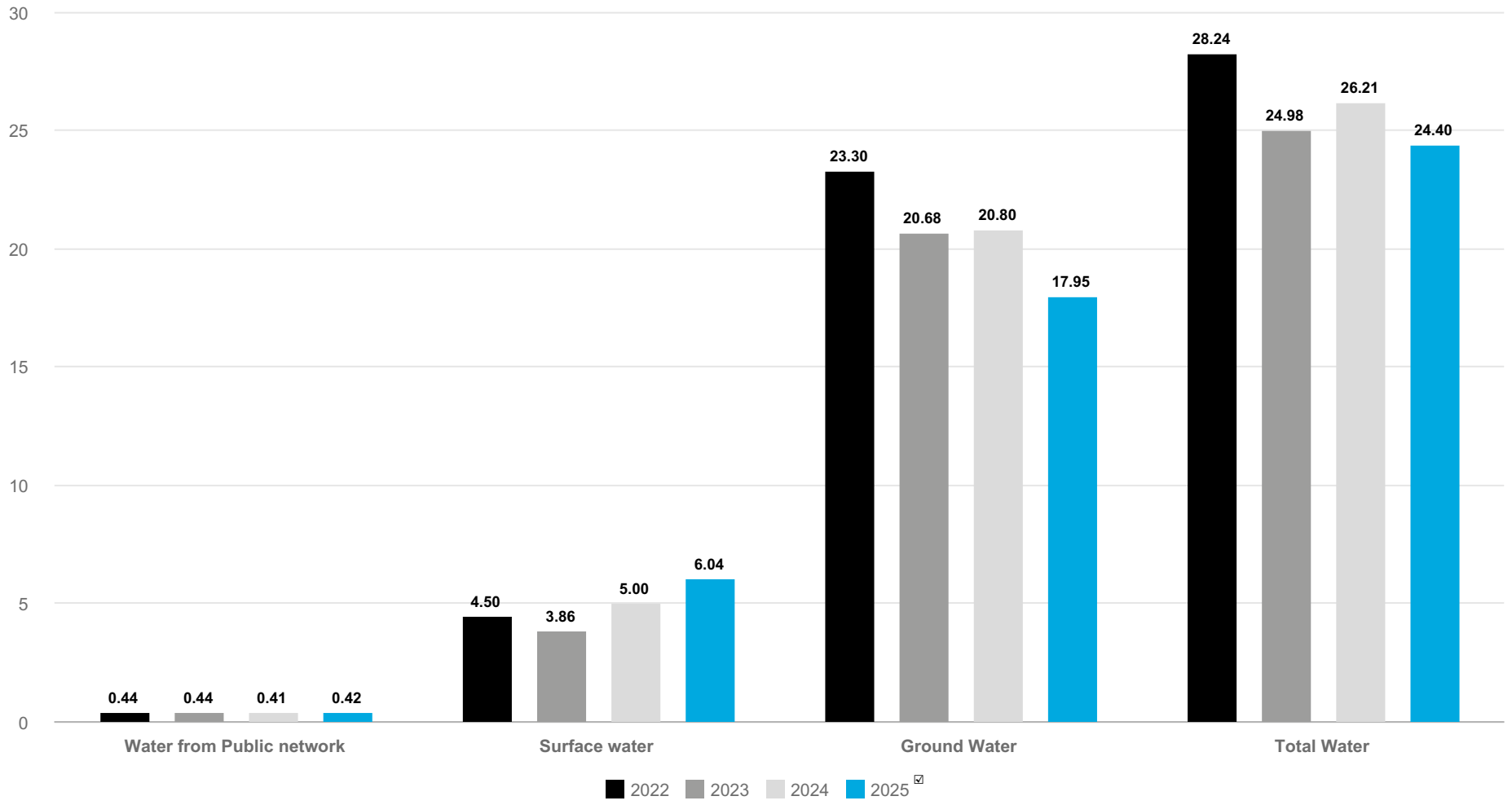
Constellium does not consider that recycled content should be singled out as the only relevant indicator for the environmental performance of aluminum products. We also focus on a product's end-of-life recycling to ensure that valuable resources are reliably and efficiently collected and recycled.

GRI 306-3 WASTE GENERATED IN METRIC TONS

Hazardous and non-hazardous waste categories are defined in accordance with the definition outlined in the EU Waste Framework Directive and harmonized with the U.S. waste classification.

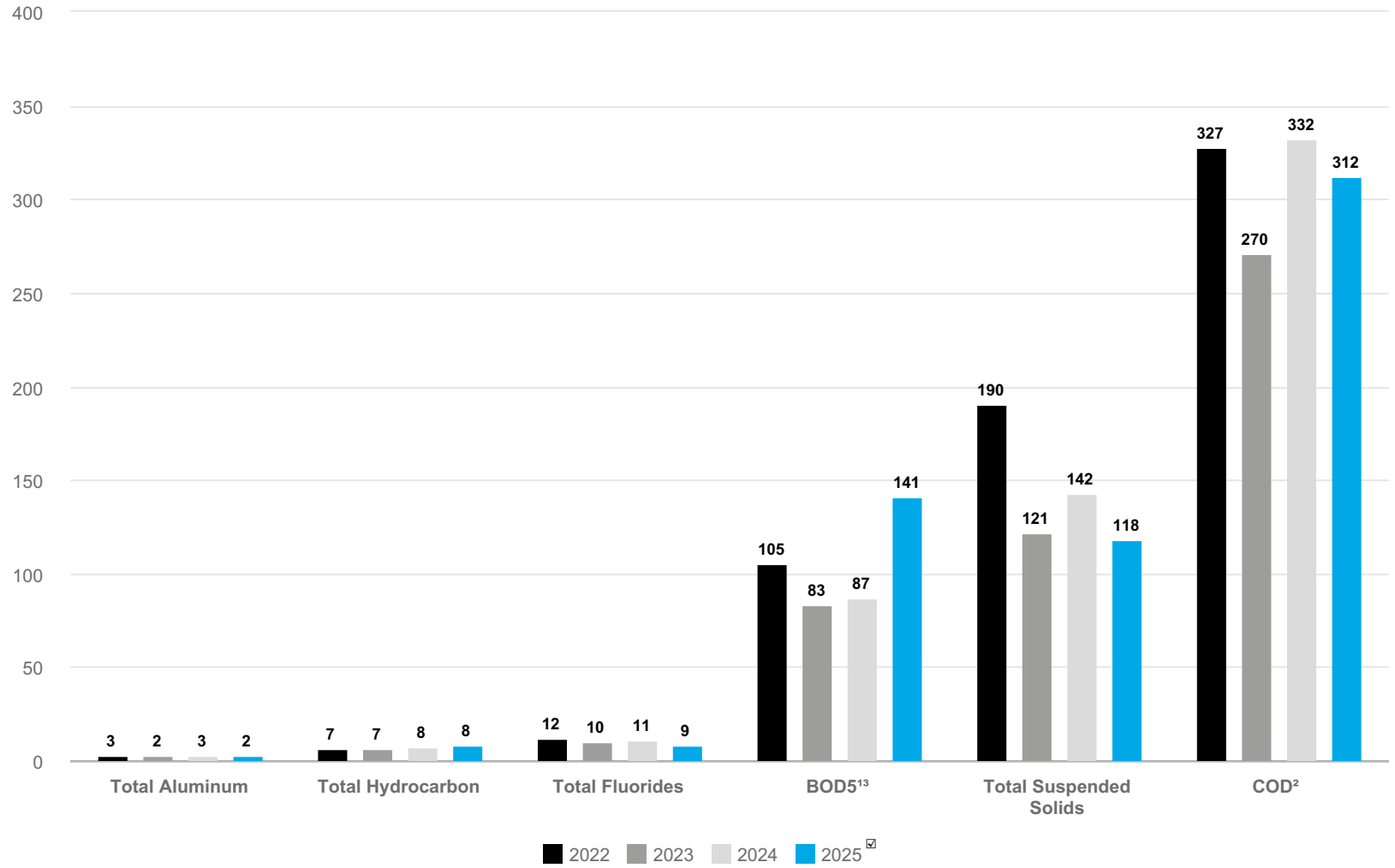
	2022	2023	2024	2025 ☑
Recycling	149,327	159,759	156,768	159,619
% recycling	83 %	84 %	84 %	86 %
Incineration	12,467	6,243	5,254	5,389
% incineration	7 %	3 %	3 %	3 %
Landfill	18,882	23,234	23,901	21,646
% landfill	10 %	12 %	13 %	12 %
Landfill intensity (mt/ k mt)	12.0	15.6	16.6	14.5
Total waste	**180,676**	**189,236**	**185,922**	**186,654**
Total hazardous waste	**75,021**	**71,063**	**70,578**	**78,091**
Total non-hazardous waste	**105,655**	**118,174**	**115,344**	**108,563**

GRI 303-3 TOTAL WATER WITHDRAWAL IN MILLION CUBIC METERS



GRI 306-1 WATER DISCHARGE BY QUALITY AND DESTINATION IN METRIC TONS

The spot measurements are based on local legal requirements. Some sites do not cover all measurements.

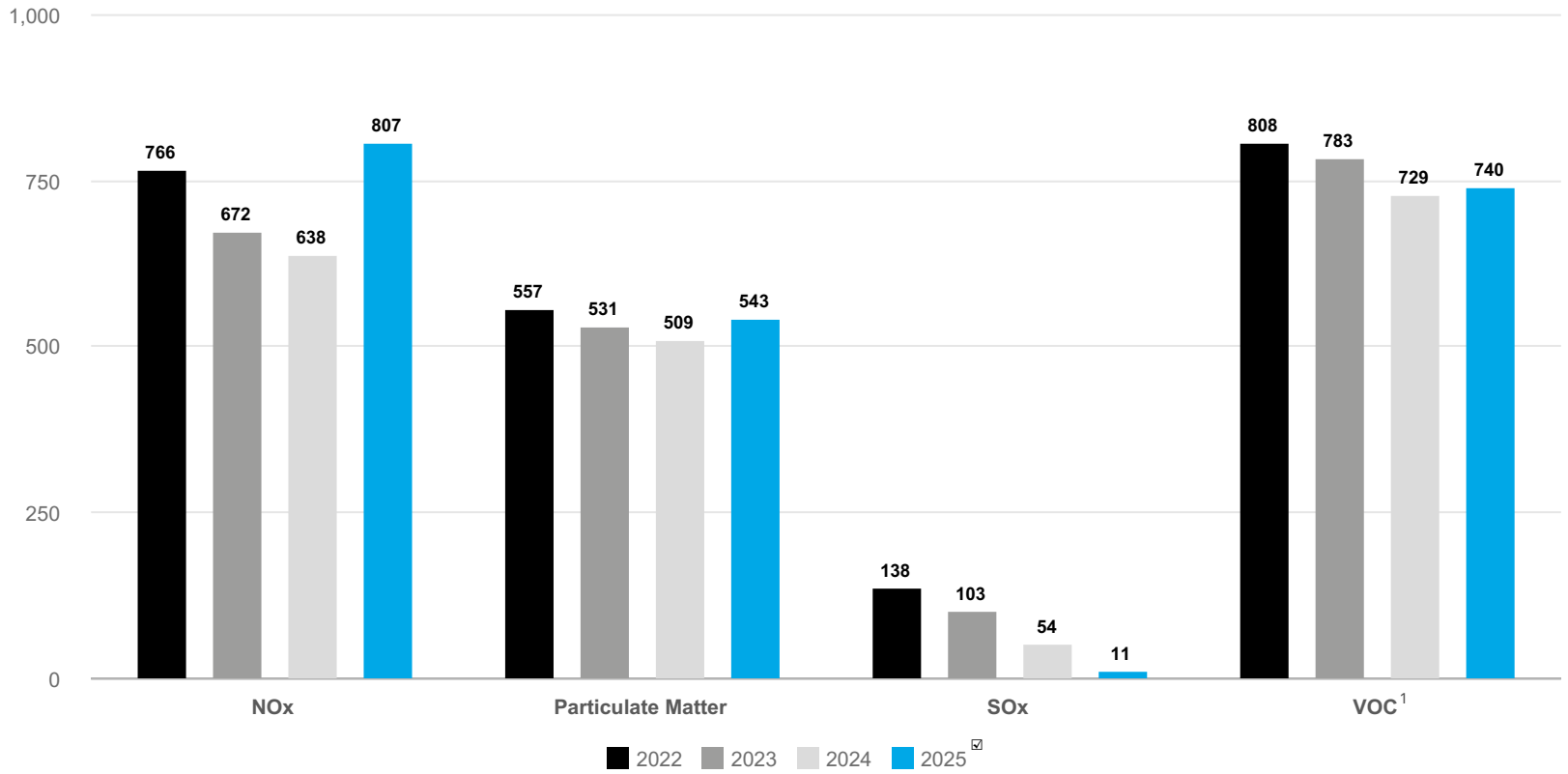


[1] BOD5: Biochemical Oxygen Demand (5 days) [2] COD: Chemical Oxygen Demand

[3] One of our US sites now reports on C-BOD5: Carbonaceous Biochemical Oxygen Demand (5 days) starting the 2nd half of 2025 for a total of 3.0 mt in lieu of BOD5.

GRI 305-7 NITROGEN OXIDES (NO_X), SULFUR OXIDES (SO_X), AND OTHER SIGNIFICANT AIR EMISSIONS IN METRIC TONS

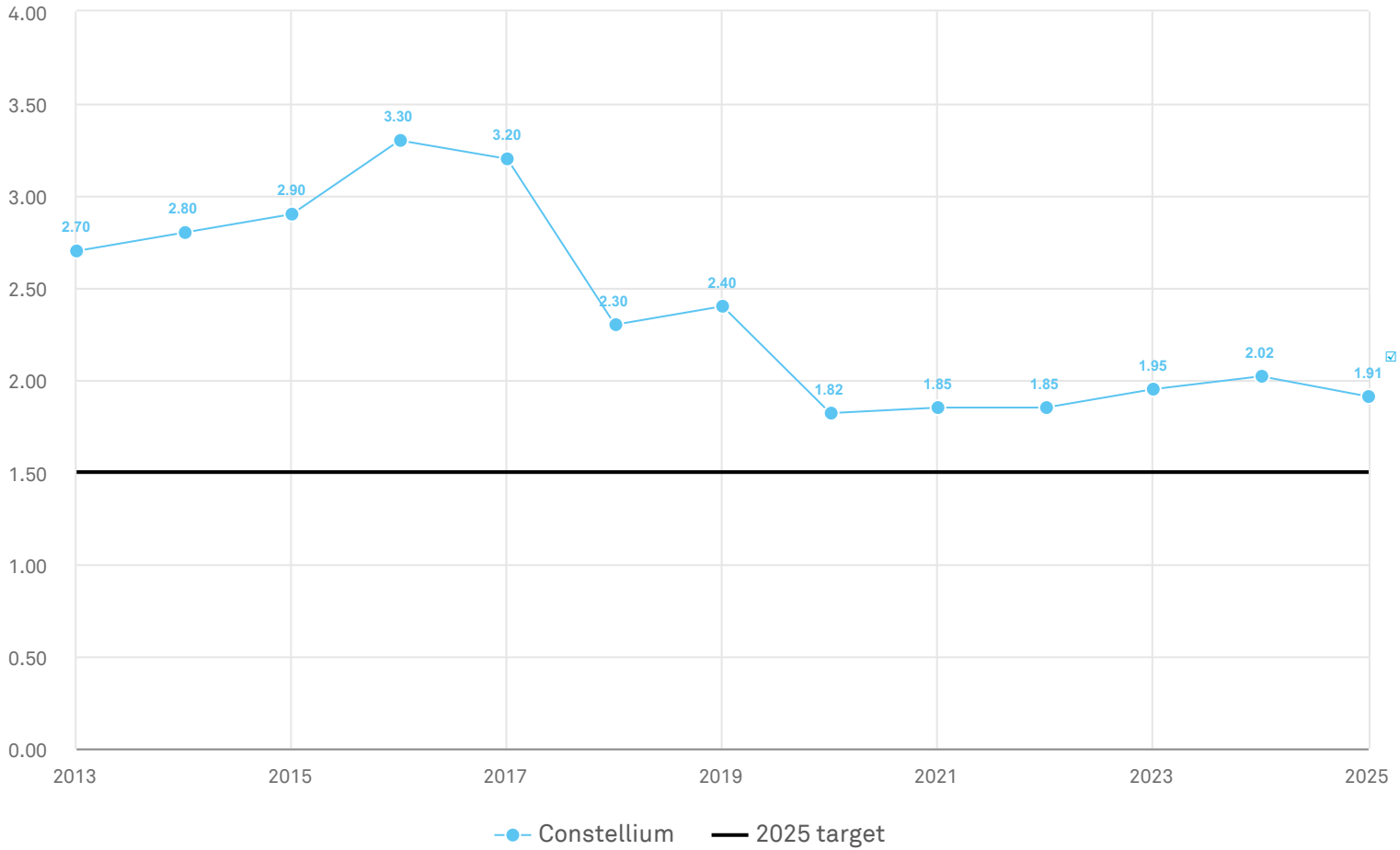
Air emissions are calculated based on one or two spot measurements per year. This can cause significant fluctuations from one year to another. The measurements are based on local legal requirements. Some sites do not cover all measurements.



[1] VOC: Volatile Organic Compounds Emissions

SOCIAL PERFORMANCE

GRI 403-9 RECORDABLE CASE RATE[1]



[1] Our Recordable Case Rate measures the number of fatalities, serious injuries, lost-time injuries, restricted work injuries, or medical treatments per 1 million hours worked, including by our contractors. For reference, industry averages are as follows: Recordable Case Rate of 8.1 in Europe; 6.5 in the U.S. (Source: European peers from European Aluminium, 2024; U.S. peers from US Bureau of Labor Statistics Aluminum sheet, plate and foil (NAICS 331315, 2023))

GRI 2-7 EMPLOYEES☑

Does not include employees of joint ventures

		Apprentice	Permanent	Fixed-term	Temporary (agency, excl. contractors)	Total
ALL CONSTELLIUM						
Number of employees with specific employment type	**Male**	236	-	-	-	
	Female	52	-	-		
Number of employees per employment contract	**Male**	-	9,255	193	487	
	Female	-	1,512	45		
Number of employees working full/part time	**Full time**	288	10,366	237	487	
	Part time	0	401	1		
TOTAL						**11,780**
TOTAL PERMANENT & FIXED TERM						**11,005**
EUROPE						
Number of employees with specific employment type	**Male**	236	-	-	-	
	Female	52	-	-		
Number of employees per employment contract	**Male**	-	6,666	191	429	
	Female	-	1,078	43		
Number of employees working full/part time	**Full time**	288	7,346	233	429	
	Part time	0	398	1		
TOTAL						**8,695**
TOTAL PERMANENT & FIXED TERM						**7,978**
ASIA						
Number of employees with specific employment type	**Male**	0	-	-	-	
	Female	0	-	-		
Number of employees per employment contract	**Male**	-	4	2	0	
	Female	-	9	2		
Number of employees working full/part time	**Full time**	0	13	4	0	
	Part time	0	0	0		
TOTAL						**17**
TOTAL PERMANENT & FIXED TERM						**17**
NORTH AMERICA						
Number of employees with specific employment type	**Male**	0	-	-	-	
	Female	0	-	-		
Number of employees per employment contract	**Male**	-	2,585	0	58	
	Female	-	425	0		
Number of employees working full/part time	**Full time**	0	3,007	0	58	
	Part time	0	3	0		
TOTAL						**3,068**
TOTAL PERMANENT & FIXED TERM						**3,010**

GRI 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER[2]

Permanent employees excluding those of joint ventures[3]

	Number of new employees hired in 2025		Number of employees who left the company in 2025		Number of employees on December 31, 2025		Turnover	
Employee category	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
EUROPE								
Under 30 years old	13	67	6	67	110	689	5%	10%
30-50 years old	37	77	45	173	659	3,538	7%	5%
Over 50 years old	3	11	24	179	309	2,439	8%	7%
TOTAL	**53**	**155**	**75**	**419**	**1,078**	**6,666**	**7%**	**6%**
NORTH AMERICA								
Under 30 years old	23	124	27	84	68	374	40%	22%
30-50 years old	20	152	30	153	205	1,262	15%	12%
Over 50 years old	11	38	18	102	152	949	12%	11%
TOTAL	**54**	**314**	**75**	**339**	**425**	**2,585**	**18%**	**13%**
ALL CONSTELLIUM INCLUDING ASIA								
Under 30 years old	37	191	33	151	179	1,063	18%	14%
30-50 years old	57	229	76	327	870	4,800	9%	7%
Over 50 years old	15	49	43	281	463	3,392	9%	8%
TOTAL	**109**	**469**	**152**	**759**	**1,512**	**9,255**	**10%**	**8%**

[2] Turnover rate is calculated as number of employees who left the company in 2025, divided by the number of employees on December 31, 2025 in the same category of region, age, and gender.
[3] Employees of joint ventures are not material to Constellium's total number of employees.

GRI 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE☑

Employees excluding those of joint ventures

	Female	Male	Managers[4]	Operators[5]	All employees
Average training hours per year/employee	25.3	25.1	24.2	25.4	25.2

GRI 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN☑[6]

Permanent employees excluding joint ventures

Job Levels	Ratio Women to Men
All CONSTELLIUM	
Vice Presidents & Directors [7]	113%
Senior Managers/Senior Experts/Technical Masters	97%
Managers/Experts/Senior Engineers	92%
Professional & Engineers	84%
Technicians & Operators	91%

[4] "Managers" refers to employees with administrative or managerial roles.
[5] "Operators" refers to employees working on the shop floor.
[6] Within the same category of employees, the ratios include a wide range of roles, geographic regions, and levels of experience.
[7] Vice Presidents & Directors includes Executive Committee members.

GRI 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES[8]

Permanent employees excluding those of joint ventures[9]

	Age Ranges	Female	Male	Total	Age %	Female %	Male %
Board Members	Under 30 years old	0	0	0	--%	--%	--%
	30-50 years old	1	1	2	18%	50%	50%
	Over 50 years old	3	6	9	82%	33%	67%
TOTAL		4	7	11	100%	36%	64%

Job Levels	Age Ranges	Female	Male	Total	Age %	Female %	Male %
All Constellium							
Executive Committee Members	Under 30 years old	0	0	0	0%	-	-
	30-50 years old	0	3	3	25%	-	-
	Over 50 years old	1	8	9	75%	-	-
	SUBTOTAL	1	11	12	100%	8%	92%
Vice Presidents/Senior Directors (JG 38-46)	Under 30 years old	0	0	0	0%	-	-
	30-50 years old	9	34	43	37%	-	-
	Over 50 years old	10	64	74	63%	-	-
	SUBTOTAL	19	98	117	100%	16%	84%
Senior Managers/Sr. Experts/Technical Masters (JG 35-37)	Under 30 years old	0	0	0	0%	-	-
	30-50 years old	17	76	93	48%	-	-
	Over 50 years old	10	90	100	52%	-	-
	SUBTOTAL	27	166	193	100%	14%	86%
Managers/Experts/Sr. Engineers (JG 32-34)	Under 30 years old	1	2	3	1%	-	-
	30-50 years old	74	217	291	54%	-	-
	Over 50 years old	51	194	245	45%	-	-
	SUBTOTAL	126	413	539	100%	23%	77%
Professional & Engineers (JG 28-31)	Under 30 years old	41	98	139	14%	-	-
	30-50 years old	183	405	588	59%	-	-
	Over 50 years old	70	203	273	27%	-	-
	SUBTOTAL	294	706	1,000	100%	29%	71%
Technicians & Operators (JG NP)	Under 30 years old	137	963	1,100	12%	-	-
	30-50 years old	587	4,065	4,652	52%	-	-
	Over 50 years old	321	2,833	3,154	35%	-	-
	SUBTOTAL	1,045	7,861	8,906	100%	12%	88%
TOTAL		1,512	9,255	10,767	100%	14%	86%

[8] Employees and members of the Board of Directors are counted as of December 31, 2025.
[9] Employees of joint ventures are not material to Constellium's total number of employees.

GRI CONTENT INDEX

Statement of use	Constellium has reported the information cited in this GRI content index for the period of January 1, 2025 to December 31, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Standard	Description	Section of this report/Additional information	Pages
	GRI 2: General Disclosures		
	The organization and its reporting practices		
2-1	Organizational details	Form 10-K 2025: Part 1, Item 1.	
2-2	Entities included in the organization's sustainability reporting	All entities controlled by Constellium SE (Constellium) and all operating joint ventures controlled by Constellium during reporting year 2025, unless otherwise stated.	
2-3	Reporting period, frequency, and contact point	About this report	89
2-4	Restatements of information	None	
2-5	External assurance	PricewaterhouseCoopers Audit has undertaken a limited assurance engagement on a selection of key sustainability performance indicators (see appendix page 90) included in the Constellium's sustainability report for the year ended December 31, 2025. The work of PricewaterhouseCoopers Audit was performed in accordance with the provisions of ISAE 3000 assurance engagements other than audits or reviews of historical financial information. The limited assurance report of PricewaterhouseCoopers Audit (included on pages 86-89 of this report) describes in detail the verification work performed.	
	Activities and workers		
2-6	Activities, value chain, and other business relationships	Our business model; Our markets and products	6 7
2-7	Employees	Social Performance	68
	Governance		
2-9	Governance structure and composition	Governance	16
2-10	Nomination and selection of the highest governance body	Governance	16

Standard	Description	Section of this report/Additional information	Pages
2-11	Chair of the highest governance body	Governance; Board of Directors;	16
2-12	Role of the highest governance body in overseeing the management of impacts	Governance	16
2-13	Delegation of responsibility for managing impacts	Governance	16
2-14	Role of the highest governance body in sustainability reporting	Governance	16
2-15	Conflicts of interest	Form 8-K 2025, Item 2-18 Board of Directors and Corporate Governance See the duties and responsibilities of the Nominating and Governance Committee.	
2-16	Communication of critical concerns	Governance; Constellium's integrity hotline is an independent service that provides a means for employees, suppliers, and other external stakeholders to anonymously and confidentially report violations of the Code of Conduct as well as other unethical, illegal, or irresponsible dealings via phone or web-form 24/7. The hotline and web-form are available in all local languages. All concerns are documented by the external hotline operator and shared with the assigned case manager in the respective country for investigation and resolution. Employees also have the ability to raise concerns through other means, including our Ombudsman email, through our "Contact" option on our website, via our corporate social media accounts, as well as through local channels at their site. Our Compliance Committee reports to the Board Audit Committee. Our integrity hotline is also embedded in our Suppliers Code of Conduct to reinforce the importance of gathering feedback throughout our supply chain and with external stakeholders.	16
2-17	Collective knowledge of the highest governance body	Governance; In 2025, one of our Board Directors completed an additional certifying training program on governance and climate-related topics.	16
2-18	Evaluation of the performance of the highest governance body	Form 8-K 2025, Item 2-18 Board of Directors and Corporate Governance One of the principal duties and responsibilities of the Nominating and Governance Committee is to oversee the annual self-assessment of the Board and its committees.	
2-19	Remuneration policies	Form 8-K 2025, Item 2-19: Compensation Discussion and Analysis, Form 8-K Item 2-18: Board of Directors and Corporate Governance	
2-20	Process to determine remuneration	Form 8-K 2025, Item 2-19: Compensation Discussion and Analysis, Form 8-K Item 2-18: Board of Directors and Corporate Governance	
	Strategy, policies, and practices		
2-22	Statement on sustainable development strategy	Foreword	5
2-23	Policy commitments	Governance	16

Standard	Description	Section of this report/Additional information	Pages
2-24	Embedding policy commitments	Putting sustainability at the heart of our strategy; Governance	13 16
2-25	Processes to remediate negative impacts	Governance	16
2-26	Mechanisms for seeking advice and raising concerns	Governance; Constellium's integrity hotline is an independent service that provides a means for employees, suppliers, and other external stakeholders to anonymously and confidentially report violations of the Code of Conduct as well as other unethical, illegal, or irresponsible dealings via phone or web-form 24/7. The hotline and web-form are available in all local languages. All concerns are documented by the external hotline operator and shared with the assigned case manager in the respective country for investigation and resolution. Employees have the ability to raise concerns through the hotline and other means, including our Ombudsman email, through our "Contact" option on our website, via our corporate social media accounts, as well as through local channels at their site. Our Compliance Committee reports to the Board Audit Committee. Our integrity hotline is also embedded in our Supplier Code of Conduct to reinforce the importance of gathering feedback throughout our supply chain and with external stakeholders.	16
2-27	Compliance with laws and regulations	Form 10-K 2025, Item 3. Legal Proceedings.	
2-28	Membership associations	Memberships	84
	Stakeholder engagement		
2-29	Approach to stakeholder engagement	Our participation in various industry associations, such as European Aluminium, the U.S. Aluminum Association, and Aluminium Stewardship Initiative, enables us to engage with stakeholders through continuous conversation and exchanges.	84
2-30	Collective bargaining agreements	In 2025, approximately 50% of U.S. employees and a majority of non-U.S. employees are covered by collective bargaining agreements).	
	GRI 3: Material topics		
3-1	Process to determine material topics	Assessing sustainability risks	23
3-2	List of material topics	Assessing sustainability risks	23
3-3	Management of material topics	The Assessing sustainability risks chapter included in this report (as specified on pages 23-30) indicates how the Group manages material topics.	23
	GRI 205 Anti-corruption		
205-1	Operations assessed for risks related to corruption	Our corruption risk map is designed to cover Constellium and its wholly owned subsidiaries.	
205-2	Communication and training about anti-corruption policies and procedures	Governance; We communicate and train our Executive Committee and employees on anti-corruption through our Code of Conduct (CoC) training. We also regularly organize anti-corruption sessions for targeted high-risk employees. We have included anti-corruption principles in our Supplier Code of Conduct for our business partners, and clauses in contracts with our customers.	16
205-3	Confirmed incidents of corruption and actions taken	Form 10-K, Item 1A. Risk Factors; Item 3. Legal Proceedings. See our Whisteblower Policy.	

Standard	Description	Section of this report/Additional information	Pages
	GRI 207 Tax		
207-1	Approach to tax	Tax strategy is aligned with our business strategy and operations with a sustainable long-term approach. The structuring of our investment worldwide is only driven by our business operations. Constellium ensures that intercompany transactions respect the arm's length principle, that tax returns are filed, and that taxes are paid in a timely manner in each jurisdiction where we operate, in compliance with applicable laws and regulations.	
207-2	Tax governance, control and risk management	Constellium takes a responsible approach to the management and control of tax issues. The VP Group Tax reports regularly to the Group CFO on the Group's tax position and strategy, including the potential exposures the Group could face. The VP Group Tax also reports at least on an annual basis to the Audit Committee of the Board on Constellium's tax position and risks. The management of tax risks is fully integrated in the Group's risk management process.	
207-3	Stakeholder engagement and management concerns related to tax	We are committed to providing transparent and accessible information to tax auditors, and we have a continuous, open, and honest dialogue with tax policy makers and representatives of tax authorities.	
207-4	Country-by-country reporting	Since 2017, Constellium has filed a country by country report (Country by Country Reporting - CbCR) with the relevant tax authorities which is available to any tax administrations in countries where Constellium has operations.	
	GRI 301 Materials		
301-2	Recycled input materials used	Average recycled metal input of 47%☑ in 2025, 19%☑ was post-consumer scrap, and the remaining 27%☑ was pre-consumer scrap, according to the GRI standard << Full set of GRI Standards- English >>, downloaded on https://www.globalreporting.org/how-to-use-the-gri-standards/resource-center/	
	GRI 302 Energy		
302-1	Energy consumption within the organization	Environmental Performance	59
302-3	Energy intensity	Energy intensity 2025: 12.5 GJ/mt per metric ton of shipped products. All energies listed in Energy performance 302-1 table. Ratio uses all energy consumption within Constellium group.	59
302-4	Reduction of energy consumption	a. Total energy savings in 2025: 906 TJ. Higher production volumes and improved operations made at several major sites, in particular in Muscle Shoals . b. Savings by energy source in 2025: fossil fuels 802 TJ; Electricity 104 TJ c. Baseline year is 2024. d. Use of internal calculation tool to assess what energy would have been used in the corresponding year by applying baseline year's energy/mt ratio for each production unit and applying where necessary a correction factor to account for changes in product mix.	34
302-5	Reductions in energy requirements of products and services	For automotive and aerospace applications, we account for the reduction in a product's life cycle energy requirements due to the energy savings from using our aluminum products, compared to reference materials such as automotive steel or previous generations of aerospace aluminum alloys. An estimate based on life cycle assessment calculations leads to savings of about 28,000 TJ for products delivered in 2025, throughout their lifetime. We plan to further expand this assessment in the future with a more complete coverage of our product range. We based our assumption on an estimate of mass saved in automotive and aerospace applications, and used data from our LCA tool, following the ISO 14040-44 standards.	

Standard	Description	Section of this report/Additional information	Pages
	GRI 303 Water and Effluents		
303-1	Interactions with water as a shared resource	a. Use of water is concentrated in cooling operations during metal casting (primarily) and rolling activity. Water is used across the value chain (upstream for alumina refining, aluminum casting after smelting, electricity production, etc., and downstream for finishing operations). b. Use of water is handled within the scope of our ISO 14001 certification. We also check the status of water risks using the online Aqueduct Water Risk Atlas that we last ran in January 2026. We continue to update this on a regular basis. c. We request our at-risk suppliers to be assessed regarding their sustainability performance, including water-related issues. Water-related aspects are also included in the scope of audits performed at suppliers' premises that are expected to be at higher risk. We assessed the sustainability performance of suppliers corresponding to 78%☑ of our at-risk spending in 2025. Along with other partners of the aluminum value chain, we engaged in the Aluminium Stewardship Initiative (ASI), which built a standard for responsible aluminum. Water management issues are included in the ASI standard that was defined at the end of 2017 and revised in 2022. d. See section on water, p. 40.	40
303-2	Management of water discharge-related impacts	Water discharge management is done according to local regulations and our own water management policy, and included in the ISO 14001 certification scope of our plants.	66
303-3	Water withdrawal	a. Environmental Performance b. In 2025, water withdrawal from areas with high or very high water stress in 2030 and 2050 pessimistic scenarios from the online Aqueduct Water Risk Atlas was 54.4 megaliters. In all cases but one, the water source was municipal water, while surface water was used and recycled in the last case. Eighty percent of water withdrawals were located in areas of low water stress (2030-2050 pessimistic scenarios). c. All displayed numbers relate to freshwater. No “other water” source was used. d. No assumptions used, data was collected from sites and consolidated in central database.	65
303-4	Water discharge	Environmental Performance	66
303-5	Water consumption	We considered water consumption volumes as water volumes released to a different water type (e.g., groundwater released to surface water). a. Sustainability performance. All volumes are to be considered except those sourced from surface water, released in the same surface water system. b. In 2025, water withdrawal from areas with high or very high water stress in 2030 and 2050 pessimistic scenarios from the online Aqueduct Water Risk Atlas was 54.4 megaliters. In all cases but one, the water source was municipal water, while surface water was used and recycled in the last case. Eighty percent of water withdrawals were located in areas of low water stress (2030-2050 pessimistic scenarios). c. No significant water storage change. d. Concerns only five of our sites' water withdrawals: Astrex, San Luis Potosí, White, Dahenfeld, and Montreuil-Juigné. Their combined water withdrawals remain limited, accounting for 0.2% of our total consumption.	40

Standard	Description	Section of this report/Additional information	Pages
	GRI 305 Emissions		
305-1	Direct (Scope 1) GHG emissions	Acting against climate change with targeted strategies and technology; Environmental Performance	29 60
305-2	Energy indirect (Scope 2) GHG emissions	Acting against climate change with targeted strategies and technology; Environmental Performance	29 60
305-3	Other indirect (Scope 3) GHG emissions	Acting against climate change with targeted strategies and technology	29
305-4	GHG emissions intensity	Environmental Performance	60
305-5	Reduction of GHG emissions	Environmental Performance	60
305-6	Emissions of ozone-depleting substances (ODS)	None recorded during the reporting year.	
305-7	Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions	Environmental Performance	67
	GRI 306 Waste		
306-1	Waste generation and significant waste-related impacts	Reducing waste, air emissions, and water use while protecting biodiversity	43
306-2	Management of significant waste-related impacts	a. Reducing waste, air emissions, and water use while protecting biodiversity b. Waste managed at site level. When a third party is involved, contract is supervised and managed according to local law and regulations. c. Waste-related data is collected via our internal EHS Portal every six months.	40 64
306-3	Waste generated	Environmental Performance	64
306-4	Waste diverted from disposal	Environmental Performance	64
306-5	Waste directed to disposal	Environmental Performance	64
	GRI 307 Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	We may at any given time have open or ongoing cases of non-compliance which require investigation or investment to be addressed.	
	GRI 308 Supplier environmental assessment		
308-1	New suppliers that were screened using environmental criteria	Raising the bar for responsible sourcing partnerships	55
	GRI 401 Employment		
401-1	New employee hires and employee turnover	Social Performance	70
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full-time and Part-time workers have access to the same healthcare benefits; temporary workers are not eligible for the same benefits. Some selected benefits related to healthcare are granted based on job level or hours worked and may be pro-rated based on part-time status.	
	GRI 402 Labor Management relations		
402-1	Minimum notice periods regarding operational changes	The minimum notice period changes depending on the country of operation and is based on local regulations. We follow the rules of the country in question.	

Standard	Description	Section of this report/Additional information	Pages
	GRI 403 Occupational health and safety		
403-1	Occupational health and safety management system	Maintaining our focus on employee health and safety a. We request our sites to be certified by ISO 45001. b. The policy and certification scope covers our employees and workers who are not employees but whose work and/or workplace is on Constellium premises.	45
403-2	Hazard identification, risk assessment, and incident investigation	Maintaining our focus on employee health and safety; Reducing waste, air emissions, and water use while protecting biodiversity	45 42
403-3	Occupational health services	Maintaining our focus on employee health and safety	45
403-4	Worker participation, consultation, and communication on occupational health and safety	100% of our sites have workforce representation in our internal health and safety committees.	45
403-5	Worker training in occupational health and safety	Maintaining our focus on employee health and safety	45
403-6	Promotion of worker health	Maintaining our focus on employee health and safety	45
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Maintaining our focus on employee health and safety; Raising the bar for responsible sourcing partnerships	45 60
403-8	Workers covered by an occupational health and safety management system	Maintaining our focus on employee health and safety; 100%☑ of our production sites are ISO 45001-certified sites.	45
403-9	Work-related injuries	Maintaining our focus on employee health and safety; Social Performance; No fatality in any worker category (employees, contractors) recorded in the past five years; Employee Recordable Case Rate: 1.91☑ per million hours for both employees and contractors, 2.07 per million hours worked for employees, and 0.94 for contractors / workers who are not employees. Calculations were performed without excluding any employee category.	45 68
	GRI 404 Training and education		
404-1	Average hours of training per year per employee	Social Performance	71
404-3	Percentage of employees receiving regular performance and career development reviews	Three-quarters of our employees receive regular performance reviews. Professional grade employees receive annual reviews of performance and career development through the global HR platform SuccessFactors. Performance reviews for non-professional grade employees are managed on a site-by-site basis.	
	GRI 405 Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Social Performance	72
405-2	Ratio of basic salary and remuneration of women to men	Social Performance	71
	GRI 406 Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	All concerns raised by employees through the hotline are treated seriously and confidentially. Corrective action is administered when appropriate.	

Standard	Description	Section of this report/Additional information	Pages
	GRI 407 Freedom of association and collective bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Raising the bar for responsible sourcing partnerships; Our Human Rights Policy and Labor Practices includes the right to freedom of association and collective bargaining, and our operations are located in countries where such risks are not significant. In 2025, approximately 50% of U.S. employees and a majority of non-U.S. employees were covered by collective bargaining agreements).	55
	GRI 408 Child labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Raising the bar for responsible sourcing partnerships; Our Human Rights Policy and Labor Practices addresses this essential matter, and is implemented through our Code of Conduct. This matter is also covered in our Modern Slavery Statement and Supplier Code of Conduct.	55
	GRI 409 Forced or compulsory labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Raising the bar for responsible sourcing partnerships; Our Human Rights Policy and Labor Practices, as well as our Modern Slavery Statement, address this essential matter and are implemented through our Code of Conduct and Supplier Code of Conduct.	55
	GRI 412 Human rights assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	Constellium previously assessed human rights risks at 12 sites and produced a company-wide heat map for executive review. In 2023, we conducted the first phase of a company-wide Human Rights Due Diligence process, which has enabled us to identify the key risks we could be facing. In 2024, several of our sites underwent human rights audits in the course of our ASI Standards certification. Our due diligence process regarding metal sourcing confirmed that in 2024 we did not source from aluminum smelters located in CAHRAs. In 2025, we conducted the second phase of the Human Rights Due Diligence process which assessed Bowling Green, Levice, Děčín, Corporate (Baltimore, Zurich, Paris), Montreuil-Juigné, and Voreppe/CTEC via employee focus groups. The review focused on topics that were originally identified as key risks from the first phase that took place in 2023, with the goal to understand the risks further and to implement company-wide change.	60-61
412-2	Employee training in human rights policies or procedures	Governance; The principles of our Human Rights Policy and Labor Practices have been incorporated into our Code of Conduct. Employees are thus trained in human rights during Code of Conduct training.	16
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Raising the bar for responsible sourcing partnerships; Human Rights Principles are explicitly mentioned in our Supplier Code of Conduct, available at https://www.constellium.com/sustainability/downloads/policies-codes-conduct	55
	GRI 413 Local communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Looking out for our communities	52
	GRI 414 Supplier social assessment		
414-1	New suppliers that were screened using social criteria	Raising the bar for responsible sourcing partnerships	55
414-2	Negative social impacts in the supply chain and actions taken	Upholding and updating ASI standards; Raising the bar for responsible sourcing partnerships	57 55

Standard	Description	Section of this report/Additional information	Pages
	GRI 415 Public policy		
415-1	Political contributions	It is Constellium's policy not to make any political contributions.	
	GRI 416 Customer health and safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None recorded during the reporting year.	
	GRI 417 Marketing and labeling		
417-1	Requirements for product and service information and labeling	Sourcing of raw material: 100% of our products comply with conflict minerals regulations, and Constellium communicates the corresponding information on our website (https://www.constellium.com/reports-hub). Products with substances that might produce an environmental or social impact, and safe use of products and services: 100% of our semi-products (cast, rolled, or extruded) are covered by corresponding Material Safety Data Sheets, available on our website (https://www.constellium.com/sustainability/policies-reports-and-certifications). Constellium also complies with REACH regulations, which cover the majority of our products. Disposal of products and environmental and social impacts: we communicate, advocate, and engage in promoting even higher recycling rates for aluminum in all products.	
417-2	Incidents of non-compliance concerning product and service information and labeling	None recorded during the reporting year.	
417-3	Incidents of non-compliance concerning marketing communications	None recorded during the reporting year.	
	GRI 418 Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None recorded during the reporting year.	

TECHNICAL NOTE

Scope of data reported comprises of all Constellium sites, including Joint Ventures – except when mentioned otherwise. Key performance indicators expressed in intensity are calculated with regards to metric tons of metal shipped to customers (shipment data is reconciled with financial statements). In some cases we have to rely on some estimations (i.e. emission factor average in case of lack of external data, extrapolation for the last month of the year, etc).

Climate change	• CO_2eq emissions are calculated according to the GHG protocol. • Market-based method is used for Scope 2 GHG emissions accounting. • Scope 3 GHG categories included are: 1- purchased goods (metal and non-metal), 2- capital goods, 3- fuel and energy, 4- upstream transportation, 5- waste, 6- business travel, 7- employee commuting, and 9- downstream transportation. ◦ 3.1 - Annual purchased goods volumes (aluminum, other metals, and consumables) per emission factor (supplier published data, external databases). Services are excluded from this category. ◦ 3.2 - Annual monetary value of purchased capital goods multiplied by emission factor defined internally considering ADEME sources. ◦ 3.3 - Emission factors: ADEME and IPPC. ◦ 3.4 & 3.9 - Kilometers estimated based on metal volumes purchased/shipped per specific transport emission factors (GHG Protocol Transport Tool). ◦ 3.5 - Total waste in metric tons multiplied by emission factors (GaBi database) applied to relevant waste categories: landfill and incineration. ◦ 3.6 - Monetary business travel spending per emission factor determined based on travel agency data. ◦ 3.7 - Average commuting distances and modes of transport, by total number of employees per emission factor (GHG Protocol Transport). • Scope 3 GHG categories not relevant to our business are: 8- upstream leased assets, 13- downstream leased assets, 14- franchises, 15- investments. • Scope 3 GHG categories 10- processing of sold products, 11- use of sold products, 12- end-of-life treatment of sold products are not included given the methodological uncertainties and level of assumptions needed to estimate these categories. In order to avoid disclosing data that may not meet our internal quality standards, we prefer not to publish these figures at this stage
Circular economy	• Metric tons of recycled aluminum input is calculated by making the sum of: 1) Raw aluminum scrap purchased (pre and post consumer), including remelt secondary ingots 2) Aluminum slabs or billets procured through remelters • Percentage (%) of recycled aluminum input is calculated by dividing volume of aluminum recycled input by volume of total aluminum purchases.
Emissions, waste, and effluents	• Water effluents are measured based on spot measurements performed at site level, according to local environmental permits. • Air emissions mainly originate from casthouses. They are measured at site level, based on spot measurements performed according to local environmental permits. • Waste categories are defined in accordance with the EU Waste Framework Directive and the U.S. waste classifications.
Water management	• Water withdrawals represent the volume of all water taken at site level from ground or surface water, as measured through meters or invoices.
Employee Health and Safety	• Constellium's Recordable Case Rate measures the number of fatalities, serious injuries, lost-time injuries, restricted work injuries, or medical treatments per one million hours worked, including by our contractors. • The percentage (%) of ISO 45001-certified sites corresponds to the number of certified sites divided by the total number of production sites.
Sustainable sourcing	• Percentage (%) of Constellium Group spend covered by suppliers who signed the Supplier Code of Conduct is calculated as the total amount of annual purchases (in euros) spent with signatory suppliers divided by total amount of annual spend (in euros). • Percentage (%) of Constellium Group spend related to at-risk suppliers covered by a valid risk-based sustainability assessment is calculated as the total amount of annual purchases spent with at-risk suppliers recently assessed (less than three years) divided by the total amount of annual purchases (in euros) spent on at-risk suppliers. ◦ "at-risk" is defined as all energy suppliers, all metal suppliers, and some indirect suppliers specifically identified based on internal sustainability risk assessment.
Talent attraction & retention	• Scope: All employees excluding those of joint ventures. • Training hours are tracked at site level and include both internal and external training, delivered either online or in person.

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

This report contains information regarding our practical actions or plans to implement the United Nations Global Compact (UNGC) Ten Principles in each of the four areas (human rights, labor, environment, anti-corruption), to which we are committed as a signatory of the UNGC. The table below lists the information to be provided under the UNGC Communication on Progress (COP), along with the corresponding Global Reporting Initiative (GRI) Index, and the relevant pages of this report.

UNGC Principles		GRI Index	Pages
CEO commitment to UNGC			5
HUMAN RIGHTS			
Principle 1:	Businesses should support and respect the protection of internationally proclaimed human rights	GRI 405-414	16-22, 79-80
Principle 2:	Make sure that they are not complicit in human rights abuses		
LABOR			
Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	GRI 2-30	75
Principle 4:	The elimination of all forms of forced and compulsory labor	GRI 409	80
Principle 5:	The effective abolition of child labor	GRI 408	80
Principle 6:	The elimination of discrimination in respect of employment and occupation	GRI 405-406	49-51, 79
ENVIRONMENT			
Principle 7:	Businesses should support a precautionary approach to environmental challenges	GRI 301-308	9-10,12, 29-33, 34-39, 40-43
Principle 8:	Undertake initiatives to promote greater environmental responsibility		
Principle 9:	Encourage the development and diffusion of environmentally friendly technologies		
ANTI-CORRUPTION			
Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery	GRI 205	16-22, 75

MEMBERSHIPS

Associations	Positions in governance	Participation in projects and committees
Aluminum Association (USA)	Board Member	Yes
Aluminium Can Recycling Romania (ALUCRO)	Board Member	Yes
Aluminium Deutschland	Board Member	Yes
Aluminium France	Board Member	Yes
Aluminium Stewardship Initiative (ASI)	Board Member, Standard Committee Member	Yes
Alumobility	Board Member	Yes
Alupro	Board Member	Yes
ARPAL, Spain	Board Member	No
Association Française des Entreprises Privées (AFEP)	No	Yes
Association of the United States Army (AUSA)	No	No
Can Manufacturers Institute	No	Yes
Carbon Disclosure Project (CDP)	No	No
Coalition for High Performance Recycling (CHPR)	Yes	Yes
Collège des Directeurs du Développement Durable (C3D)	No	No
Europäische Forschungsgesellschaft für Blechverarbeitung (EFB)	No	No
European Aluminium	Board Member, Chair of the Packaging Group Board, Member of the Automotive & Transportation Group Board, Chairs of several committees	Yes
European Aluminium Foil Association (EAFA)	No	Yes
Every Can Counts	Board Member	Yes
Fédération des Forges et Fonderies	Yes	Yes
First Movers Coalition	No	Yes
France Aluminium Recyclage (FAR)	Chair	Yes
France Industrie	No	Yes
Groupement des Fileurs d'Aluminium	No	No
NAM (National Association of Manufacturers)	No	No
Recal Foundation Poland	Board Member	Yes
SAFE	No	Yes
SEMI (Microelectronics Association)	No	No
Swiss Aluminium Association (alu.ch)	Board Member	Yes
Swissmen	No	No
Syndicat National des Fabricants de Boîtes emballages et bouchages Métalliques (SNFBM)	No	Yes
United Nations Global Compact (UNGC)	No	No
Wirtschafts Grosshandel Metallehalbzeug (WGM)	No	Yes
Wirtschafts Vereinigung Metalle (WVM)	Board Member	Yes

FORWARD-LOOKING STATEMENTS

Certain statements contained in this report constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 with respect to our business, results of operations and financial condition, and our expectations or beliefs concerning future events and conditions. You can identify forward-looking statements because they may contain words such as, but not limited to, "believes," "expects," "may," "should," "objective," "approximately," "anticipates," "estimates," "forecasts," "predicts," "seeks," "strategy," "contemplates," "attempt," "intends," "strives," "plans," "targets," "likely," "will," "would," "could," and similar expressions (or the negative of these terminologies or expressions). Investors are cautioned that forward-looking statements involve risks and uncertainties. Many risks and uncertainties are inherent in Constellium's industry and markets, while others are more specific to our business and operations.

These risks and uncertainties include, among other things, risks associated with: changes in the legal and regulatory environment in various jurisdictions around the world, including with respect to environment, health and safety, and climate change matters, and new and emerging standards for tracking and reporting on sustainability matters, which have not been harmonized and continue to evolve; climate changes, including shifting weather patterns and the frequency and severity of extreme weather and natural disasters; changes in governmental policies relating to such issues; Constellium's ability to successfully implement its sustainability efforts and meet its projections, aspirations, initiatives, metrics, goals, targets and objectives, and whether such implementation efforts generate the intended effects in their expected timeframe or at all; increasing scrutiny and rapidly evolving expectations of governmental and non-governmental organizations, consumer advocacy groups, third-party interest groups, investors, consumers, customers, trade associations, employees and other stakeholders regarding Constellium's sustainability practices and performance; market competition; economic volatility and downturn; industry specific conditions including the impacts of tax and tariff programs, inflation, foreign currency exchange, and industry consolidation; disruption to business operations; the impact that pandemics or other global crisis or geopolitical tensions, such as the conflict between Russia and Ukraine, and other geopolitical situations may have on Constellium, its customers, suppliers, vendors and other business partners, and the business, operations or financial condition of the same, as well as on Constellium's employees and the global economy as a whole; the inability to meet customer demand and quality requirements; the loss of key customers, suppliers, or other business relationships; supply disruptions, shortages or interruption especially if Constellium's suppliers are unable to manufacture our products in line with quality standards or if they experience financial difficulties; excessive inflation; the capacity and effectiveness of our hedging policy activities; the loss of key employees in the face of intense competition; levels of indebtedness which could limit Constellium's operating flexibility and opportunities; threats to Constellium's intellectual property and any related pending or future litigation and the ultimate outcome of such litigation; and reputational issues related to sustainability matters or Constellium's inability to successfully implement, reach or obtain Constellium's projections, aspirations, initiatives, metrics, goals, targets and objectives or meet the expectations of its stakeholders. These risks and uncertainties also include those factors set forth under the heading "Risk Factors" in Constellium's Annual Report on Form 10-K for the year ended December 31, 2025, as filed on February 25, 2026, and as described from time to time in Constellium's subsequent reports filed with or submitted to the U.S. Securities and Exchange Commission. The occurrence of the events described and the achievement of the expected results depend on many events, some or all of which are not predictable or within Constellium's control. Consequently, actual results may differ materially from the forward-looking statements contained in this report.

In light of the significant uncertainties inherent in forward-looking statements and other information contained in this document and their dependence on future factors, investors should not regard these statements as a representation or warranty by Constellium or any other person that Constellium will achieve its projections, aspirations, initiatives, metrics, goals, targets and objectives in any specified time frame or at all. In addition, historical, current, and forward-looking environmental and other sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future, including regarding future laws and regulations. Constellium plans to continue to evaluate its goals, objectives, aspirations, metrics, plans and targets and its approach to them and may make adjustments it deems necessary in light of such considerations.

The forward-looking statements in this document are made as of the date hereof; Constellium undertakes no obligation to update or revise any forward-looking statement as a result of new information, future events or otherwise, except as required by law.

CSRD Disclaimer and Explanatory Note

This document uses certain terms drawn from the Science Based Targets Initiative ("SBTi"), Global Reporting Initiative ("GRI"), United Nations Global Compact ("UNGC"), the United Nations Development Goals, the Carbon Disclosure Project ("CDP"), the EU Corporate Sustainability Directive ("CSRD") and/or similar rules and regimes, which may be framed in terms of "materiality" for such purposes or as called for in accordance with such rules and regimes. The terms "material," "materially," and "materiality" where used in this document are distinct from, and should not be confused with, such terms as construed in accordance with securities or other laws, including the laws of the United States, or as used in the context of financial statements. In particular, any use of the term "material" or "double materiality" for purposes of the CSRD refers to a specific standard provided for pursuant to the CSRD and should be construed solely pursuant to the CSRD, the European Sustainability Reporting Standards ("ESRS") contained in Commission Delegated Regulation (EU) 2023/2772 dated July 31, 2023, and other guidance published by the European Commission or the European Financial Reporting Advisory Group. Therefore, no comparability should be inferred between "impacts, risks and opportunities" or similar terms for such CSRD purposes and analogous statements identified in the context of other reporting purposes, which may apply different applicable standards.

REPORT OF THE INDEPENDENT THIRD PARTY

Independent practitioner's limited assurance report on certain Constellium SE's consolidated sustainability information.

To the CEO of Constellium SE,

Limited assurance conclusion

We have conducted a limited assurance engagement on the consolidated sustainability information of Constellium SE (the "Company") listed in the attached appendix 1 "*Sustainability Information*" and identified with a ✓ in the Sustainability Report 2025 of Constellium SE (the "Sustainability Report 2025") (the "Identified Sustainability Information"), as at 31 December 2025 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the internal framework "*Constellium Sustainability Accounting and Reporting Referential 2025 (version February 2026)*" (the "Framework") which is available for consultation at the Company's headquarters and applied as explained in the "Environmental performance", "Social performance", and "Technical Note" sections of the Sustainability Report 2025.

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("ISAE 3000 (Revised)"), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Practitioner's responsibilities section of our report.

Emphasis of matter

Without qualifying the conclusion above, we draw your attention to the fact, as presented in the section "CSRD Disclaimer and Explanatory Note" of the Sustainability Report 2025, the Sustainability Report 2025 was prepared by Constellium SE on a voluntary basis and in accordance with the Framework. As a consequence, it is not presented in accordance with and do not include all the consolidated sustainability information required to be disclosed by the provisions of article L.233-28-4 of the French Commercial Code, including ESRS.

Our independence and quality management

We have complied with the independence and other ethical requirements of the French Code of Ethics for Statutory Auditors (*Code de Déontologie*) as well as the provisions set forth in article L.821-28 of the French Commercial Code (*Code de Commerce*) and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standard Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements

Responsibilities for the Identified Sustainability Information

Management of the Company is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Framework applied as explained in "Environmental performance", "Social performance", and "Technical Note" sections of the Sustainability Report 2025 (together the "Criteria");
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the Identified Sustainability Information

The Identified Sustainability Information may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the sections "Environmental performance", "Social performance", and "Technical Note" of the Sustainability Report 2025.

In particular, greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions

factors and the values needed to combine emissions of different gases.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgment, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of the Identified Sustainability Information included in the Sustainability Report 2025;
- Obtained an understanding of the Company's activities and organization;
- Understood the process of communicating the Framework within the group, the reporting procedures, and any additional instructions implemented by the Company for group entities within the consolidation scope used for the production of the Identified Sustainability Information, as well as the related control environment implemented;
- Through interviews, obtained an understanding of the Constellium SE's internal control and processes relevant to the preparation of the Identified Sustainability Information, as well as the relevant information systems used for its production. However, we did not evaluate the design of particular control activities or obtain evidences about their implementation or test their operating effectiveness;
- Assessed whether the methods and assumptions used by the Company for determining the Identified Sustainability Information are appropriate with regard to the Criteria and, where applicable, assessed the relevance of any changes in methods and assumptions;
- Assessed the data collection and compilation process regarding completeness and consistency of the information collected, and implemented procedures to verify the correct consolidation of this data;
- Confirmed the Identified Sustainability Information has been determined for every entity within the Group's consolidation scope;
- Performed analytical procedures that may, in particular, enable us to identify unusual fluctuations, and request explanations from management concerning the unusual items identified;
- Verified the arithmetical accuracy of the calculations used to establish the Identified Sustainability Information; and verified, on a sample basis and using other selection methods, the consistency of the underlying data with the supporting documentation;
- Assessed the overall consistency of the Identified Sustainability Information with regard to our understanding of the Company.

Neuilly-sur-Seine, 25 February 2026

PricewaterhouseCoopers Audit

/s/ Thierry Leroux
Partner

APPENDIX

List of key performance indicators reviewed by the independent third party for 2025 as part of ISAE 3000 limited assurance engagement:

Climate change	• GHG emissions scopes 1, 2 & 3 intensity (mt CO_2 eq / mt product shipped): ◦ Direct energy (TJ): anthracite, LPG, natural gas, diesel, heavy fuel, renewable sources ◦ Indirect energy (TJ): electricity and steam - purchased and sold ◦ Scope 1 & 2 market-based in mt CO_2 eq ◦ Scope 3 (categories: 3.1 purchased goods and services, 3.2 capital goods, 3.3 fuel and energy, 3.4 upstream transportation, 3.5 waste, 3.6 business travel, 3.7 employee commuting, and 3.9 downstream transportation) in mt CO_2 eq
Circular economy	• Recycled aluminum input • Percentage of recycled aluminum input

Emissions, waste, and effluents	• Waste sent to landfill (expressed in mt of waste per 1,000 mt of product shipped) • Particulate matter, SOx emissions NOx emissions VOC emissions (expressed in mt of emissions per 1,000 mt of product shipped): ◦ Mt of air emissions: SOx, NOx, VOC and particulate materials emissions ◦ Waste generated in mt (per category: hazardous waste vs non-hazardous waste and per treatment: landfilling, recycling and incineration) • Water discharge by quality and destination in mt: COD, BOD5, suspended solids, fluorides, hydrocarbons, aluminum
Water management	• Water withdrawal (cubic meter per mt of product shipped): ◦ Water withdrawal in million cubic meters (m^3) (Water from public network, surface water, ground water, total water)
Employee Health and Safety	• Recordable Case Rate (number of fatalities, serious injuries, lost-time injuries, restricted work injuries, or medical treatments per 1 million hours worked, including contractors) • Percentage of production sites covered by ISO 45001 certification (occupational health and safety)

Sustainable sourcing	• Percentage of Constellium Group spend covered by suppliers having signed the Supplier Code of Conduct • Percentage of Constellium Group spend related to at-risk suppliers covered by a valid detailed risk-based sustainability assessment
Talent attraction & retention	• Average training hours per year/ employee: Total employees – ALL CONSTELLIUM (male / female) • Turnover (New employee hires and employee turnover): ◦ Number of new employees hired in 2025 ◦ Number of employees who left the company in 2025 ◦ Number of employees on December 31, 2025 • Number of people trained on Code of Conduct training • Approximate percentage of employees covered by collective agreement
Gender Diversity	• Percentage of women in professional & management roles ◦ % of women represented in the overall workforce ◦ Permanent employee male / female per age range • Ratio of basic salary and remuneration of women

ABOUT THIS REPORT

REPORTING PERIOD

Financial year 2025
(January 1, 2025 to December 31, 2025)

DATE OF PUBLICATION

March 3, 2026

REPORT SCOPE

All entities controlled by Constellium and all operating joint ventures controlled by Constellium during reporting year 2025 unless otherwise stated.

CONTACT

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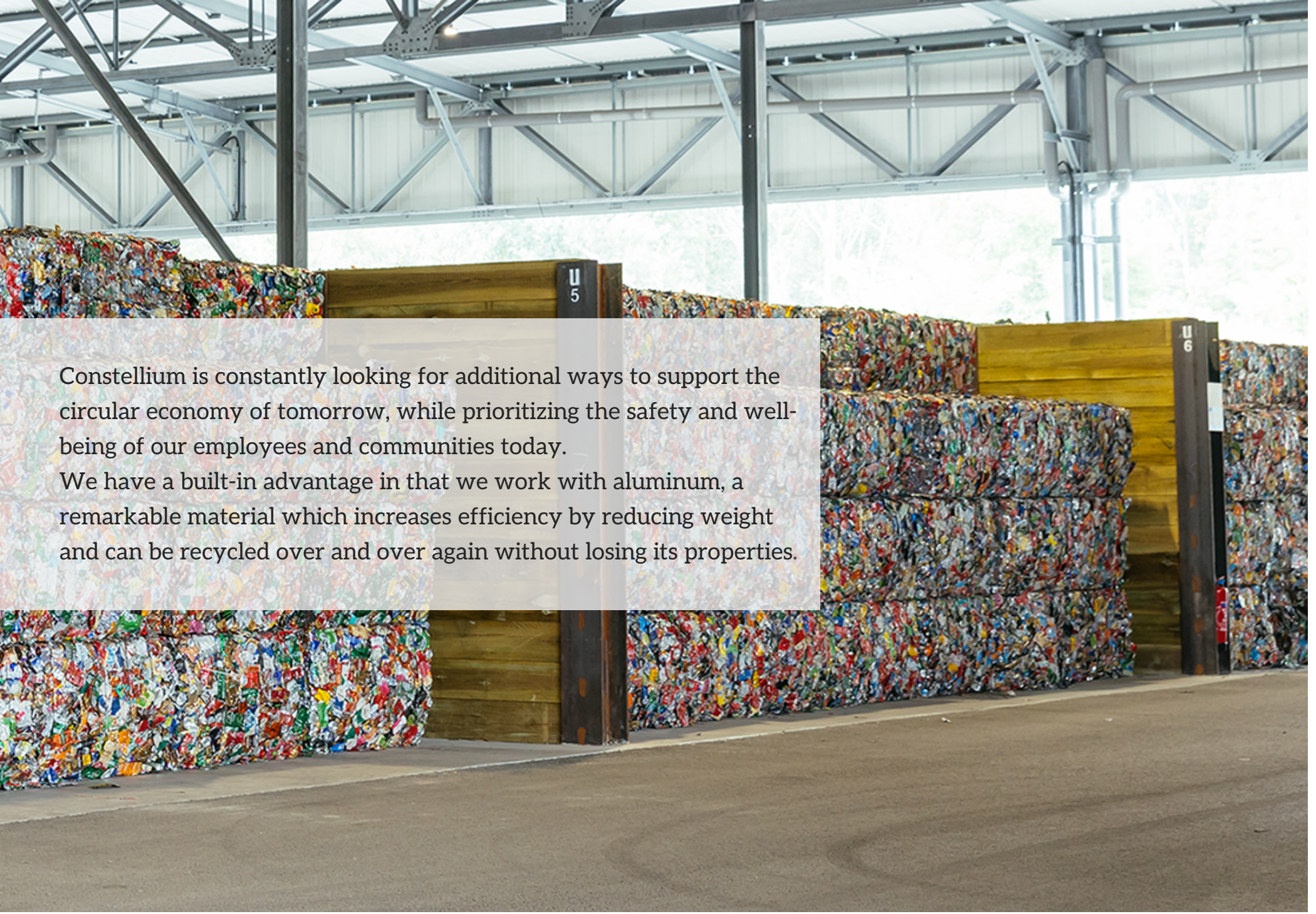
ASSURANCE

PricewaterhouseCoopers Audit has undertaken a limited assurance engagement on a selection of key sustainability performance indicators (see appendix page 90) included in the Constellium's sustainability report for the year ended December 31, 2025. The work of PricewaterhouseCoopers Audit was performed in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information ("ISAE 3000 (Revised)"), issued by the International Auditing and Assurance Standards Board. The limited assurance report of PricewaterhouseCoopers Audit (included on pages 86-89 of this report) describes in detail the verification work performed.

Coordination, design and production: Group Communications and Sustainability Department
Credits: Zowiac, iStock/Ozgurdonmaz, iStock/Lena_serditova, iStock/OrbonAlija, iStock/ValeriiMinhirov, istock/Alacatr, iStock/NanoStockk, iStock/101cats, iStock/Satephoto, Angie, Vincent Muller, Airbus, Franck Ardito, Hubert Raguet



Constellium is constantly looking for additional ways to support the circular economy of tomorrow, while prioritizing the safety and well-being of our employees and communities today.
We have a built-in advantage in that we work with aluminum, a remarkable material which increases efficiency by reducing weight and can be recycled over and over again without losing its properties.