

20
21

Report
**CORPORATE SOCIAL
RESPONSIBILITY**

SOCIETAL INNOVATION AT THE HEART OF THE ORGANIZATION



ARMOR GROUP



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MESSAGE FROM
**PRESIDENT AND CHIEF
EXECUTIVE OFFICER**

▼
Hubert de Boisredon



100 years. This is the anniversary proudly celebrated in 2022 by ARMOR GROUP. In a century, the company has developed strongly, in line with our raison d'être: to manufacture key components for industry, which

“ We are continuing our development with the same objective: to innovate in the service of transition. ”

contribute to meeting the challenges of society. As a solid and reliable industrial partner, we are pursuing our development with the same objective: to innovate in the service of traceability and the ecological transition. We can collectively rejoice in the progress we have made!

This year's acquisition of our main competitor in the thermal transfer market is a perfect illustration of this. In our society, traceability plays a considerable role in

the security of goods and people. By consolidating our leadership, this merger is part of a single dynamic: that of providing always and everywhere providing a high-quality service, in a complex health and geopolitical context, and with a view to ensuring maximum security of supply.

“ The community of men and women who make up the ARMOR GROUP is mobilizing more and more every day for a production that is useful to societal issues. ”

I see this anniversary as a symbol of a new impetus, of a rebirth. In the light of this new chapter, resolutely turned towards the future, the community of men and women who make up ARMOR GROUP is mobilizing more and more each day for a production that is useful to society, reflecting our commitment, once again renewed, to the ten principles of the United Nations Global Compact on Human Rights, international labor standards, the environment and the fight against corruption.

This new CSR report presents, as it does every year, our progress in six major areas, directly inspired by the United Nations' Sustainable Development Goals (SDGs): governance and ethics, circular economy, renewable energies, responsible traceability, employee development and territorial solidarity.

Happy reading to all of you!



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

ARMOR GROUP ACTIVITIES

With an international presence, ARMOR GROUP puts its know-how at the service of the production and innovation of essential components. The group is the common denominator for five activities, focused on traceability, the circular economy and renewable energies.

ARMOR-IIMAK



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

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

ARMOR PRINT SOLUTIONS



“Reduce the environmental footprint of printing by offering responsible consumables.”

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

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

Hubert de Boisredon,
Chairman and CEO
of ARMOR GROUP

ARMOR BATTERY FILMS



“Increase battery safety, performance and life with En’ Safe® current collectors.”

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

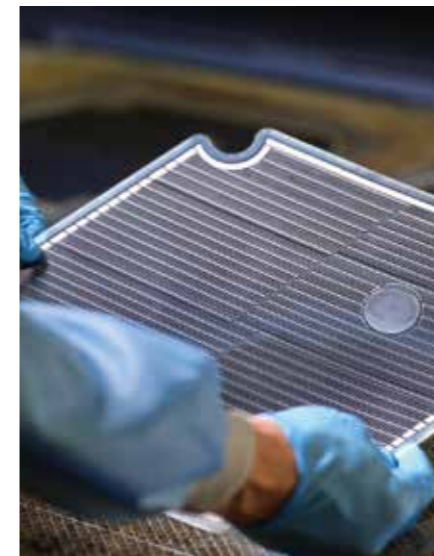
KIMYA



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

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

ASCA



“Developing environmentally friendly energy solutions to maximize the potential of solar energy.”

ASCA® solar solutions combine energy and design. Highly aesthetic and customizable, they can be integrated into any type of project and offer unlimited design freedom by making energy-active surfaces. As the world leader in organic photovoltaics (OPV), ASCA co-designs, develops and manufactures intelligent solar energy solutions on an industrial scale, with a design flexible and low-carbon solutions for its international partners.

ACTIVITIES HISTORY **2**

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

NEW TECHS EXPERTISE **3**

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

130 M€

INVESTMENT ON THE PERIOD 2018-2022

140
RESEARCH & DEVELOPMENT EXPERTS

SOME KEY
FACTS
AND AWARDS
IN 2021

The life of the Group is constantly punctuated by its structural and organizational evolution, as well as by the actions carried out by the various entities, wherever they are in the world. Focus on some of the events that marked the year 2021...

ARMOR-IIMAK INDIA AND CANADA OBTAIN TRIPLE QSE CERTIFICATION



In mid-May, the ARMOR-IIMAK India subsidiary (New Delhi site) was awarded triple QSE (Quality, Safety, Environment) certification. Barely a year after its creation, this subsidiary has achieved a feat by obtaining ISO 9001 (for quality), ISO 45001 (for safety) and ISO 14001 (for the environment) certifications, during its first audit, all at a distance and in a particularly difficult health crisis context. At the same time, in November, ARMOR-IIMAK Canada extended its quality certification to include safety and the environment.

MAY

JULY

STUDENTS MENTORED BY ARMOR-IIMAK ASIA WIN FIRST PLACE IN THE YOUNG SDG LEADERS AWARD 2021



In July, ARMOR-IIMAK Asia's operational teams mentored four students in the Young SDG Leaders competition held in Singapore. Focusing on sustainable development, the competition required a month and a half of work for the «Earthlings» team, who won the 1st competition prize. This annual competition provides a platform for new generations to value sustainable development and the integration of the Sustainable Development Goals (SDGs) in business. «It was an enriching experience for our company to participate in this event. The students bring an outside view of our business and our sustainable development approach. It is a privilege to share our experience with the leaders of tomorrow who, in return, give us the benefit of their fresh minds and perspectives» Sutyanna Harith, QSE Manager at ARMOR-IIMAK Asia.

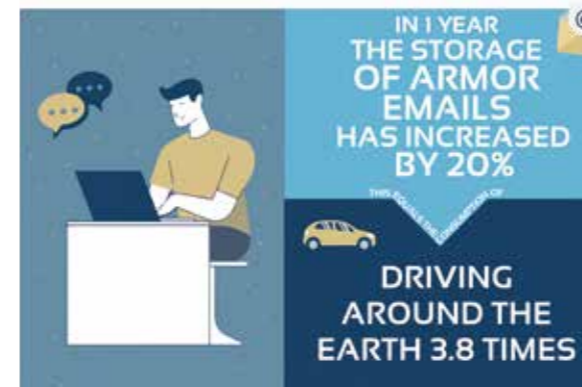
ARMOR AND IIMAK MERGE THEIR ACTIVITIES



The AICP business announced to all ARMOR employees the acquisition of IIMAK, 4^{ème} world player in Thermal Transfer and leader on the North American continent. From now on, the two companies form a single entity, operating under the common banner ARMOR-IIMAK and headed by Christian Lefort. ARMOR-IIMAK thus captures 40% of the market share for nearly 2.5 billion m² of thermal transfer ribbons manufactured each year. The activity benefits from a worldwide industrial coverage through its three coating sites located in each of its geographical zones (America, Asia and Europe) and will group together 20 cutting sites.

SEPT.

E-CLEANUP CHALLENGE



Between 2014 and 2019, the amount of data stored worldwide doubled. As a result, the digital sector now accounts for 10% of electricity consumption and 4% of greenhouse gas emissions on a global scale. From 14 to 24 September, a new edition of the e-CleanUp Challenge was offered to ARMOR GROUP employees. In total, 300 GB of emails and data stored on the OneDrive were deleted.

APS PUBLISHES ITS GUIDE RESPONSIBLE PURCHASING



APS has published a practical guide to responsible purchasing, in collaboration with the ARMOR GROUP purchasing department. This publication is aimed at private players and public sector organizations wishing to implement a responsible purchasing policy within their organization. Thus, 10 criteria are listed, both environmental and social (waste management, working conditions, biodiversity...), including key questions to ask suppliers. This white paper was followed by a webinar that provided additional insight and specific advice to registrants.

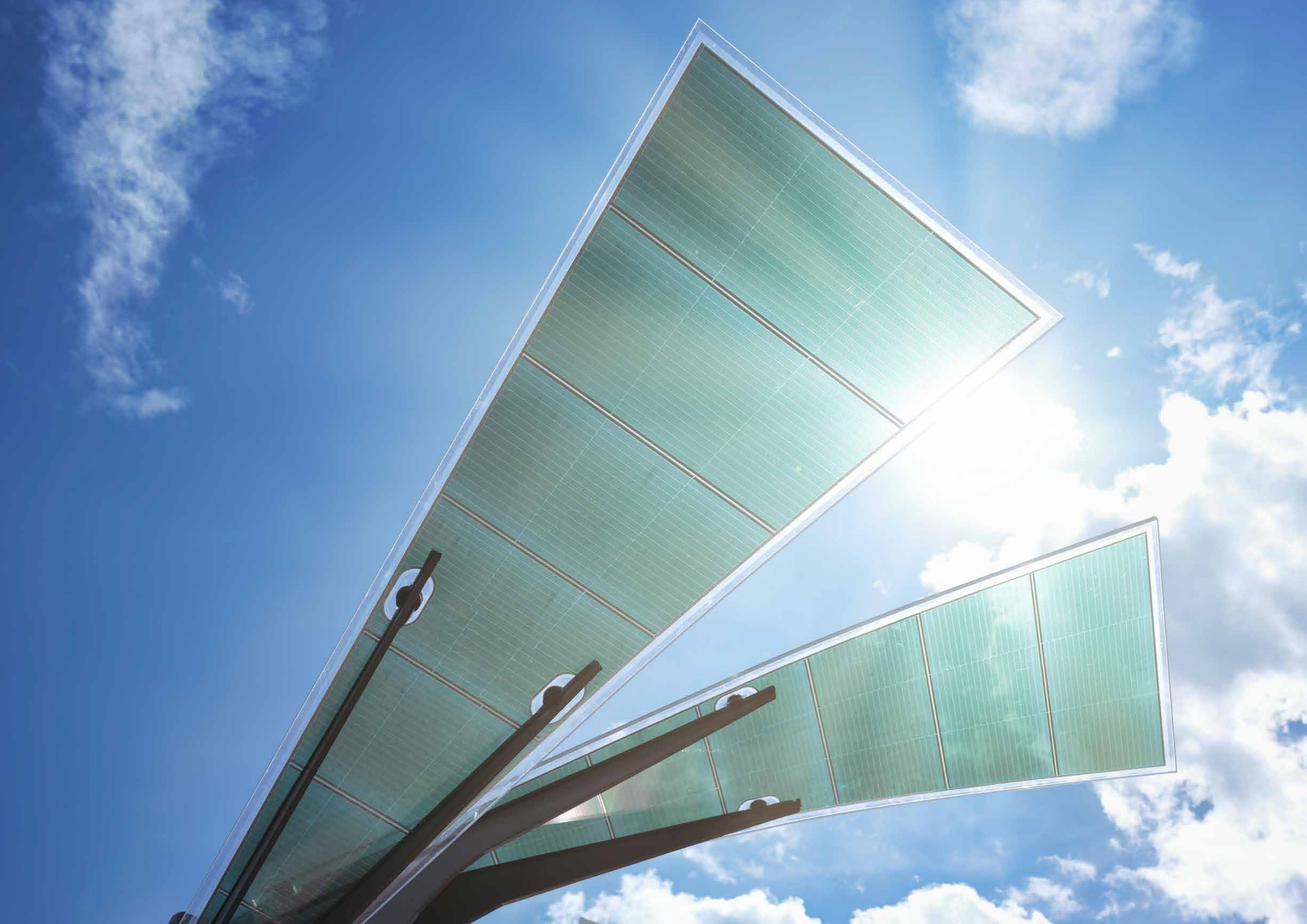
OCT.

NOV.

ARMOR-IIMAK BRAZIL GETS GREAT PLACE TO WORK CERTIFICATION



To do this, the company had to conduct a survey on the trust index within its teams. At least 70% of respondents gave a positive opinion of the organization. This survey accounts for 85% of the final evaluation, followed by the cultural audit that assigns a score. ARMOR-IIMAK Brazil obtained a score of 93 out of 100. This certification is awarded for a period of 12 months and is accompanied by a certification stamp.



403.3M €

REVENUES 2021

2,450

EMPLOYEES

PERIMETER OF THE REPORT

For the 13th consecutive year, ARMOR GROUP is a member of the UN Global Compact. In the context of the "In the Communication on Progress (COP) report, the Group presents its progress and future objectives, in line with the 10 principles of the Global Compact and the UN Sustainable Development Goals (SDGs). This Corporate Social Responsibility report presents the results for the year 2021 and covers all ARMOR GROUP's operational sites marked in red (see world map below). The former IIMAK entities recently integrated into the group are excluded (blue markers on the map): Amherst site (USA), site Geel (Belgium), Manaus (Brazil), Jurica (Mexico); as well as the recently established ASCA in Germany and ARMOR-IIMAK East Africa in Kenya.

Prepared in accordance with GRI standards (compliance option essential - See GRI Index in Appendix 4), the report is focuses on the objectification of the Group's significant impacts and efforts, within the limits of confidentiality related to competition. It includes the consolidated indicators for the entire scope. A cross-reference table (Appendix 1) presents, by issue, the Group's commitments, the associated key indicators, the objectives, as well as the SDGs and, finally, the relevant Global Compact principles and Advanced criteria.



VIRTUOUS INTERNATIONAL GROWTH THANKS TO CO-INDUSTRIALIZATION

Co-industrialisation consists of seeking growth in rapidly developing areas of the world, while maintaining production and employment in France. As part of its Thermal Transfer activity, ARMOR GROUP produces semi-finished products at the La Chevrolière site, which are then transformed and customized at industrial sites around the world. The subsidiaries allow ARMOR GROUP to respond with greater agility to the needs of local customers while limiting the transport of goods.

By paving the way for the implementation of this scheme within its activities, ARMOR GROUP is thinking in terms of two-stage production (local production and finishing as close to the customer as possible), while at the same time perpetuating investment and employment at its French sites.

20
INDUSTRIAL
SITES

2
LOGISTICS
SITES

3
CENTRES
RESEARCH

▼ **ARMOR GROUP FRANCE**
Site of la Chevrolière :
ARMOR-IIMAK, ASCA, ABF

▼ **Sites de Nantes :**
Head office, APS (Cordon Bleu)
Les Sorinières site : Kimya

▼ **ARMOR-IIMAK TURKEY**
Istanbul site

▼ **ARMOR-IIMAK COLOMBIA**
Medellin site

▼ **ARMOR-IIMAK CANADA**
Mississauga site

▼ **ARMOR-IIMAK USA**
Cincinnati and Amherst sites

▼ **ARMOR-IIMAK BRAZIL**
2 sites in Manaus

▼ **ARMOR-IIMAK MEXICO**
Sites of Querétaro et de Jurica

▼ **ARMOR-IIMAK INDIA**
Sites of Bangalore
& New Dehli

▼ **ARMOR INDUSTRIES**
Sites of Birdjij : APS

▼ **ARMOR-IIMAK AFRICA**
Sites of Johannesburg

▼ **ARMOR-IIMAK CHINA**
Sites of ZhuHai & Xiaolan

▼ **ARMOR-IIMAK ASIA**
Sites of Singapour

▼ **ARTECH POLSKA**
Sites of Prudnik : APS

▼ **ARMOR-IIMAK BELGIQUE**
Sites of Geel

▼ **ARMOR-IIMAK EAST AFRICA**
Sites of Nairobi

▼ **SITES INDUSTRIELS**
NOT INCLUDED IN THE SCOPE OF
THE REPORT

● **RESEARCH CENTERS AND
LOGISTICS SITES**
NOT INCLUDED IN THE SCOPE OF
THE REPORT

A VALUE SHARED ECONOMIC

The CEO and management team of ARMOR GROUP bought back the majority of the capital in April 2014. This takeover was built under a novel form of Industrial Management and Innovation Capital (CMII). As of 2018, employee investments have strengthened the group's capital, which is now owned by its management team and nearly 380 employees.

INVESTORS **378**
WORLD

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

FCPE **1.6 M€**
PARTS

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

ARMOR SAS, ASCA SAS and APS SAS* scope



INVESTISSEMENTS **11 M€**



*excluding IIMAK acquisition

THE 6 ISSUES OF SOCIETAL INNOVATION

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

GOVERNANCE AND ETHICS



CIRCULAR ECONOMY



RENEWABLE ENERGIES



RESPONSIBLE TRACEABILITY



EMPLOYEE DEVELOPMENT



TERRITORIAL SOLIDARITY





GOVERNANCE & ETHICS

Corporate Social Responsibility

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

ANCHOR SUSTAINABLE DEVELOPMENT AT THE HEART OF GOVERNANCE

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

15% of the COMEX of the Group's various activities and 10% of the Board of Directors are women.

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

The CSR Committee is chaired by the Chairman and CEO and led by the Director of Corporate Innovation.

It brings together the Group's functional managers (HR, finance, legal, etc.) and operational managers from all activities (purchasing, marketing, production, etc.). Each of them is both an ambassador for the Group and a relay for the expectations of its.

The company's stakeholders (employees, customers, suppliers, shareholders, local authorities, etc.).

Depending on the agenda, other collaborators may be invited to participate. In the subsidiaries, a **CSR management review** takes place every year with the CSR correspondents, the subsidiary's management and the Group CSR Department. Taking into account.


















The inclusion of local specificities in the global CSR strategy allows it to be optimized and integrated at all levels of governance. The Group's expectations are expressed through an action plan and quantified objectives. Consolidated results are made available through specific media such as the CSR report or other dedicated communication media.

METHOD OF APPOINTING EMPLOYEE REPRESENTATIVES AND PROPORTION OF THE WORKFORCE CONCERNED

Staff representatives elected by ballot	France, Colombia, Morocco	64%
Employee representatives appointed by the employees	Mexico, Turkey, Poland	7%
Staff representatives designated by management	China	7%
No employee representative	USA, Brazil, Canada, Singapore, South Africa, India	22%

WORLD TOUR OF CSR CORRESPONDENTS

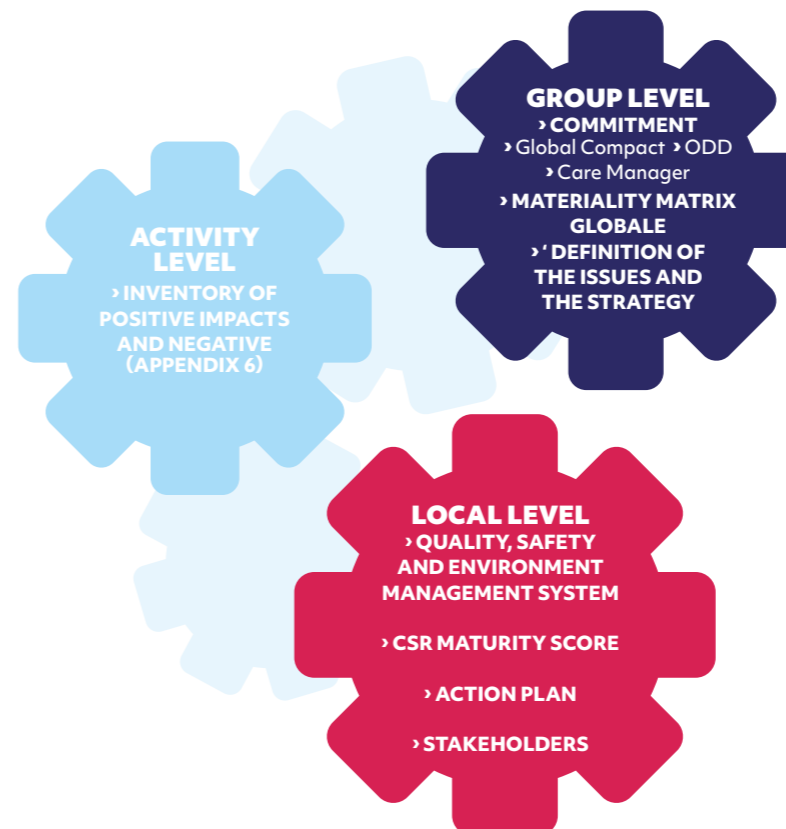
CSR correspondents exist at all industrial sites around the world and are the local relays for the implementation of the group's CSR strategy.

		 Annabelle Guillet FRANCE	
	 Franck Bouvet FRANCE	 Valérie Chamailard FRANCE	
 Jean Barbosa BRAZIL	 Fayne Crase USA	 Tanylle Paula BRAZIL	
 Sutianna Harith SINGAPORE	 Sue Han CHINA	 Jenny Xiao CHINA	
 Diyaeddin Saylik TURKEY	 Daniel Rosales MEXICO	 Ileene Santofimio CANADA	 Terence Riley SOUTH AFRICA
 Adriana Glowacka POLAND	 Devaki Ambi INDIA	 Saida Boutrouka MOROCCO	 Luis González COLUMBIA

HISTORY OF THE CSR STRATEGY

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

Hubert de Boisredon,
Chairman and CEO of ARMOR GROUP



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

Strategic Cycle 2017-2021:

The strategic cycle initially planned from 2017 to 2020 was finally extended to 2021 due to of the health crisis. Indeed, the disruptions experienced in 2020 have left little time in the development of the next strategic cycle.

DEPLOYING SYSTEMS
MANAGEMENT
**RELIABLE AND
STRUCTURING**

ARMOR GROUP's ambition is clear: to certify all its production sites to **ISO 9001 (Quality), ISO 45001 (Occupational Health and Safety) and ISO 14001 (Environment) standards** in order to ensure the consistency of management systems across all Group entities. In 2021, the newly created New Delhi subsidiary in India and the Canadian subsidiary have obtained triple certification. The other subsidiaries are aiming for triple certification in the coming years.

SHARE OF QSE-CERTIFIED SITES



OBJECTIVE
2021 **100%**

of QSE certified sites

RESULT
2021 **92%**

83% in 2020



LISTENING
OF STAKEHOLDERS



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

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

the impact of the stakeholder on ARMOR GROUP and **the influence** of ARMOR GROUP on the stakeholder stakeholders. The following are some of the Group's major stakeholders. At the end of 2019, the CSR Committee initiated a societal perception survey among a representative sample of its stakeholders. The results will feed into the work on the Group's future 2022-2025 strategic cycle.

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

For networks of influence: see Appendix 3

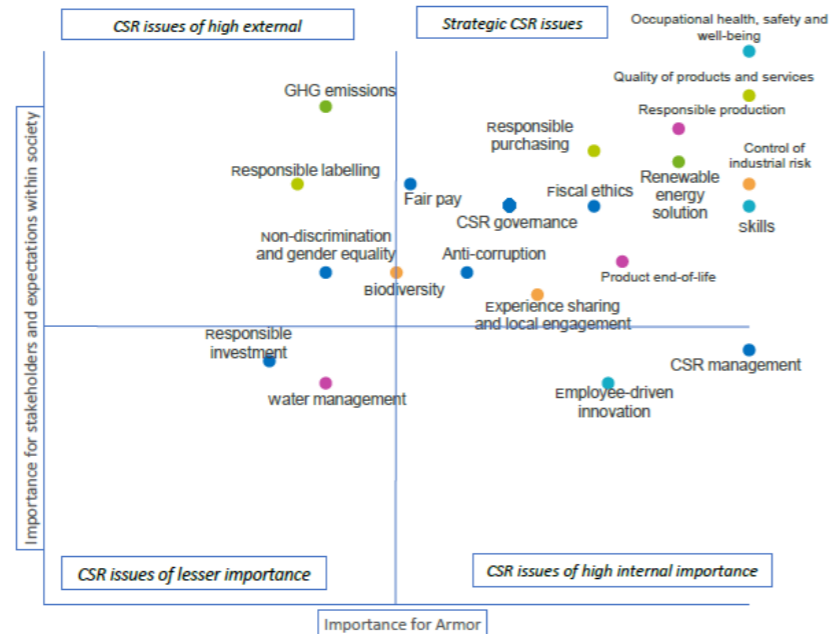
OF MATERIALITY TO THE CSR ACTION PLAN

In 2012, the concept of dual materiality was used to define the company's strategy and priority issues. These societal challenges are significant because of the importance of the Group's impacts, the risks and opportunities for the Group, and the expectations stakeholders.

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

- Governance and ethics
- Employee development
- Circular economy
- Renewable energies
- Responsible traceability
- Territorial solidarity

*Responsible production: VOC emissions, waste management, QSE certification, product impact and preservation of resources



GOOD PRACTICE

CSR WEEK

In Mexico, Colombia and India, several days were organized around CSR, governance and ethics. All employees have been invited to training sessions and workshops to reinforce the values and integrity of the teams, particularly in the face of the risk of corruption.

In addition, in India, Women's Day is celebrated every year on March 8. On this day the women of ARMOR-IIMAK India carry out various games and challenges.

THE SCORE OF CSR MATURITY : A TOOL OF CONTINUOUS IMPROVEMENT

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

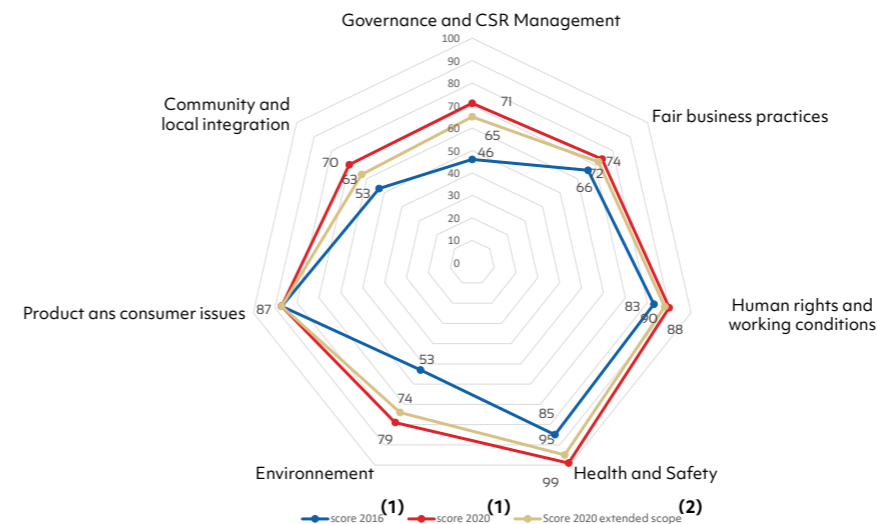
All the industrial sites evaluate their level of maturity around 7 themes:

- Governance and CSR management
- Fair Business Practice
- Human rights and working conditions
- Health and safety
- The environment
- Product and consumer issues
- Community and local development



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

EVOLUTION BETWEEN 2016 AND 2020 OF THE CSR MATURITY SCORE



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

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

OBJECTIVE **80%**

RESULTS 2020 **82%**⁽¹⁾

68% in 2016⁽¹⁾ **78%**⁽²⁾

Between 2016 and 2020, on a like-for-like basis, the CSR maturity score increased by 14 points from 68% to 82% (and is very close to the target for the expanded scope). This increase is mainly due to the implementation of the quality, safety and environmental management in the youngest subsidiaries: Mexico, India and South Africa. The other, older subsidiaries are consolidating their score by making progress on governance, the environment and territorial integration. Poland was not included in this evaluation because its inclusion in the CSR report is recent (2021) and we have not yet conducted this maturity assessment.

The results have been verified and reviewed in detail with the CSR correspondents and site managers and serve as a basis for to the development of the future plan quadrennial action plan.

HUMAN RIGHTS & BUSINESS ETHICS

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

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

Subsidiary management is responsible for ensuring that these rules are applied, with the support of the Group's Human Resources and Legal Departments.

An annual monitoring process keeps us on our toes. **Since its implementation in 2010, no non-compliance was reported.**

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

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

After conducting a risk assessment (country, profession, activity), this document, translated into all the Group's languages and in line with local legislation, is the subject



of a campaign awareness-raising campaigns, aimed at all employees worldwide and adapted to the audience.

ARMOR GROUP has always been particularly concerned about respecting the principles **of personal data protection**. In this sense, the company has deployed a policy to comply with the European General Data Protection Regulation (RGPD), which entered into force on 1 January 2017.

in application in May 2018, and to the French Data Protection Act. A Data Protection Officer (DPO) is responsible for ensuring this constant compliance and for responding to any requests.

As for the ethical charter, and in accordance with French law, the anti-corruption code of conduct includes **a whistleblowing mechanism and a protection of whistleblowers**, which cover all Group entities.

The General Counsel, appointed as the Ethics and Compliance Officer, guarantees the processing and confidentiality of any feedback. Internal controls also ensure that practices are consistent with the Group's commitment and an annual review is carried out. **No non-compliance related to corruption has been reported since the implementation of this system.**

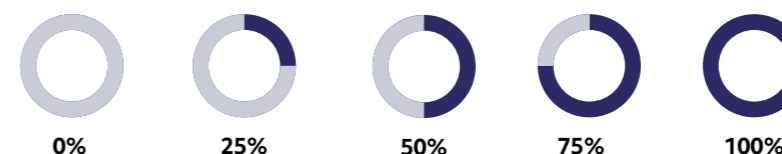
In addition, buyers are subject to **a code of conduct** whose main points are: to act fairly and impartially, to respect confidentiality, to respect and ensure respect for mutual commitments, and to remain honest and exemplary. They also watch a training module on the fight against corruption when they are hired and regularly participate in CSR awareness-raising sessions focused more specifically on their job.



A signatory of the **Responsible Supplier Relations** charter in 2011, ARMOR SAS obtained the eponymous label in 2015. This distinction rewards French companies that

having demonstrated sustainable and balanced relationships with their suppliers and bears witness to the company's proactive policy on responsible purchasing. Since then, the standard has been expanded to include the requirements of ISO 20400 on Responsible Purchasing and ARMOR SAS renews its commitment every year. In this way, we reaffirm our commitment to our customers, suppliers, employees, authorities and the public and other partners to ensure human rights and ethical relationships with them business.

STATUS OF THE 2017-2021 ACTION PLAN



ADVANCED
AT THE END OF 2021 **85%**

GOVERNANCE AND ETHICS

Ethics and human rights

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

CSR Awareness

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

Management systems

9	Deploy and certify Quality, Health & Safety and Environmental management systems according to ISO 900, ISO 4500 and ISO 14001 standards	GROUP	
10	Study the impact of the D3E regulation on the APS activity	APS	

Participatory innovation

11	Develop participatory innovation programs	FRANCE	
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Customer satisfaction

12	Develop new tools to measure customer satisfaction	GOUP	
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CIRCULAR ECONOMY

Corporate Social Responsibility

ACTION
N°15, 16, 17

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

LIMIT THE IMPACT ON SENSITIVE RESOURCES

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

3.106 TONS
OF RESOURCES PRESERVED* IN 2021
(3.127 tons in 2020)

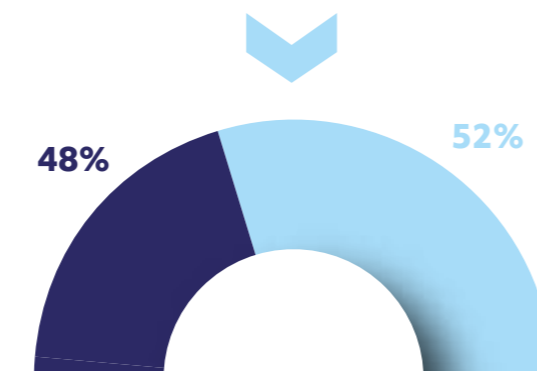
*Remanufactured cartridges put back on the market and material recovery of site waste.

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

OBJECTIVE
2021 **100%**

Share of reuse and recycling of laser cartridges from OWA collection

RESULT
2021 **100%**



- Reuse as is
- Material and energy recovery

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

KIMYA filaments

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

Thus, the remake by Kimya product line offers 4 filaments made from industrial production scraps: Kimya PLA-R, Kimya TPU-R, Kimya PETG-R and in particular the Kimya HIPS-R filament produced from cores collected in the ARMOR-IIMAK factory in La Chevrolière. In 2022, to pursue its commitment, the flanges are now made of recycled PC and the boxes are made of recycled and recyclable kraft cardboard.

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

ACTION
N°14, 20

GOOD PRACTICE

OWA : GOAL 0 PLASTIC

ARMOR GROUP has eliminated the plastic air-bag from the packaging of its OWA laser cartridge range. By now using cardboard and kraft paper, the brand reduces its plastic waste by at least 10 tons per year. In addition, this solution optimizes storage and transport and thus reduces CO2 emissions.



ACTION
N°13, 18, 19

REDUCE AND RECYCLE WASTE

As part of the environmental management of sites aimed at minimizing the impact of production, one of ARMOR GROUP's main objectives is **to reduce waste and to recycle it**, if possible into resources, ensuring efficient and responsible treatment of residual waste. In line with this ambition, ARMOR-IIMAK has initiated for more than 10 years the REC'PET internal program and the REC'PET Partner program for end users. This initiative provides a solution for the recovery of PET film scrap or waste used at the heart of the Thermal Transfer activity. These scraps, which are usually buried or incinerated, are

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

RESULTS

2021

LANDFILL WASTE	
0,1%	2021
0,1%	2020

RECOVERED WASTE matter or energy	
86%	2021
88%	2020

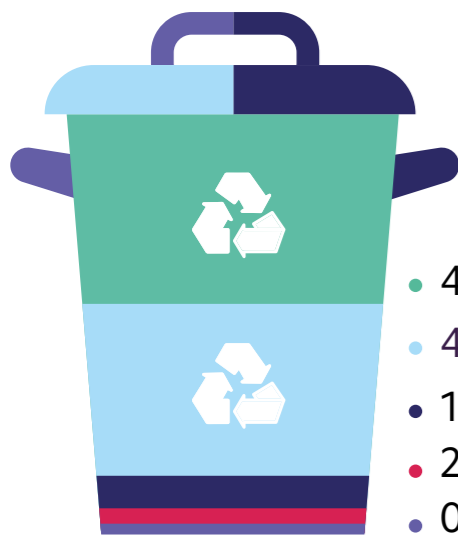
OBJECTIVE 2021 **0%**

The excellent result on landfill waste, which is very close to zero, is the result of firm choices made by General Management, guided by an awareness of the impact of landfill on the environment.

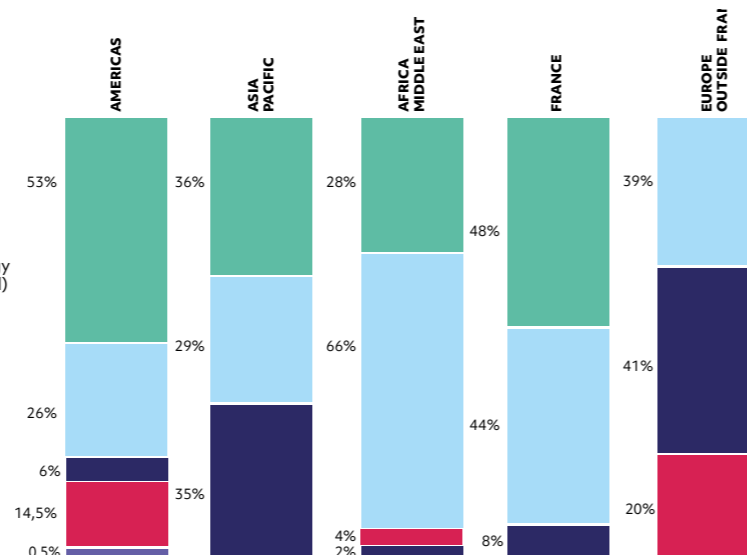
OBJECTIVE 2021 **100%**

A good progression has been noted over the years, thanks to a major effort to find recovery channels throughout the world, with a significant increase in the proportion of waste recovered as energy.

**WASTE DISTRIBUTION
BY TYPE OF TREATMENT AND BY AREA**



- 45% ValORIZED into energy (solid recovered fuel)
- 41% Valued in terms of
- 12% Incinerated with energy recovery
- 2,3% Incinerated
- 0,1% Buried



Evolution of the quantity of waste generated per ton produced

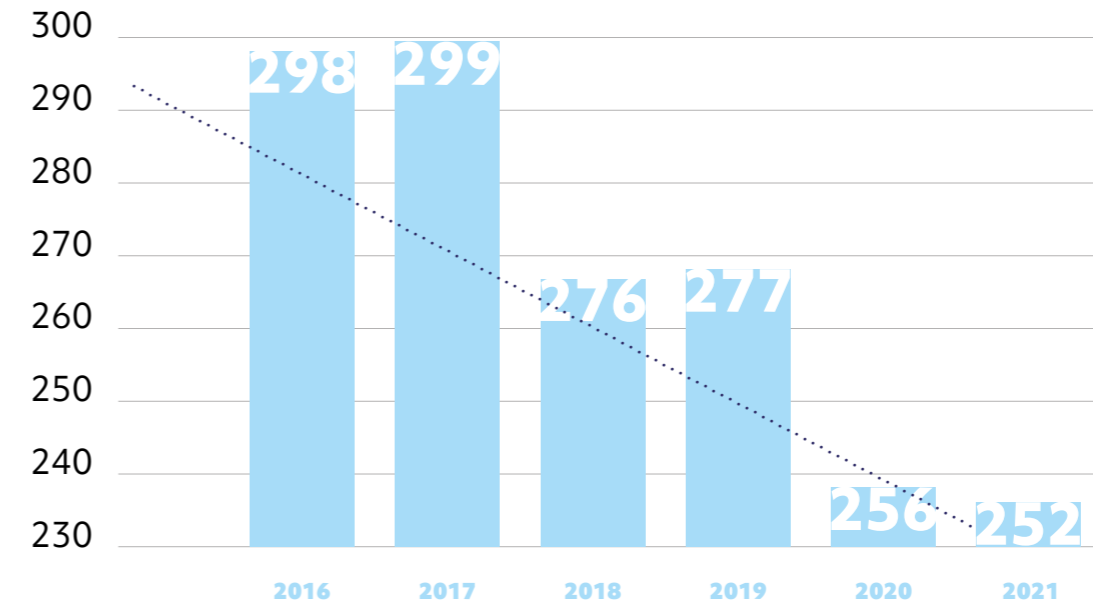
OBJECTIVE 2021 **-5%**

RESULT 2021

-15%

Compared to 2016 data: 298 kg/t

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



The Group's activities generate 4,886 tons of waste, of which 20% is hazardous waste. However, the quantity of waste per ton produced has been decreasing since 2016 thanks to actions to reduce film losses and the cost of non-quality.

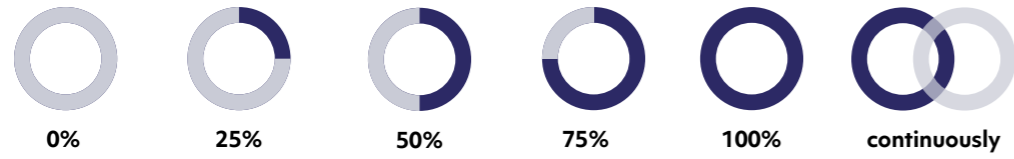
GOOD PRACTICE

REVALUATION OF PET FILMS

ARMOR-IIMAK Colombia works in collaboration with several companies to recycle its used PET films. They are mixed with other plastic waste and go through several stages to be cut into small pieces and heated at high temperature. The material obtained is then used to create furniture such as benches and tables. In the future, children's games, bridges or even houses could also be created.



STATUS OF THE 2017-2021 ACTION PLAN



ADVANCED
AT THE END OF 2021 **100%**

CIRCULAR ECONOMY

Product offer

13	Analyze the deployment of the REC'PET Partner program (collection service for used TT rolls) for our customers worldwide	ARMOR-IIMAK	○
14	Develop a range of recyclable 3D filaments (OWA 3D)	KIMYA	○
15	Develop a service offer on the page	APS	○
16	Develop an OWA offer on inkjet cartridges	APS	○
17	Maintain Qualicert Services certification	APS	○

Site waste

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

Life cycle

20	Conducting an ASCA® Product Life Cycle Assessment	FRANCE	○
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ENERGY RENEWABLE

Corporate Social Responsibility

ACTIONS
N°21, 22,
23, 24

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

INNOVATING IN FAVOR OF RENEWABLE ENERGIES

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

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

ASCA® technology is part of the third generation of flexible and thin photovoltaic cells, called «organic». As a low-carbon technology, it contains neither rare metals nor silicon.

TOWARDS A MORE SUSTAINABLE ARCHITECTURE

ASCA® solutions allow to transform the use of solar energy, especially in the field of architecture. Traditional photovoltaic panels are usually only applied on roofs. Transparent, aesthetic and custom-made, ASCA® solutions offer new and complementary applications by solarizing the building envelope. Laminated in building materials such as glass or polycarbonate, ASCA® BIPV (Building Integrated Photovoltaics) solutions are used for example in facades or railings.

Life cycle analysis and of production process concluded that ASCA® Film is less energy consuming than a standard solar panel. Indeed, its environmental payback (return on investment in carbon equivalent emissions between the carbon balance of production and the emissions avoided by its use) is estimated **at only 3 months against more than a year and a half** for a classic solar panel. The final treatment of the product is facilitated by its organic nature, without rare or toxic components such as cadmium for example.

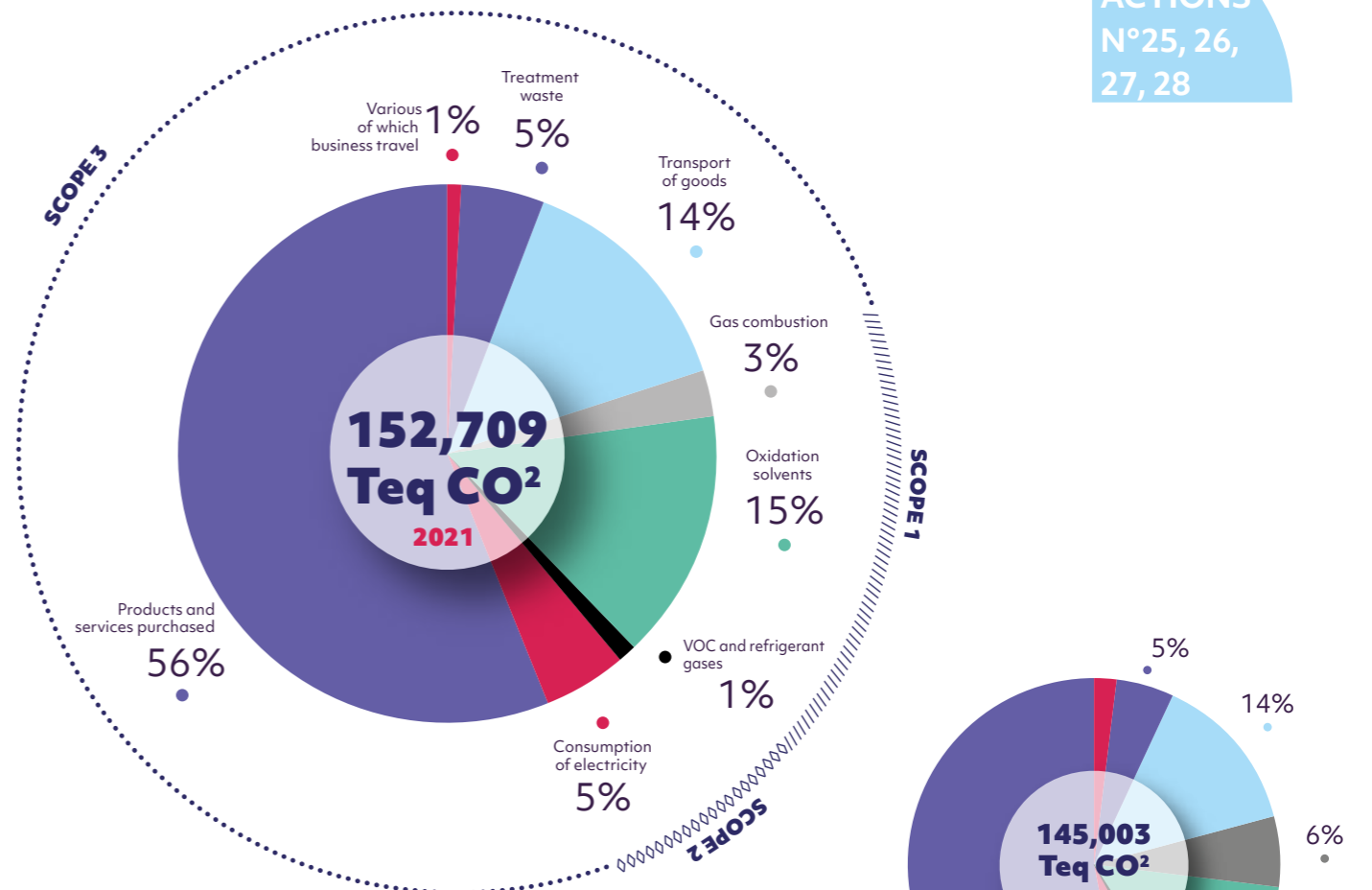
PARTICIPATE IN CLIMATE CHANGE MITIGATION

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

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

ARMOR GROUP'S CARBON FOOTPRINT

ACTIONS
N°25, 26,
27, 28



The new VOC treatment system at La Chevrolière significantly improves gas consumption at the site through more efficient recovery of the heat produced. The optimization of equipment (e.g., chillers and compressors in France, air conditioners in Brazil) is continuing, thereby reducing electricity consumption. As a result, the share of emissions due to inputs increases. CO₂ emissions amounted to 7.87 Teq CO₂ per ton produced, down 16.7% from 2016.

GOOD PRACTICE

ASCA INTERVENES IN A REAL ESTATE PROJECT IN GERMANY

Recently, ASCA® solar modules were integrated into the glass balustrades of an apartment building in Möhringen, Germany. While the railings are transparent from the inside, they are translucent from the outside, thus ensuring the privacy of the residents. The energy produced is fed directly into the grid.



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

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

VOLATILE ORGANIC COMPOUND (VOC) EMISSIONS

Compared to the amount of solvents used

FRANCE



CHINA



● 2021
● 2020

Stable results with control of emissions in France and China. Commissioned in France in 2020, the 2nd RTO operating in synergy with the first installation has optimized the capture and treatment of VOCs.

*Estimated data

OBJECTIVE 2021 < 6%

ACTIONS N°34

SAVE ENERGY AND PREFER RENEWABLE ENERGIES

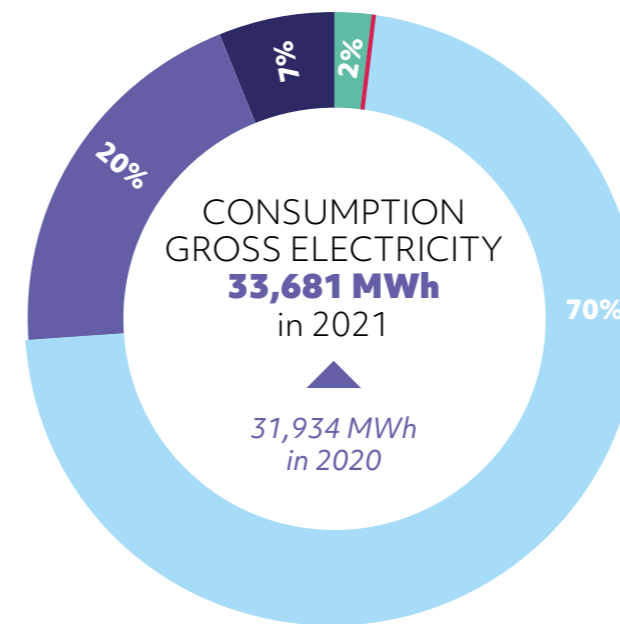
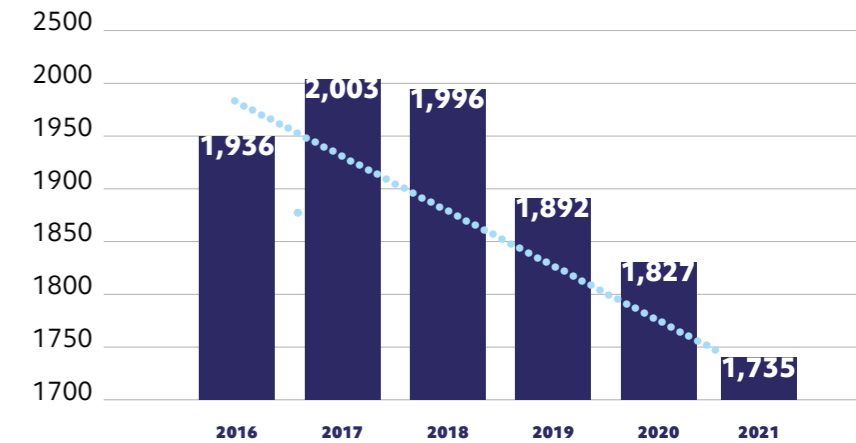
At ARMOR GROUP, our commitment to the energy transition involves reducing energy consumption:

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

ACTIONS N°29, 30, 31, 32, 33, 34

EVOLUTION OF CONSUMPTION Per ton produced

Major efforts have been made in France, notably with the installation of intelligent lighting, the optimization of energy-consuming machines, and the commissioning of the second RTO. Note that the inclusion of Poland in the scope of 2021 reporting explains an increase of gross consumption.



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

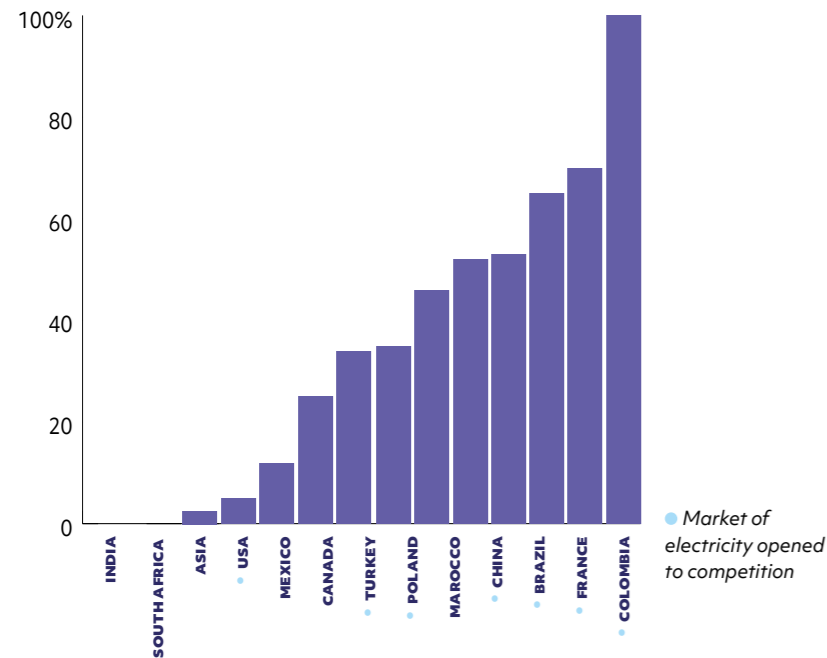
EVOLUTION OF ELECTRICITY CONSUMPTION Per ton produced

OBJECTIVE 2021 -5%

Compared to 2016 data: 1,936 kWh/t

RÉSULT 2021 -10%

SHARE OF RENEWABLE ENERGIES IN ELECTRICITY CONTRACTS FOR SITES



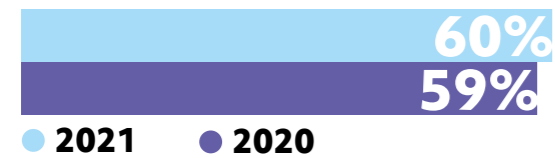
ACTIONS
N°35, 36

OBJECTIVE 2021 > 10%

for each site

Most of the sites with a score well above the target have an open energy market. In the United States, the choice of suppliers is still too limited in the region where the company is located. Finally, some countries such as India and South Africa have an unfavorable energy mix.

SHARE OF ELECTRICITY CONSUMED FROM RENEWABLE SOURCES



GOOD PRACTICE

A POLICY OF ENERGY SOBRIETY

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



EVOLUTION OF GAS CONSUMPTION

Per ton produced

OBJECTIVE 2021 -5%

RÉSULT 2021 -56%

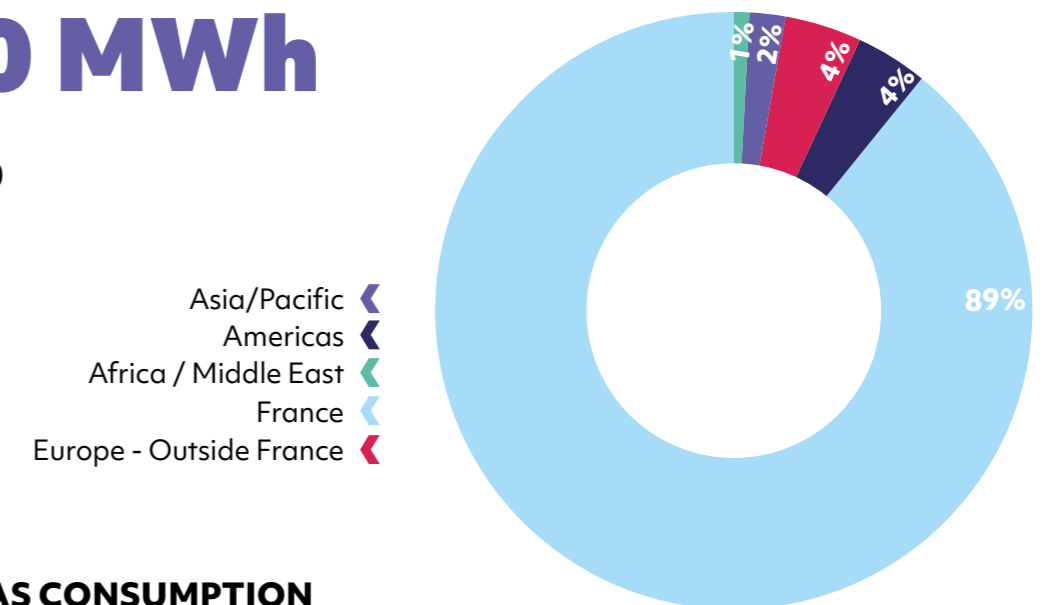
Compared to 2016 data: 2,404 kWh/t

GROSS GAS CONSUMPTION AND DISTRIBUTION

By geographical AREA

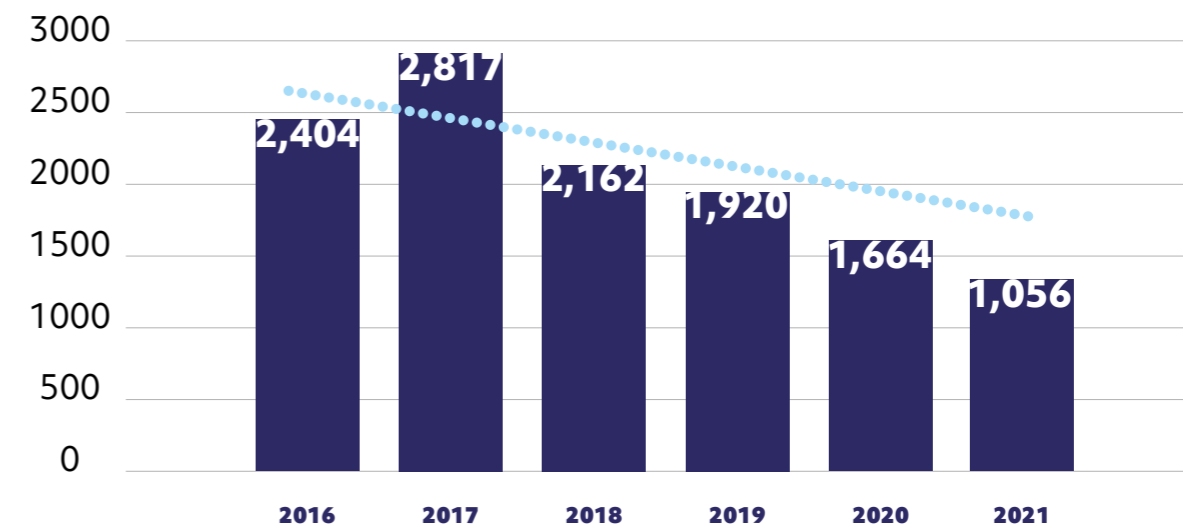
20,490 MWh
in 2021

29,083 MWh in 2020



EVOLUTION OF GAS CONSUMPTION

Per ton produced



Although the volume produced has increased in 2021, there has been a sharp decrease in gross gas consumption at the French industrial site thanks to the optimization of utilities (RTO, boiler, steam network insulation). It should be noted that the scope has evolved as the site for Poland has been added in 2021, but the performance of France has largely compensated for this addition.

STATUS OF THE 2017-2021 ACTION PLAN



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



RESPONSIBLE TRACEABILITY

Corporate Social Responsibility

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

ACTIONS N°14, 21, 37

DESIGN GREENER PRODUCTS

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

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

SHARE OF SALES OF PRODUCTS WITH REDUCED ENVIRONMENTAL IMPACT
Compared to a standard product

RESULT 2021 **34%** OBJECTIVE 2021 **30%**
36% in 2020

Included are: Thermal Transfer rolls and low-impact current collectors, remanufactured laser and inkjet cartridges, ASCA films, 3D filaments made from recycled material.

EXERCISE RESPONSIBLE INFLUENCE TO GUIDE PRODUCT CHOICES AND USES



The Group is tending to see ecological responsibility as a criterion of choice for the customer. Thus, additional information is added to the packaging or product sheets to guide the customer during the purchasing process. For example, ARMOR Print Solutions is gradually making eco-label its range of laser cartridges (40% of the range by the end of 2021) according to recognized ecolabels such as NF Environnement, Nordic Ecolabel or Blue Angel.

ACTIONS N°42, 43

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

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

ACTIONS N°38, 39, 40, 41

IMPLEMENT A RESPONSIBLE PURCHASING POLICY

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

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

AVERAGE SCORE OF CSR MATURITY

RESULT 2021 **71%**
69 % in 2020

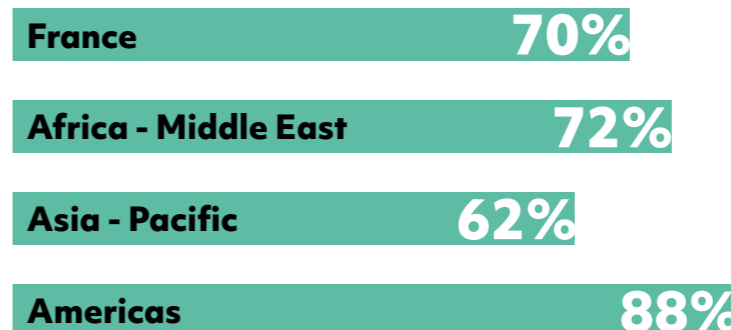
OBJECTIVE 2021 **60%**

PART DES FOURNISSEURS STRATÉGIQUES ÉVALUÉS

RESULT 2021 **52%**
48 % in 2020

OBJECTIVE 2021 **100%**

AVERAGE CSR MATURITY SCORES BY ZONE



CSR supplier assessments have not increased proportionally to the increase in the panel of strategic suppliers, due to the revision of the notion of strategic supplier in certain cases and the suspension of assessments during the crisis sanitary in other cases.

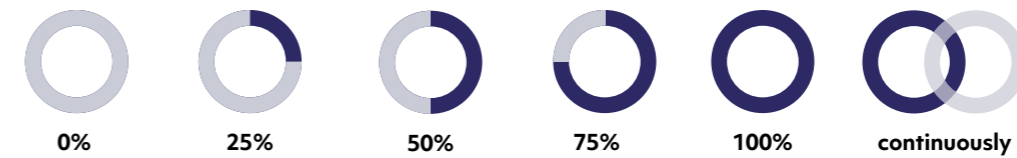


GOOD PRACTICES

REMOTE TEAM MEETING : WEB EDITION 2021

After a year's hiatus due to the health situation, the Purchasing department organized ARMOR GROUP's annual Suppliers' Team Meeting last September. A new feature of this event was a «webcast» format enabling participants to follow the event live from a dedicated web page, in response to current health constraints but also to widen the event's audience. New Purchasing policy, Responsible Purchasing, Activity subsidiarization and Innovation are some of the topics that were addressed by the speakers during the live.

STATUS OF THE 2017-2021 ACTION PLAN



ADVANCED
AT THE END OF 2021

83%

RESPONSIBLE TRACEABILITY

Product offer

37	Designing Thermal Transfer products with reduced environmental impact	FRANCE	
----	---	--------	--

Responsible purchasing

38	Generalize CSR assessments of suppliers and support them in their action plans	GROUP	
39	Raising supplier awareness of CSR	GROUP	
40	Adapt supplier/service provider contracts to include CSR clauses and add agreements to quickly correct non-compliance	GROUP	
41	Analyze the impact of the implementation of the ISO 20400 principles (Responsible Purchasing)	GROUP	

Labeling and fight against counterfeiting

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

DEVELOPMENT OF EMPLOYEES

Corporate Social Responsibility

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

BUILDING SOCIAL DIALOGUE ON A DAILY BASIS

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

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

OF SITES WITH A HEALTH AND SAFETY COMMITTEE

RESULT 2021 **95%**
99% in 2020

OBJECTIVE 2021 **100%**

In 2021, a CSS has been set up in Canada and India (New Delhi). The Polish subsidiary is currently the exception.



ACTIONS N°9

FOCUS ON QUALITY EMPLOYMENT

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

GROUP is committed to ensure that all its employees worldwide receive a decent wage and to respect the fundamental conventions of the ILO and human rights (see «Governance» issue) and ethics»).

STAFF IN THE SCOPE OF THE REPORT

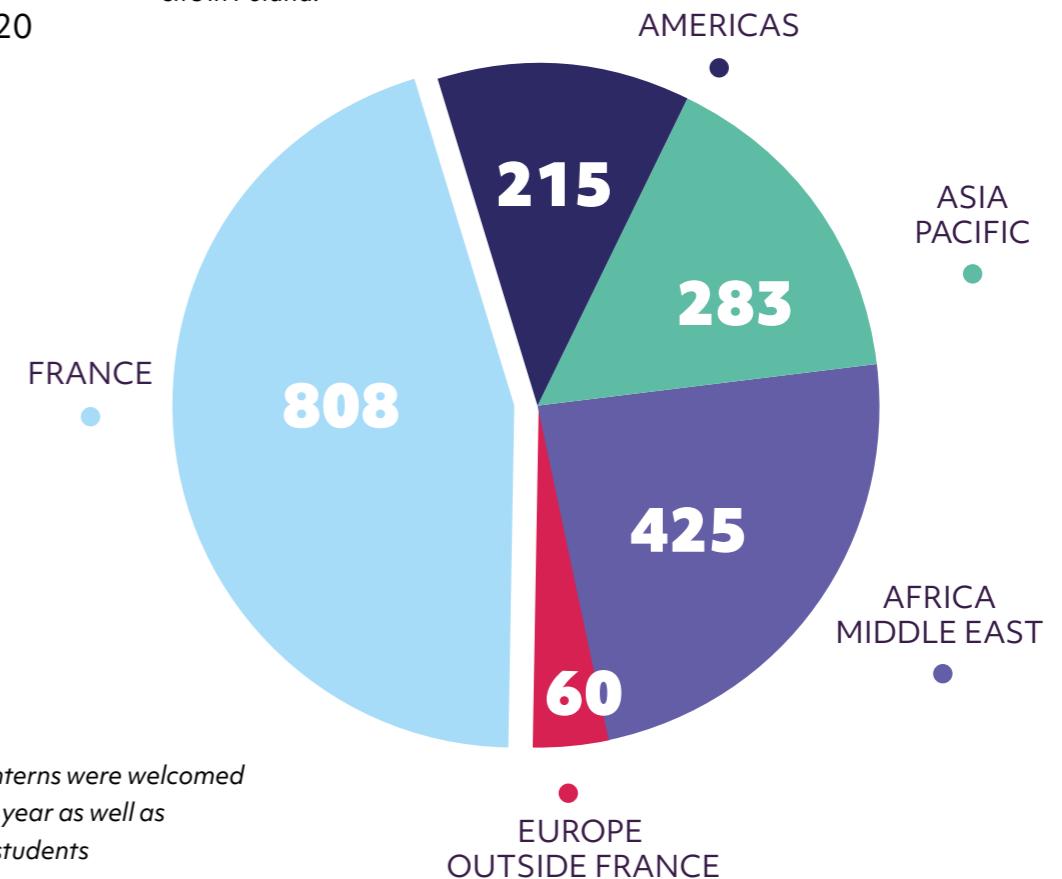
Full-time equivalent

1,791
in 2021

1,734 in 2020

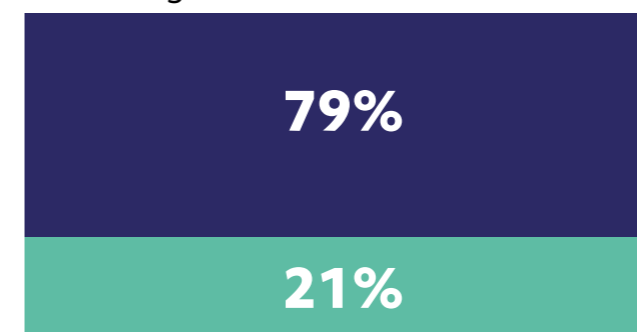
The increase in the number of employees is mainly due to the increase in the number of employees in Morocco and the expansion of the scope of the report to include a production site in Poland.

ACTIONS N°25, 26, 27, 28



More than 60 interns were welcomed throughout the year as well as 84 work-study students

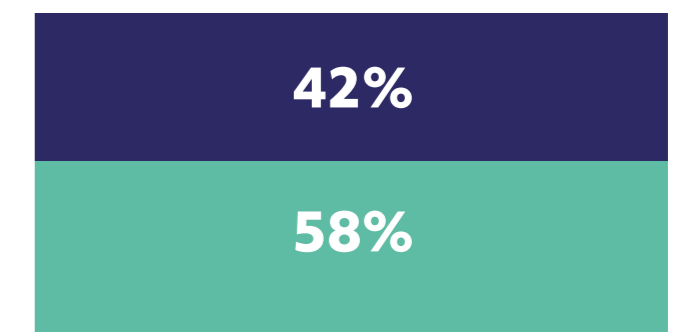
Distribution of contracts (excluding interns)



Of which 4% are

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

Distribution of women/men



part-time employees 37% of managers are women

Women
Men

DEVELOP A SAFE WORKING ENVIRONMENT

In the face of the health crisis, ARMOR GROUP has demonstrated its adaptability in order to maintain safe working conditions with regard to covid-19. Thus, safety devices have been put in place, such as mandatory daily temperature taking for employees. The group has also benefited from a great deal of solidarity among the different sites, with intra-group supplies depending on the needs and health context of each site.

The health and safety of individuals is a priority that is illustrated in particular by the implementation of protection and prevention measures, with the ambitious objective

of to achieve zero accidents. This commitment is reflected, for example, in the provision and promotion of PPE (Personal Protective Equipment), the ergonomic adaptation of workstations, protection against noise pollution, chemical risks and exposure to the elements to heat and weather.

This is also why ARMOR GROUP is committed to maintaining ISO 45001 (Occupational Health and Safety) certification on all its production sites (see the certification map).

ACTIONS
N°48, 49

NUMBER OF WORK-RELATED ACCIDENTS WITH LOST TIME

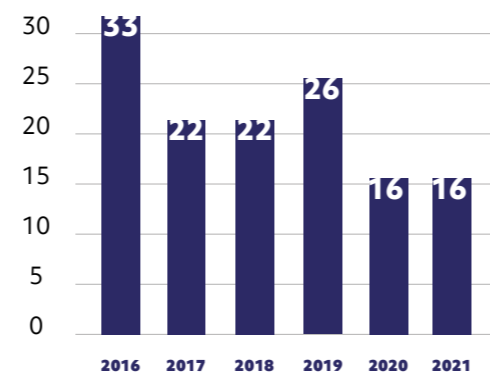
RESULT 2021 **16** OBJECTIVE 2021 **0**

Frequency rate: 10.23 and Severity rate: 0.55 in France

	Americas	Asia Pacific	Africa Middle East	France	Europe outside France
Accidents with stop	1	4	3	8	0
Days off	2	24	92	606	0

Encouraging decrease especially in Morocco. In France, 349 days of downtime were attributable to an accident in 2019.

EVOLUTION OF THE NUMBER OF LOST-TIME ACCIDENTS



ACTIONS
N°44, 46

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

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

SHARE OF STAFF RECEIVING FOLLOW-UP CONFIDENTIAL MEDICAL

ACTIONS
N°3, 45, 47



RESULT 2021 **100%** OBJECTIVE 2021 **100%**

99% in 2020

GOOD PRACTICE

OCCUPATIONAL HEALTH AND SAFETY AWARENESS

Every year in China, the month of June is dedicated to safety in companies. On this occasion, several awareness-raising or training activities are offered at the two ARMOR-IIMAK China sites. The project is based on major objectives: to help operators think more consciously about HSE issues, to raise their awareness and train them so that they adopt the right reflexes, and to make safety rules more understandable and easier to apply.

Subsidiaries in the Americas are also organizing a week dedicated to this theme.



GOOD PRACTICE

CANADA, MEXICO AND INDIA: A YEAR OF RECORDS

In 2021, Mexico exceeds 1,000 days without accidents. India and Canada will exceed 1,500 accident-free days. These figures are the result of our teams' efforts to educate all employees about health and safety issues. In India in particular, several machines have been put in place to reduce the risk of accidents for employees.



TO PROMOTE FULFILLMENT AND WELL-BEING IN THE WORKPLACE

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

ACTIONS
N°53, 55,
56, 57

IDENTIFY AND DEVELOP INTERNAL SKILLS

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

GOOD PRACTICE

DAYS OF CELEBRATION!

On several ARMOR-IIMAK industrial sites such as those located in Singapore, China or India, Mother's Day, Father's Day, birthdays and anniversaries of employees are celebrated. On these days, the people concerned are honored. In addition, every year in China, the «annual outing» is organized. During this day, employees and their families are invited to a dinner and several activities in a friendly atmosphere.

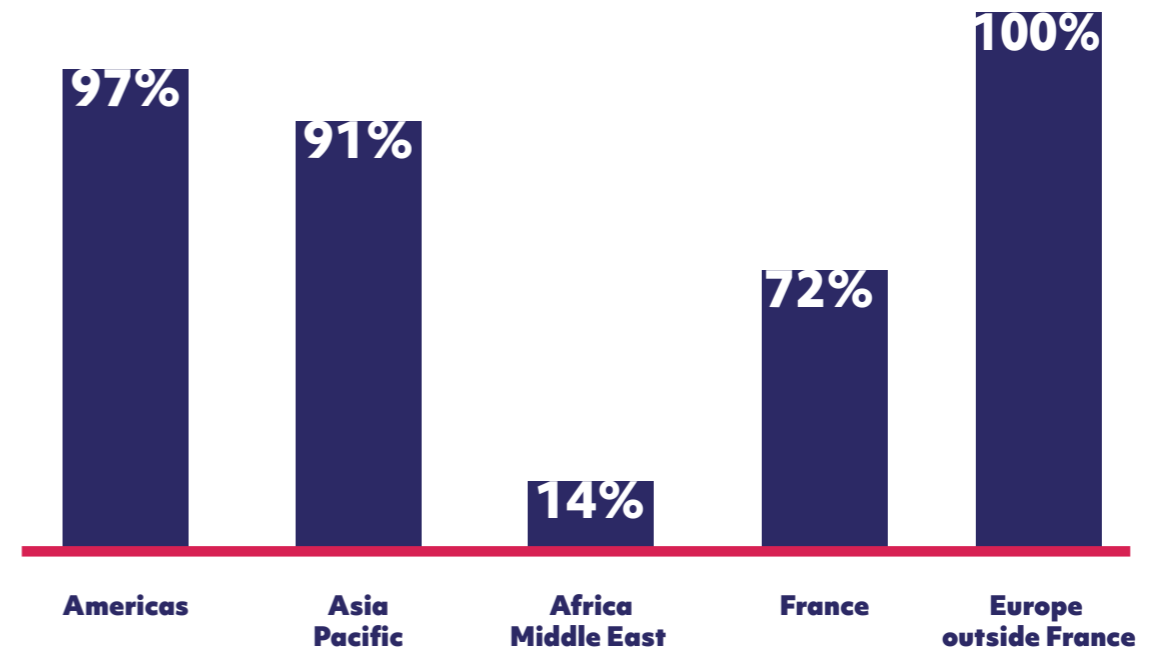
PERCENTAGE OF EMPLOYEES WHO BENEFITED FROM AN INDIVIDUAL INTERVIEW

RESULT
2021
61% in 2020

65%

OBJECTIVE
2021

100%



Overall decrease mainly due to lower earnings in France. The low rate in the Africa / Middle East region is explained by the result in Morocco, where only managers are concerned.

ACTIONS
N°51

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

creation, the results are very positive with **98% success rate, 260 people certified since the creation of the university, that is to say more than 83% of the operators**. Accompanying employees in their training, supporting their development and involving them in the company project is for ARMOR GROUP a priority.

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

	Americas	Asia Pacific	Africa Middle East	France
Share of employees	100%	95%	91%	35%
Average hours	29	11	23	18

Africa/Middle East saw an increase of 15% to 91%, due to training on the new social policy implemented in Morocco, as well as on barrier procedures. For the rest of the world, the Group reported a general decline in average training hours, mainly due to the health crisis.

The figure obtained in the Africa/Middle East zone, particularly in Morocco, is underestimated because internal training hours are not included.

RESULT 2021

9h

9h in 2020

OBJECTIVE 2021

16h

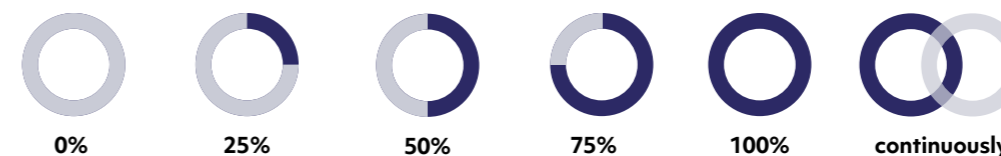
Training per person trained per year

ACTIONS N°50, 52

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

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

STATUS OF THE 2017-2021 ACTION PLAN



ADVANCED AT THE END OF 2021 **87%**

EMPLOYEE DEVELOPMENT

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

SOLIDARITY TERRITORIAL

Corporate Social Responsibility

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

ACTIONS
N°63, 64

FIGHT AGAINST DISCRIMINATION AND PROMOTE DIVERSITY

Humanism, one of the values promoted by ARMOR GROUP, has raised the issue of the fight against discrimination. In all of its locations, the Group is attentive to the problems of employment and inequality with regard to vulnerable groups.

- In 2011, ARMOR GROUP France signed the Diversity Charter, which encourages companies to guarantee the promotion and respect for diversity in their workforce. In addition, the Ethics Charter, signed by all Group employees, also reaffirms ARMOR GROUP's ambitions in terms of non-discrimination and respect for people.
- Until 2014, ARMOR-IIMAK Asia (Singapore) was involved in the Yellow Ribbon program to reintegration of ex-offenders. The branch even won the Yellow Ribbon Award in 2013.

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

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

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

PROMOTE EMPLOYMENT OF PEOPLE WITH DISABILITIES

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

HANDICAP: NUMBER OF DIRECT JOBS

RESULT
2021

63 in 2020

60

The decrease in 2021 is mainly due to the retirement of people with disabilities in France.



GOOD PRACTICES

RESTORE» PROJECT: ASCA® SOLAR DEMONSTRATORS ON THE ICAM CAMPUS

ASCA and Icam Nantes have launched a program to analyze and deploy ASCA® flexible organic photovoltaic films for building applications on a large scale. This long-term partnership is supported by BNP Paribas Grand Ouest. A response to the challenges of the future This is not only a great opportunity for the training of tomorrow's engineers and technicians in this sector of activity. Students can work on demonstrators in order to carry out measurements or carry out practical work on the development of electrical circuits.

B-BBEE CERTIFICATION AT ARMOR-IIMAK AFRICA

South Africa has been progressing for years on the B-BBEE (Broad-Based Black Economic Empowerment) certificate with a level 3 achieved, the maximum level for a site of this size. This recognition highlights the involvement of The company is committed to a multi-pronged approach, including the use of local B-BBEE-certified service providers, the strengthening of color management, and investment in training and apprenticeships.

B-BBEE is a South African law that aims to accelerate the participation in the economy of historically disadvantaged populations, particularly blacks, women, youth, the disabled and rural communities.

PERCENTAGE OF EMPLOYEES WITH A DISABILITY

France

RESULT
2021

5.7% in 2020

5.8%

OBJECTIVE
2021

6%

Although the 6% target (identical to the French regulatory obligation) is not achieved, the result remains satisfactory compared to the national average (3.8%).

PROMOTING CSR TO STAKEHOLDERS

For ARMOR GROUP, exercising a **responsible influence** also means participating in the dissemination of CSR in the territories by sharing practices in a logic of pooling and developing synergies. Through the **CSR assessments** carried out with its suppliers, ARMOR GROUP raises awareness of sustainable development issues. Time dedicated to CSR is also organized for the personnel.

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

ACTIONS OF SOLIDARITY AND PROMOTION OF CSR

RESULT
2021

74 in 2020

87

OBJECTIVE
2021

80

France 36

Africa - Middle East 9

Asia - Pacific 11

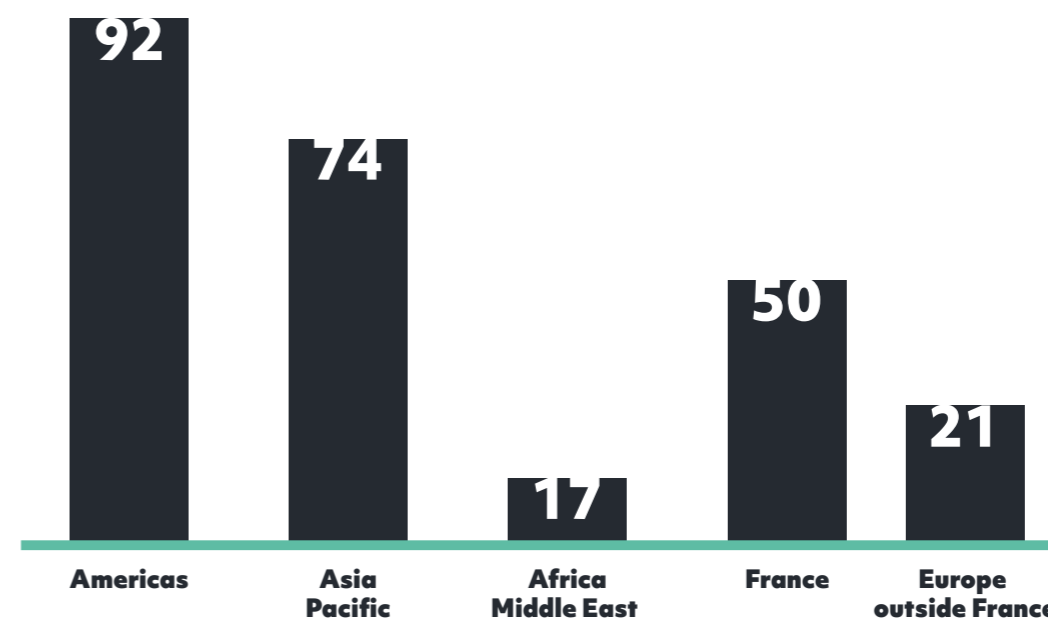
Americas 31

ACTIONS
N°8, 59,
60, 61

WORK WITH LOCAL PARTNERS

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

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



ACTIONS
N°58

Weak results in the African zone / Middle East, as raw materials are always difficult to find in Morocco.

SHARE OF LOCAL PURCHASES

Purchases made in the country excluding intra Group purchases

RESULT
2021

49% in 2020

49%

OBJECTIVE
2021

70%

ACTIONS
N°65

TO CONDUCT A COHERENT SPONSORSHIP POLICY

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

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

GOOD PRACTICE

GOOD

TRAINING IN LEARNING TECHNIQUES FOR THE PURPOSE OF TUTORING

Participation of 2 APS Morocco employees to a training on distance learning techniques via the platform of the TAMKINE foundation in order to help female students residing in DAR ATTALIBA LGHDIRA (Student House) within the framework of academic support. All this with the aim of animating distance training for the benefit of female students.

ACT IN FAVOR OF BIODIVERSITY

The Group's main French production site is located near an area protected for its biodiversity (Lac de Grand Lieu classified Natura 2000). Today, ARMOR GROUP wishes to share its thoughts and extend certain actions such as those aimed at

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

EXAMPLES OF CSR PROMOTION AND SOLIDARITY ACTIONS CARRIED OUT

USA

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

MEXICO

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

COLUMBIA

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

BRAZIL

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

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

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

+ Mobilization in the face of the crisis health

🧤 Actions to promote CSR

🧤 Solidarity initiatives

♻️ e-cleanUp Challenge: raising awareness of digital pollution

FRANCE

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

TURKEY

- 🧤
- ♻️
- +
- ♻️

MOROCCO

- +
- 🧤 Raising awareness among students about health practices to be followed during a pandemic
- 🧤 Financing of the annual subscription of internet connection in favour of the house of the student so that residents can benefit from distance learning support
- 🧤 Sponsorship of the first division handball team of Bir Jdid

CHINA

- 🧤 CSR learning session during the annual outing dinner

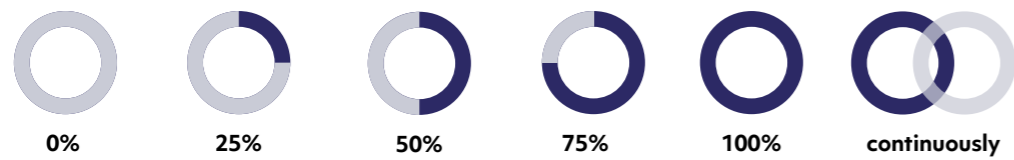
SINGAPORE

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

INDIA

- +
- 🧤 Financial contribution for the association's «COVID relief initiative «IMT Industrial»
- 🧤 Celebrate Environment Day each year to raise awareness of nature conservation among employees for future generations
- 🧤 Sponsorship of a solid waste in the industrial zone of Bidadi

STATUS OF THE 2017-2021 ACTION PLAN



ADVANCED
AT THE END OF 2021 **86%**

TERRITORIAL SOLIDARITY

Local involvement

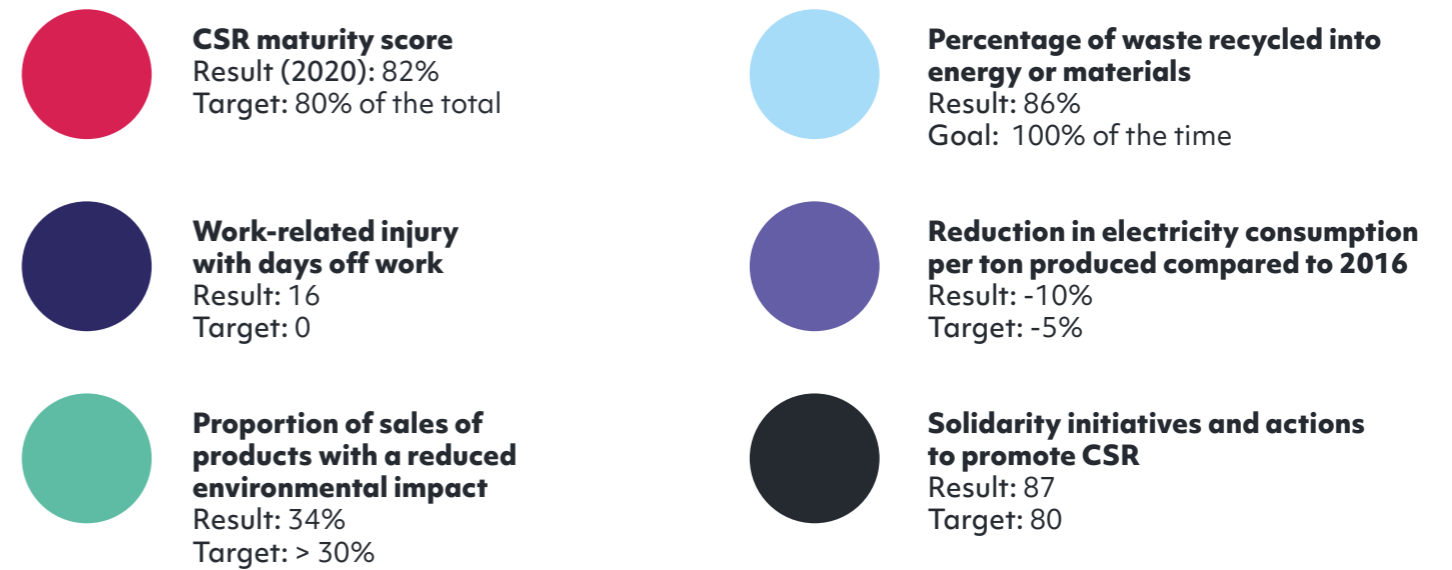
58	Implement actions to increase or maintain the share of local purchases	GROUP	
59	Deploying external actions to promote CSR	GROUP	
60	Participate in an association of local companies to share experience, mutualize actions...	GROUP	
61	Participate in the CSR label launched by the local business association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

Contribution to local issues

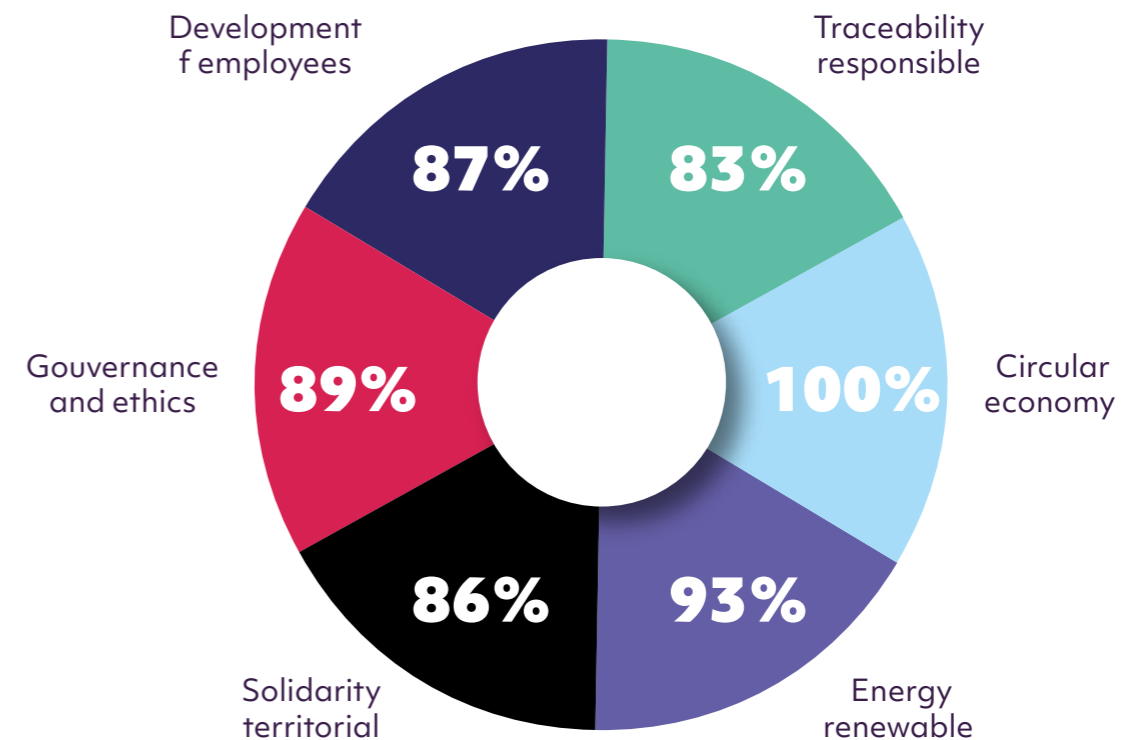
62	Organize solidarity actions	GROUP	
63	Develop the employment of staff with disabilities	CHINA, MOROCCO	
64	Carry out an evaluation of the positions that can be adapted to people with disabilities with the medical service	MEXICO	
65	Carry out actions in favor of biodiversity in «sensitive» areas	FRANCE,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

SUMMARY OF CSR PERFORMANCE 2021

RESULTS OF KEY INDICATORS



STATUS OF THE 2017-2021 ACTION PLAN





APPENDICES

APPENDICES

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CONCORDANCE TABLE

Among ARMOR GROUP's commitments, the Sustainable Development Goals (SDGs), the principles of the Global Compact and the advanced criteria of the COP (Communication On Progress).

COMMITMENTS	KEY INDICATORS	OBJECTIVE	ODD	PRINCIPLES OF THE GLOBAL COMPACT	ADVANCED CRITERIA
GOVERNANCE AND ETHICS					
<ul style="list-style-type: none"> Anchoring sustainable development at the heart of governance Deploying reliable and structuring management systems Listening to stakeholders From materiality to CSR action plan The CSR maturity score: a tool for continuous improvement Human rights and business ethics 	<ul style="list-style-type: none"> Percentage of QSE certified sites (ISO 9001, ISO 14001, ISO 45001) CSR maturity score 	<ul style="list-style-type: none"> 100% 80% 	16, 17	<ul style="list-style-type: none"> To promote and respect the protection of international human rights law To contribute to the elimination of all forms of forced and compulsory labor To contribute to the effective abolition of child labor Contribute to the elimination of discrimination in employment Act against corruption in all its forms, including extortion and bribery 	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21
CIRCULAR ECONOMY					
<ul style="list-style-type: none"> Limit the impact on sensitive resources Reducing and recovering waste 	<ul style="list-style-type: none"> Share of reuse and recycling of laser cartridges from OWA collection Share of landfilled waste Share of waste recovered Amount of waste generated per ton produced compared to 2016 	<ul style="list-style-type: none"> 100% 0% 100% -5% 	9, 12	<ul style="list-style-type: none"> Apply the precautionary approach to environmental issues Take initiatives to promote greater environmental responsibility 	9, 10, 15
RENEWABLE ENERGIES					
<ul style="list-style-type: none"> Designing greener products Be a responsible influence in guiding product choices and uses Implementing a concrete and shared responsible purchasing policy 	<ul style="list-style-type: none"> Share of sales of products with reduced environmental impact Share of strategic suppliers evaluated in CSR (over 4 years) Average CSR maturity scores of strategic suppliers evaluated 	<ul style="list-style-type: none"> <6% -5% >10% -5% 	7, 13	<ul style="list-style-type: none"> Apply the precautionary approach to environmental issues Promoting greater environmental responsibility Promote the development and diffusion of environmentally friendly technologies 	9, 10, 15
RESPONSIBLE TRACEABILITY					
<ul style="list-style-type: none"> Designing greener products Be a responsible influence in guiding product choices and uses Implementing a concrete and shared responsible purchasing policy 	<ul style="list-style-type: none"> Share of sales of products with reduced environmental impact Share of strategic suppliers evaluated in CSR (over 4 years) Average CSR maturity scores of strategic suppliers evaluated 	<ul style="list-style-type: none"> 30% 100% 60% 	12	<ul style="list-style-type: none"> Make sure you are not complicit in human rights violations Apply the precautionary approach to environmental issues Take initiatives to promote greater environmental responsibility 	2, 6, 8, 9, 11, 15
EMPLOYEE DEVELOPMENT					
<ul style="list-style-type: none"> Building social dialogue on a daily basis Focusing on quality employment Develop a safe working environment Promote fulfillment and well-being at work Identify and develop internal skills 	<ul style="list-style-type: none"> Percentage of sites with a Health and Safety Committee Number of lost-time accidents Percentage of staff receiving confidential medical follow-up Percentage of employees who have had a personal interview Average number of hours of training per person trained 	<ul style="list-style-type: none"> 100% 0 100% 100% 16h 	3, 4, 8	<ul style="list-style-type: none"> To promote and respect the protection of international human rights law Respect freedom of association and recognize the right to collective bargaining To contribute to the elimination of all forms of forced and compulsory labor To contribute to the effective abolition of child labor To contribute to the elimination of all discrimination in employment 	7, 15, 16
TERRITORIAL SOLIDARITY					
<ul style="list-style-type: none"> Fighting against discrimination and promoting diversity Promoting the employment of people with disabilities Promote CSR to stakeholders Working with local partners Acting in favour of biodiversity Conducting a sponsorship policy consistent with the Group's identity and values 	<ul style="list-style-type: none"> Number of solidarity and CSR promotion actions per year Percentage of employees with a disability in France Share of local purchases 	<ul style="list-style-type: none"> 80 6% 70% 	10, 11, 15, 17	<ul style="list-style-type: none"> Take initiatives to promote greater environmental responsibility To contribute to the elimination of all discrimination in employment 	2, 4, 15, 16, 17, 18

ACTION PLAN 2017 - 2021

GOVERNANCE & ETHICS

ETHICS AND HUMAN RIGHTS:

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

CSR AWARENESS:

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

RENEWABLE ENERGIES

PRODUCT OFFER:

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

CARBON IMPACT:

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

MANAGEMENT SYSTEMS:

9. Deploy and certify Quality, Health, Safety and Environment management systems according to ISO9001, OHSAS18001, ISO14001 standards • GROUP
10. Study the impact of the D3E regulation on the APS activity • APS

PARTICIPATORY INNOVATION:

11. Developing participatory innovation programs • FRANCE

CUSTOMER SATISFACTION:

12. Develop new tools to measure customer satisfaction • GROUP

ENERGY CONSUMPTION:

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

USE OF RENEWABLE ENERGY:

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

CIRCULAR ECONOMY

PRODUCT OFFER:

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

WASTE SITE:

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

LIFE CYCLE:

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

RESPONSIBLE TRACEABILITY

PRODUCT OFFER:

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

RESPONSIBLE PURCHASING:

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

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

LABELLING AND ANTI-COUNTERFEITING:

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

EMPLOYEE DEVELOPMENT

HEALTH AND SAFETY:

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

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

EMPLOYEE WELL-BEING AND SATISFACTION:

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

WORKING CONDITIONS:

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

SKILLS:

50. Develop training programs to increase staff skills • GROUP

TERRITORIAL SOLIDARITY

LOCAL INVOLVEMENT:

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

CONTRIBUTION TO LOCAL ISSUES:

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

NETWORKS OF INFLUENCE

Western Responsible Officers (DRO)

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

Entreprises et Progrès

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

University of Nantes Foundation

Member of the Board of Directors, ARMOR GROUP

Les Entreprises pour la Cité (LEPC)

Member of the Board of Directors, ARMOR GROUP

Fondation Agir Contre l'Exclusion (FACE)

Member of the Board of Directors Loire Atlantique, ARMOR GROUP

Regional Organization for the Reduction of Energy Consumption (ORACE)

Member of the Board of Directors, ARMOR-IIMAK

Habitat Jeunes Grand Lieu Machecoul et Logne

Member of the Board of Directors, ARMOR-IIMAK

France Cartouche Réemploi

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

Responsible Purchasing:

Nazaire and the National Purchasing Council (CNA), ARMOR GROUP

France Chimie

Member, ARMOR GROUP

Renewable energies :

Member S2e2, Atlansun, IPVF Unite club, Pôle Mer Bretagne Atlantique, Terrawatt Initiative, World Alliance for Efficient Solutions, Solar Europe Now, Solar Power Europe, ASCA

UN Global Compact / France Network

Member of the Board of Directors and the Advanced Club, ARMOR GROUP

Club des Trente

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

National Institute of Circular Economy (INEC)

Federating all public and private actors to promote the circular economy and accelerate its development, APS

French Business Climate Pledge

Signatory, ARMOR GROUP

Association Industrielle des Conseils de Contrôle Industrial Association of Pollution

Member, ARMOR-IIMAK India

European Toner & Inkjet Remanufacturers (ETIRA)

Member of the Board of Directors, APS

Global Compact Brazil

Network member, ARMOR-IIMAK Brazil

Global Compact Singapore

Network member, ARMOR-IIMAK Asia

Global Compact China

Network member, ARMOR-IIMAK China

Global Compact Czech Republic

Network member, ARMOR SRO

ASO (Czech Association for CSR)

Member, ARMOR SRO

Mexican Center of Philanthropy

Member ARMOR-IIMAK Mexico

Alliance for Corporate Social Responsibility (AliaRSE)

Member ARMOR-IIMAK Mexico

Local Chamber of Commerce France / Mexico

Member ARMOR-IIMAK Mexico

Local Commission for the National Initiative for Human Development (INDH)

Member ARMOR Industrie (Morocco)

Hispanic Chamber of Commerce of Cincinnati

Member ARMOR-IIMAK USA

Advanced Manufacturing Workforce Development Metrics

President ARMOR-IIMAK USA

Kentucky Federation for Advanced Manufacturing Education

Member ARMOR-IIMAK USA

North Kentucky International Trade Association

President ARMOR-IIMAK USA

Operation TechSolve Round Table

Member ARMOR-IIMAK USA

Battery European Partnership (BEPA)

Member Armor Battery Films



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THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
GROUP				
Profile (name, headquarters, locations)	102-1;3;4	100%	p. 10-11	
Capital and legal form	102-5	100%	-	<ul style="list-style-type: none"> • Legal form : SAS • Capital : 10,299,450€
Activities, products, services & markets	102-2;6	75%	p. 6-7	
Executive Statement, Strategy & Analysis	102-14	7 %	p. 4-5	
Main impacts (including significant indirect impacts), risks and opportunities	102-15	50%	Appendix 6 p. 80-84	
Relevant aspects and perimeters identified	102-46;47	75%	p. 13 et 20	
Size of the organization (staff, turnover,...)	102-7;8	90%	p.10 et 43	<ul style="list-style-type: none"> • Subcontracting not addressed because not significant
Significant changes in the organization & its supply chain	102-10	50%	p. 8-9	
External Commitments & Memberships	102-12;13	75%	p. 21-22 /Appendix 3 p. 64-65	
GOVERNANCE				
Governance structure, composition and diversity, chairmanship	102-18;20;22;23	75%	p.15	
Prevention of conflicts of interest	102-25	67%	p. 22	
Detailed operation of the board of directors (appointment process, delegation, evaluation & remuneration)	102-19;24;28;35;36;37	0%	-	<ul style="list-style-type: none"> • Confidentiality constraints
Compensation ratio by country & evolution; internal and relative to the sector	102-38;39	0%	-	<ul style="list-style-type: none"> • Unbound
Involvement of governance bodies in relation to economic, environmental and social issues (Responsibility, attachment, role, awareness, CSR report approval)	102-20;26;27;32	75%	p. 16	<ul style="list-style-type: none"> • The CSR Committee validates the CSR report
Informing governance of major concerns (nature, number) and mechanisms to address them	102-33;34	0%	-	<ul style="list-style-type: none"> • Confidentiality constraints
Stakeholder involvement (list, selection criteria, mode of involvement, consultation & major concerns)	102-21;40-44	50%	p. 15 / p. 19 / p.42	<ul style="list-style-type: none"> • Listening to stakeholders • Building social dialogue on a daily basis
Identification & frequency of review of impacts, risks & opportunities	102-29;30;31	75%	p.15 / 20	
Values, internal codes & advisory mechanisms, management of associated concerns	102-16;17	75%	p. 22	<ul style="list-style-type: none"> • Protected ethics alert integrated into the ethics charter accessible internally and externally . 0 ethics alert in 2021
MANAGERIAL APPROACH				
Issues, scope & management approaches of relevant CSR aspects	103-1;2	50%	p. 18 / 20 /Appendix 2 p. 62-63	<ul style="list-style-type: none"> • The CSR action plan • A QSE management system throughout the world
CSR assessment of sites (including human rights & corruption)	103-3	100%	p. 21	<ul style="list-style-type: none"> • All sites are evaluated with regard to CSR (questionnaire & indicators)
RESPONSIBLE PURCHASING, BUSINESS RELATIONS & INVESTMENTS				
Evaluation of suppliers (especially new ones) using environmental and social criteria	308-1 ; 414-1	100%	p. 39	<ul style="list-style-type: none"> • A concrete and shared responsible purchasing policy
Supply chain, Environmental & social impacts, measures taken	102-9; 308-2; 414-2	0%	-	<ul style="list-style-type: none"> • Confidentiality constraints
Suppliers where the right to freedom of association and collective bargaining may be at risk, or where there is a significant risk of child or forced labour	407-1 ; 408-1 ; 409-1	50%	p. 39	<ul style="list-style-type: none"> • Confidential risk mapping. Systematic assessment strategic suppliers integrating these fundamental rights (redhibitory criteria)
Prevention and reduction of occupational health and safety impacts directly related to business relationships	403-7	50%	p. 39	<ul style="list-style-type: none"> • Systematic evaluation of strategic suppliers integrating occupational health and safety
Taking CSR (including human rights) into account in investment contracts	412-3	0%	-	<ul style="list-style-type: none"> • Information not available

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THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
SOCIAL				
Human rights				
Diversity & non discrimination	405-1	50%	p. 50	• Gender equality index: 90 in 2021
Freedom of association & collective bargaining rights	407-1	67%	p. 15 / p. 22 / p. 39 / p. 42	
Elimination of forced labor and abolition of child labor	408-1	67%	p. 21 / p. 22 / p. 39	
Human rights training practices (including security guards)	410-1 ; 412-2	30%	p. 23	• Actions 6 and 7: CSR training for employees (including ethical charter and associated business ethics)
Human Rights Assessments of Operations	412-1	67%	p. 21	• CSR site assessment
Rights of indigenous peoples	411-1	Not relevant	-	• Not considered relevant to the activity
Labour Standards				
Policy	400	-	p. 18-42	
Quality of employment: employment, recruitment & turnover	401-1	33%	p. 43	• Focusing on quality employment
Health & safety at work (management system including risk identification, health services, workers covered, dialogue bodies, training, work accidents, & health initiatives)	403-1;2;3;6;4;8;9	67%	p. 46-49	
Employee employability and training (programs & hours)	404-1;2	67%	p. 47-48	• Identify and develop internal skills
Individual performance and career development reviews	404-3	100%	p. 47	
Employee benefits, parental leave & job retention, notice period in case of organizational changes, male/female salary ratio, coverage by collective agreement, health/safety agreements & themes, occupational disease indicator	403-403-5;6;10 ; 402-1; 405-2	10%	p. 46 / P.49	• Promote fulfillment and well-being at work • Actions 53 and 54
ENVIRONMENT				
Policy	300	-	p. 18 / p. 24 / p. 30	
Materials (raw / recycled materials)	301-1;2	50%	p. 24	• Circular economy - Preserved resources
Recovered products and packaging materials	301-3	20%	p. 24-25 / p.27	• Reuse and recovery of laser cartridges from the OWA collection • Good practice zero plastic and PET film recycling
Waste by type and disposal method	306-2	100%	p. 25-27	• Reduce and recycle waste
Hazardous waste: transportation	306-4	Not relevant	-	• Transport of hazardous waste: none across the border
Direct and indirect energy (consumption, intensity, initiatives & results); Use of renewable energy	302-1;2;3	75%	p. 33-35	
Water: Interaction, Impact Management, Abstraction, Consumption, Discharge	303-1;2;3;4;5;	Not relevant	-	• Not applicable - considered not significant
Water: Effluents, significant spills, affected water bodies	306-1;3;5	Not relevant	-	• Not applicable - considered not significant
GHG emissions (scopes 1, 2, 3), intensity & reduction efforts	305-1;2;3;4;5	100%	p. 31 / Appendix 5 p. 72	
Pollutant emissions (ozone depleting substances, Nox, Sox and others)	305-7	75%	p. 32	• France and China: VOC emissions
Biodiversity - sensitive sites & areas	304-1	33%	p. 54	
Qualitative impacts on biodiversity (species, habitats, ...) of products & services	304-2;3;4	Not relevant	-	• Not applicable - considered not significant

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THEMATICS	REFERENTIAL GRI	LEVEL OF COVERAGE COMPARED TO THE GRI	REPORT PAGES	REMARKS
COMPANY				
Economic activities				
Direct economic value created and distributed, public aid received	201-1;4	50%	p. 12	• France
Climate change risks and opportunities & financial implications	201-2	33%	p. 20 / p. 30	• Materiality integrated in the strategic axis: renewable energies • Financial implications not available
Local practices: compensation, retirement, management hiring	201-3;202-1;2	0%	-	• Information not available
Infrastructures & Patronage - amounts, objects & impacts	203-1	20%	p. 53	• Conducting a coherent sponsorship policy
Expenditures made with local suppliers	204-1	67%	p. 53	• Working with local partners
Significant indirect impacts	203-2	0%	-	• Information not available
Product liability				
Consumer health and safety	416-1	20%	p. 18	• Quality policy and certifications
Product information and labelling	417-1	50%	p. 38	• Exercising responsible influence to guide product choices and usage
Responsible marketing & advertising programs	417-2;3	33%	-	• No banned or controversial products • General principles for preventing greenwashing
Confidentiality of customer data	418-1	20%	p. 22	• RGPD Compliance
Company				
Policy	413	-	p. 50	• Territorial solidarity
Sites involved with local communities	413-1	67%	p. 52 / p. 54-55	-
Corruption (risk & training)	205-1;2	75%	p. 22	• Buyers made aware; ethical charter deployed • Lack of proven cases and actions taken: confidential
Political contributions	415-1	10 %	-	• No
INCIDENTS, VIOLATIONS, FINES & ACTIONS TAKEN				
Incidents of non-compliance with legislation or voluntary codes, complaints or grievances and fines incurred (in the areas of: human rights, consumer health and safety, environment, labeling, marketing, customer data, corruption, competition) over the last 3 years	205- 3;206-1;307-1;406-1; 416-2; 417-2;3; 418-1 ; 419- 1	0%	-	• 0 Incidents / ethics alerts over the last 3 years
THIS REPORT				
Period covered, periodicity & scope (in relation to the consolidated scope of the financial statements)	102-45;50; 51; 52	100%	-	• Last report date: December 2021 • Cycle: annual, based on the calendar year
Contact person	102-53	100%	-	• annabelle.guillet@armor-group.com
Changes from previous reports and corrections	102-48; 49	50%	-	• Notified for the indicators concerned
Selected aspects and methodology	102-46; 47	70%	Appendix 5 p.72	• The selection of significant aspects is based on the materiality analysis. The annual peer review within the Global Compact according to the Advanced criteria contributes to the continuous improvement of the content and form of the CSR report
Selected Compliance, GRI Index	102-54; 55	100%	-	• Essential compliance option
Third party validation	102-56	30%	-	• Vertuel, CSR consultant to the Armor group, critically reviews the CSR report and establishes this GRI grid to verify the presence of information

METHODOLOGY FOR ESTIMATING GREENHOUSE GAS EMISSIONS

OBJECTIVE

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

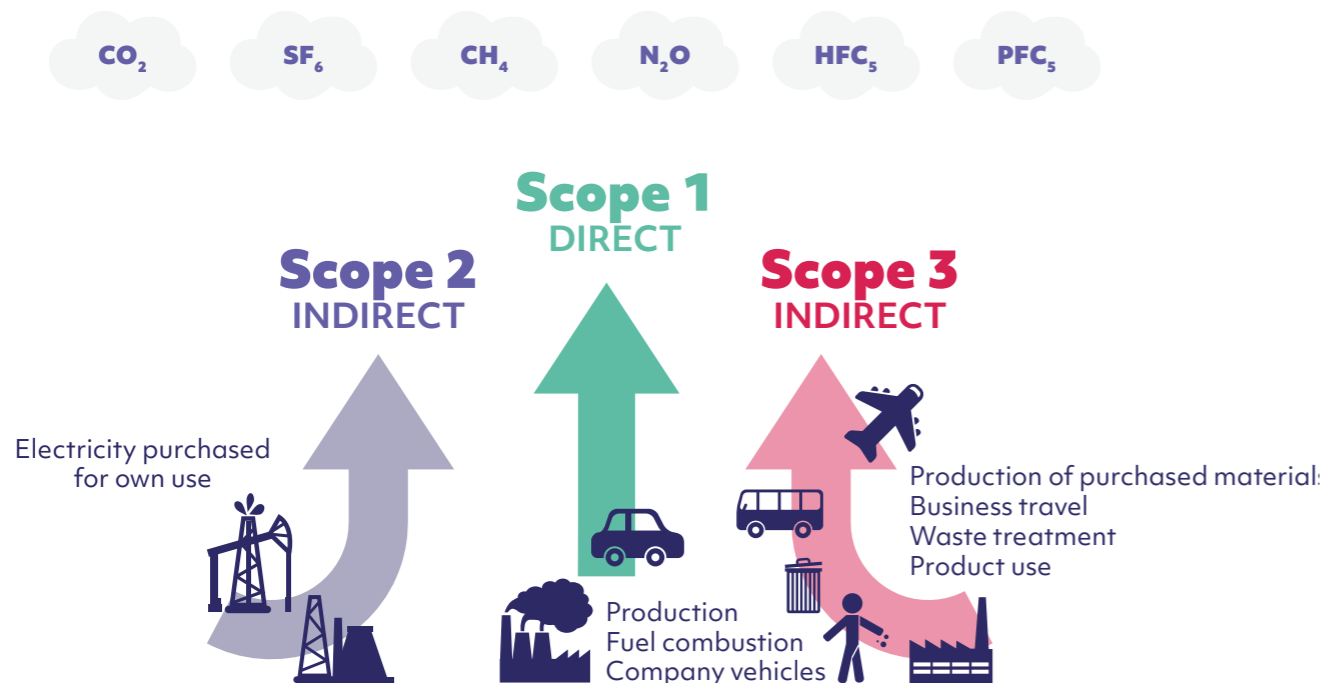
REMINDER OF THE SCOPES

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

- Scope 1** : these are direct emissions linked to the combustion of fossil fuels from resources owned or controlled by the company.
- Scope 2** : these are indirect emissions linked to the purchase or production of electricity.
- Scope 3** : this covers all other indirect emissions, from the supply chain to the transportation of goods and people.

PÉRIOD

The data available are the data from 01/01/2021 to 31/12/2021, a 12-month period.

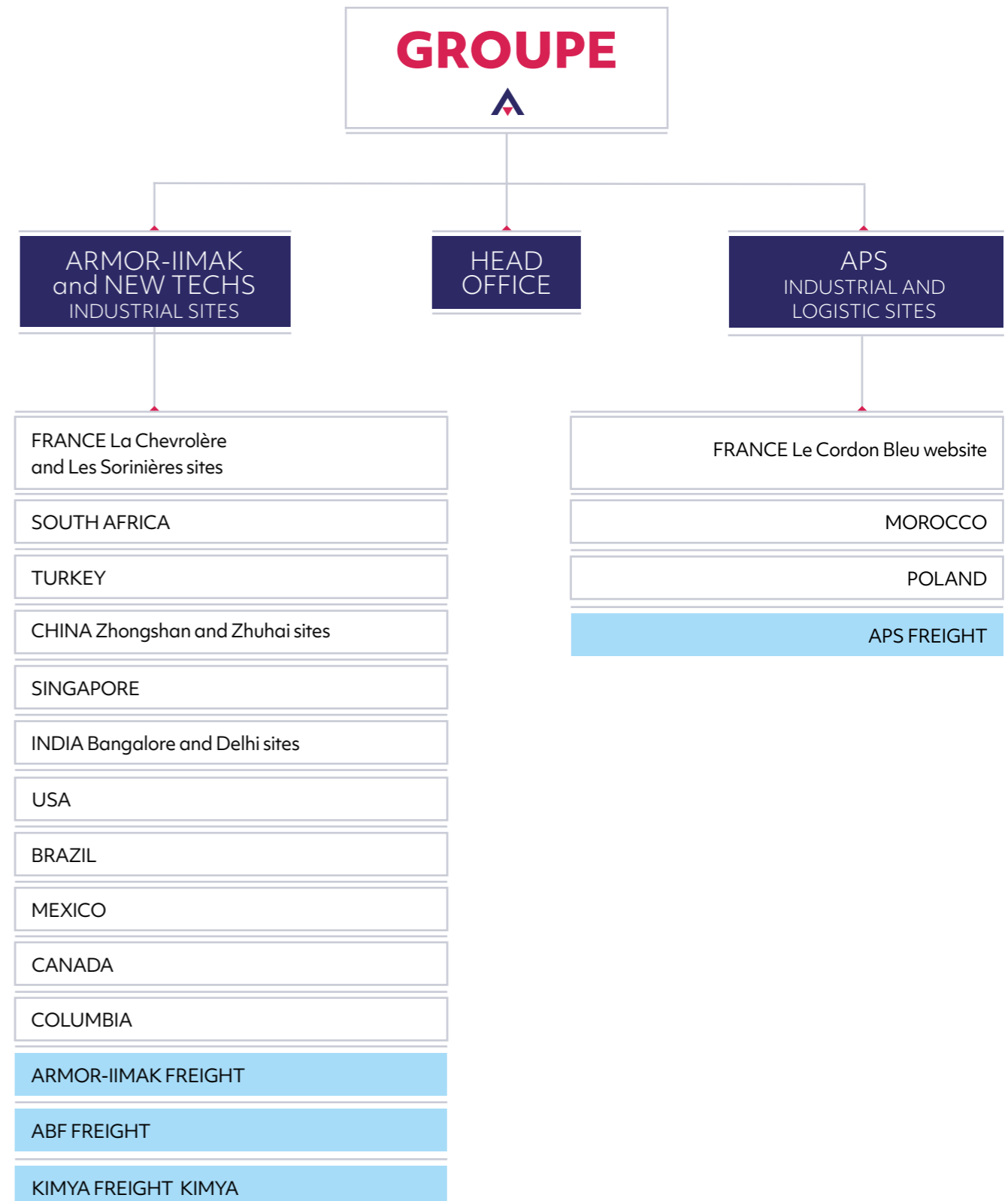


PERIMETER CONSIDERED

The quantification work covers:

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

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



Exclusions:

ARMOR IIMAK: industrial sites in Kenya and the former IIMAK entity
 APS: ARMOR SRO logistics site (Czech Republic)

CALCULATION METHOD AND EMISSION FACTORS

All emissions are reported in tons of CO2 equivalent. With some exceptions specified in this methodology, the emission factors are derived from of the national CARBON BASE.

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

GENERAL INFORMATION ON THE POSITIONS SELECTED

Balance sheet scope :

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

EMISSIONS TAKEN INTO ACCOUNT				
GHG emission items protocol	BEGES emission items	Name	Comment	Included / Excluded
1.1	1	Direct emissions from stationary combustion sources	Data uncertainties: Gas bill: 0%	Included
1.2	2	Direct emissions from mobile combustion sources	Data uncertainties: Mileage survey: 0%	Included
1.3	3	Direct emissions from production processes, excluding combustion	Data uncertainties : GSP 20%	Included
1.4	4	Direct Fugitive Emissions	Data uncertainties: GSP: 20%	Included
1.5	5	Emissions from soils and forests	Not applicable	Excluded
2.1	6	Indirect emissions related to electricity imported by the organization for its own use	Data uncertainties: Electricity bill: 0%	Included
2.2	7	Indirect emissions related to the energy consumed imported through a network (steam, heat, cold and compressed air) excluding of electricity		Included
3.1	9	Products and services purchased	Only 80% of products based on purchasing data, excluding services Data uncertainties: Purchasing data: 0	Included

EMISSIONS TAKEN INTO ACCOUNT				
GHG emission items protocol	BEGES emission items	Name	Comment	Included / Excluded
3.2	10	Fixed assets	According to the UIC sector guide, this item is not significant	Excluded
3.3	8	Fuel and energy-related emissions not included in Scopes 1 and 2		Included
3.4	12	Inbound freight (upstream transport and distribution)	From Tier 1 supplier, 80% of products based on purchasing data Data Uncertainties: ERP data: 20% Other sources: 40	Included
3.5	11	Waste generated	Data Uncertainties: Production data: 10	Included
3.6	13	Business travel	Travel by plane, train and car rental exclusion car leasing	Included
3.7	22	Commuting to and from work	Lack of data	Excluded
3;8	14	Upstream leased assets	Partially included	Included
3.9	17	Outbound freight (downstream transport and distribution)	Up to the rank customer 1 Data uncertainties: ERP data: 20% Other sources: 40	Included
3.10		Transformation of the products sold	According to the UIC sector guide, this item is not to be included because there is no method	Excluded
3.11	18	Use of the products sold	Lack of reliable data	Excluded
3.12	19	End of life of products sold	Lack of reliable data	Excluded
3.13	21	Downstream leased assets	According to the UIC sector guide, this item is not significant	Excluded
3.14	20	Franchises	According to the UIC sector guide, this item is not significant	Excluded
3.15	15	Investment	According to the UIC sector guide, this item is not significant	Excluded
3.16	16	Transportation of visitors and clients	According to the UIC sector guide, this item is not significant	Excluded
3.17	23	Other indirect emissions	According to the UIC sector guide, this item is not significant	Excluded

ON THE SCOPE 1: EMISSIONS FROM STATIONARY COMBUSTION SOURCES

NATURAL GAS CONSUMPTION :

conversion in kWh PCI

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

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

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

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

ON THE SCOPE 1: PERIMETER: DIRECT FUGITIVE EMISSIONS

REFRIGERANT GAS LEAKS:

These leaks are expressed in kg and broken down by gas type. .

VOLATILE ORGANIC COMPOUND (VOC) EMISSIONS

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

The issue here is to consider the diffuse leakage of uncaptured or incompletely oxidized VOCs.

The sites concerned are the La Chevrolière site (France) and the Zhongshan site (China).

The methodological choice made is based on a UIC publication of May 2015 proposing to use a «molar mass» logic for Carbon (extract taken from opposite).

Once estimated, the annual mass of diffuse VOCs is multiplied by 44/12 to be considered as of «pure» CO2 released into the atmosphere.

ON THE SCOPE OF SCOPE 1: DIRECT EMISSIONS PROCEDURES

THERMAL OXIDATION OF SOLVENTS :

La Chevrolière site (France):

The tonnage of oxidized solvents was calculated via the Solvent Management Plan (SMP). In 2021, the method for calculating the emission factor related to the oxidation of solvents has been revised. It takes into account the solvent mix entering the RTOs (still according to the PGS). This factor is applied to the solvents that have undergone a complete oxidation. It is assumed that this mix is identical to the input solvent mix. This emission factor is reviewed every year. In 2021, it was 2,650 kg CO2e / t for France. .

Zhongshan site (China):

The tonnage of oxidized solvents was calculated according to the method used for the GSP in France as well as the emission factor for solvent oxidation. In 2021, it was 3,085 kg CO2e /t for China.

Method for converting VOCs to CO₂ :

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

$$\text{Emissions form 1.4 of CO}_2 \text{ (mass) = VOC concentration (mass/Nm}^3\text{) X hourly flow (Nm}^3\text{/h) X number of operating hours in the year X 44/12}$$

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

ON THE SCOPE 2: INDIRECT EMISSIONS RELATED TO ELECTRICITY CONSUMPTION

Only the purchased electricity consumption is taken into account in the calculation and is determined from supplier invoices.

The production of electricity via renewable energies on the sites for their own consumption does not come not reduce this value.

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

The value of tons*km was defined by multiplying the distance and tonnage data by differentiating the transport categories.

Freight impacts are not allocated to each site but by activity.

INCOMING FREIGHT:

The logic adopted is to take into account the freight from the last supplier.

Distances are determined from country to country, by average mileage.

As with inputs, only 80% of raw materials are included in the calculation. Packaging items are therefore excluded.

The freight of the collection carried out by APS is estimated in the same way, with all the product ranges taken into account in the calculation (laser, inkjet, copiers).

INTERNAL FREIGHT:

The Group's industrial and logistics organization generates numerous exchanges of materials between sites.

These exchanges have been considered as internal freight (inter-site) without considering the notion of ownership.

The distances were determined precisely with the addresses of the sites and according to the modes of transport (including the ports and maritime routes through which the majority of goods transit).

As with inputs, only 80% of raw materials are included in the calculation. Packaging items are therefore excluded.

OUTGOING FREIGHT:

The logic adopted is to take into account the freight to delivery of the first customer.

For the majority of exports, distances are determined from country to country, by average mileage.

For domestic shipments:

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

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

For France : CO2 emissions induced by business travel are given directly by the service providers.

For other sites: Only the emissions of emissions induced by the number of air travels have been taken into account, as explained in the table opposite:

Name of the data	Type of flight in the application
Number of short-haul flights (national flight < 1,000 km)	100-180 seats, 0-1,000 km
Number of medium-haul flights (between 1,000 km and 4,000 km)	100-180 seats, 2,000-3,000 km
Number of long-haul flights (flight	250 seats, 7,000-8,000 km

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

For emissions associated with raw material purchases, only the materials listed in the tables below are taken into account.

They have been selected because they represent 80% of the total mass. The packaging items (cartons...) are therefore not taken into account.

ARMOR-IIMAK

Raw materials related to Coating

Raw material	Reconciled with the FE of	FE used
SOLVENTS (excluding MEK)	TOLUENE	1,500 kg CO2e/t (IPCC 2013 method 100a)
MEK	MEK	1,740 kg CO2e/t (IPCC 2013 method 100a)
CIRES	CIRES	2,060 kg CO2e/t (SIMAPRO: assumption taken for EE2012 or PELD)
RESINS	Epoxy adhesive mix	6,900 kg Eq CO2/t
ADDITIVES	ADDITIVES	1,830 kg Eq CO2/t (SIMAPRO 2011)
PIGMENTS	PIGMENTS	100 kg Eq CO2/t (SIMAPRO 2011)
PET FILM	PET	3,270 kg Eq CO2/t

KIMYA

Raw materials related to the production of filaments for additive manufacturing

Raw material	Reconciled with the FE of	FE used
RESINS	Epoxy adhesive mix	6,900 kg Eq CO2/t

ARMOR BATTERY FILMS

Raw materials related to Coating

Raw material	Reconciled with the FE of	FE used
SOLVENTS (excluding MEK)	TOLUENE	1,500 kg Eq CO2/t (méthode IPCC 2013 100a)
RESINS	Epoxy adhesive mix	6,900 kg Eq CO2/t
ADDITIVES	ADDITIVES	1,830 kg Eq CO2/t (SIMAPRO 2011)
PIGMENTS	PIGMENTS	100 kg Eq CO2/t (SIMAPRO 2011)
ALU FILM	ALUMINIUM	7,803 kg Eq CO2/t
COPPER FILM	COPPER	1,445 kg Eq CO2/t

ARMOR PRINT SOLUTIONS

Raw materials related to cartridge remanufacturing and ink production

Raw material	Reconciled with the FE of	FE used
EMPTY LASER CARTRIDGES COLLECTED OR PURCHASED	79% PS, 5% PP, 16% aluminium or 4,436 kg Eq CO2/t (« new materials ») (ACV 2011)	3,688 kg CO2e/t Depending on the number of cycles of the cartridge (LCA 2011) 30% uncertainty
EMPTY INKJET CARTRIDGES COLLECTED OR PURCHASED	64% PET, 22% PC, 14% PURE Soit 4,165 kg Eq CO2/t (« new materials ») (ACV 2011)	3,463 kg CO2e/t Depending on the number of cycles of the cartridge (LCA 2011) 30% uncertainty
EMPTY COPIERS COLLECTED OR PURCHASED	Empty laser cartridges	3,688 kg Eq CO2/t 50% uncertainty
TONER POWDER	Ink powder	5,500 kg Eq CO2/t (ACV 2011)
SOLVENTS (excluding MEK)	TOLUENE	1,500 kg Eq CO2/t (method IPCC 2013 100a)
MEK	MEK	1,740 kg Eq CO2/t (method IPCC 2013 100a)
CIRES	CIRES	2,060 kg CO2e/t (SIMAPRO: assumption taken for EE2012 or PELD)
RESINS	Epoxy adhesive mix	6,900 kg Eq CO2/t
ADDITIVES	ADDITIVES	1,830 kg Eq CO2/t (SIMAPRO 2011)
PIGMENTS	PIGMENTS	100 kg Eq CO2/t (SIMAPRO 2011)

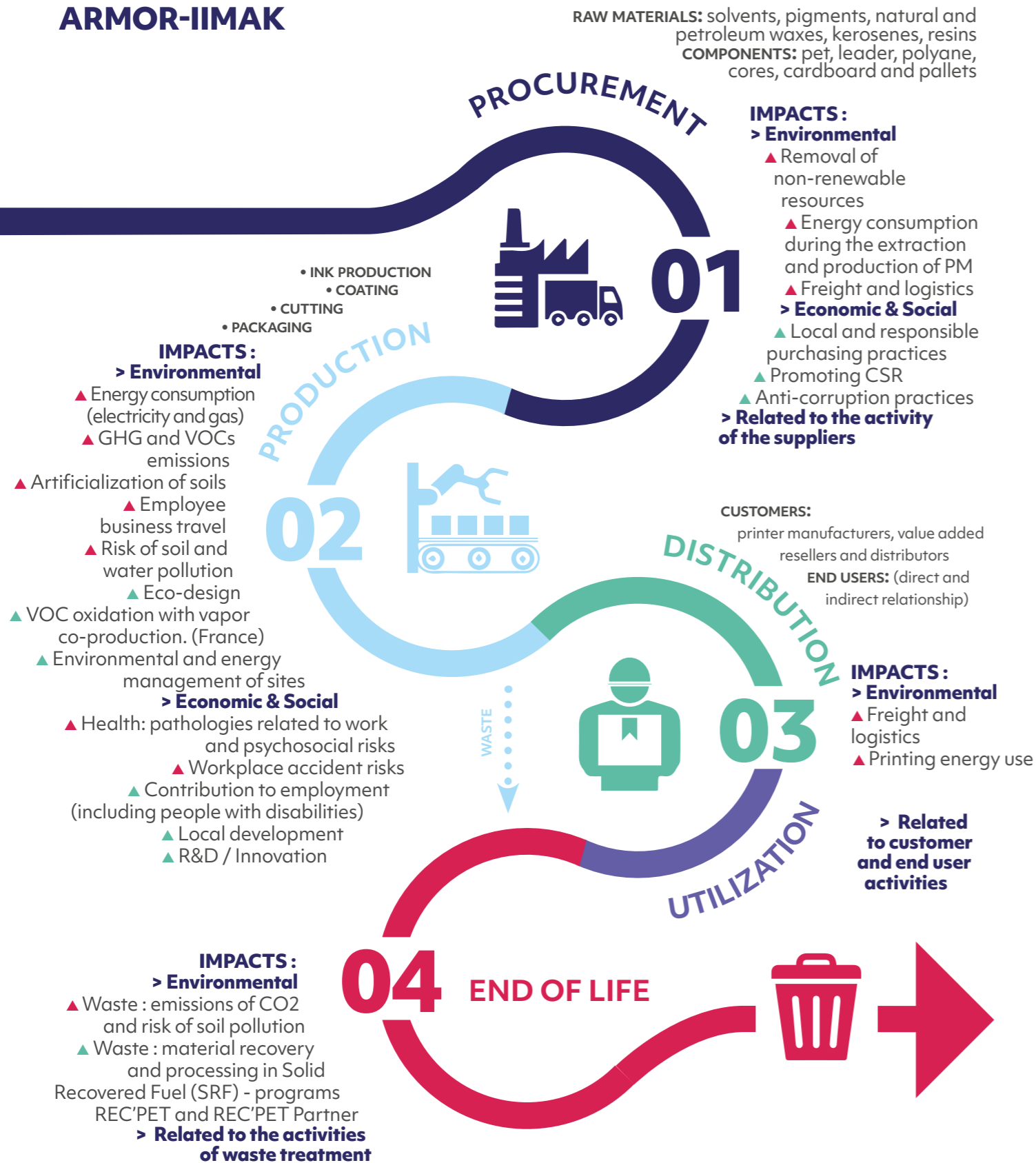
**ON THE SCOPE 3 PERIMETER:
EMISSIONS ASSOCIATED WITH WASTE**

Waste data is not collected by waste type but only by waste treatment, the different choices made to quantify carbon emissions are summarized in the table below:

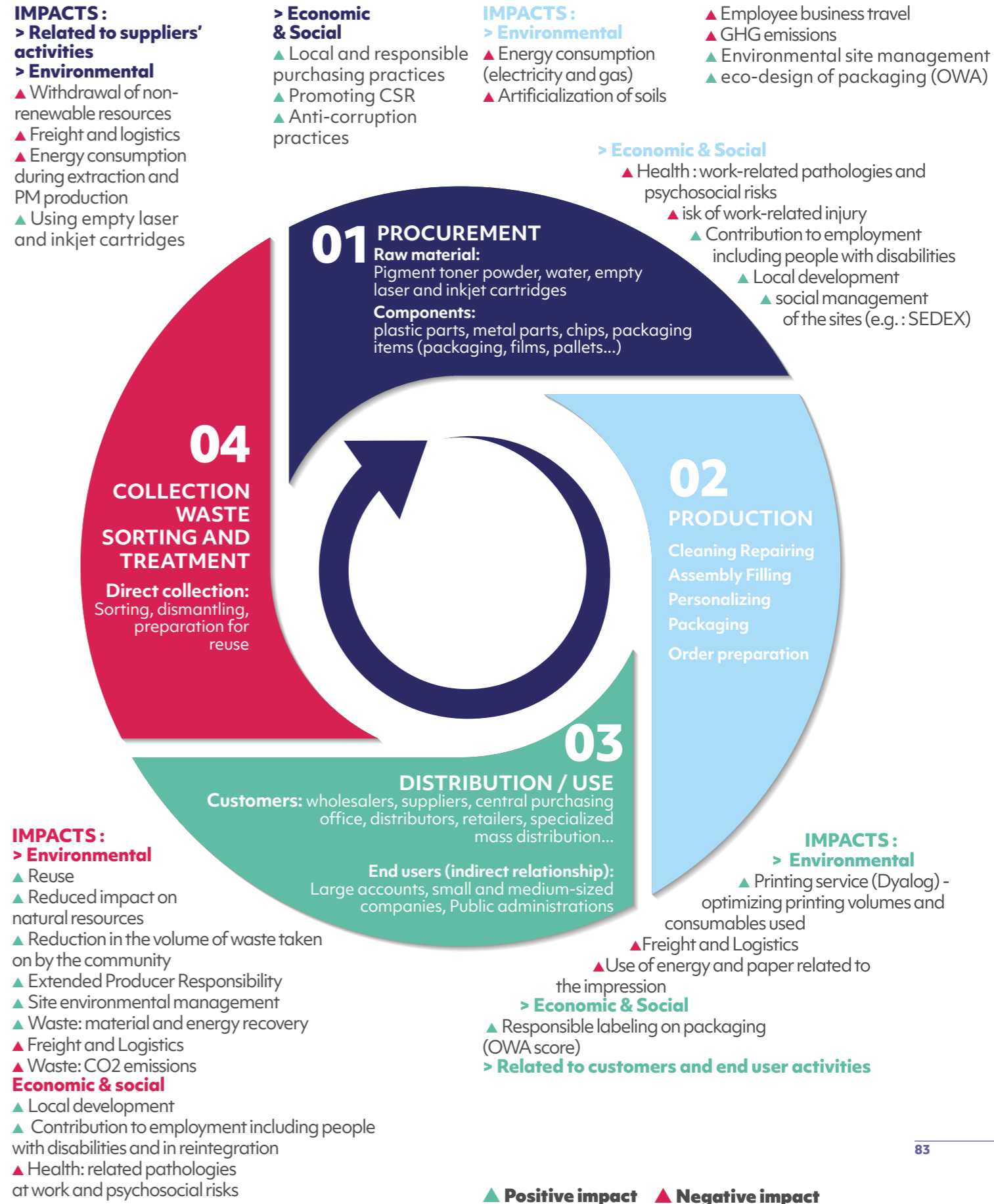
Name of the data	Type of treatment in the application	Type of waste in the application	Type of valuation in the application
Tons of waste landfilled	Placing in CET	Average household waste	No
Tons of waste incinerated	Incinerated	Plastic	No
Tons of waste incinerated with energy recovery	Incinerated	Plastic	Not specified
Tons of waste converted into Solid Recovered Fuels	Incinerated	Plastic	Not specified
Tons of waste recovered	Recycled/reused	Cardboard	X

IMPACTS OF ACTIVITIES

ARMOR-IIMAK



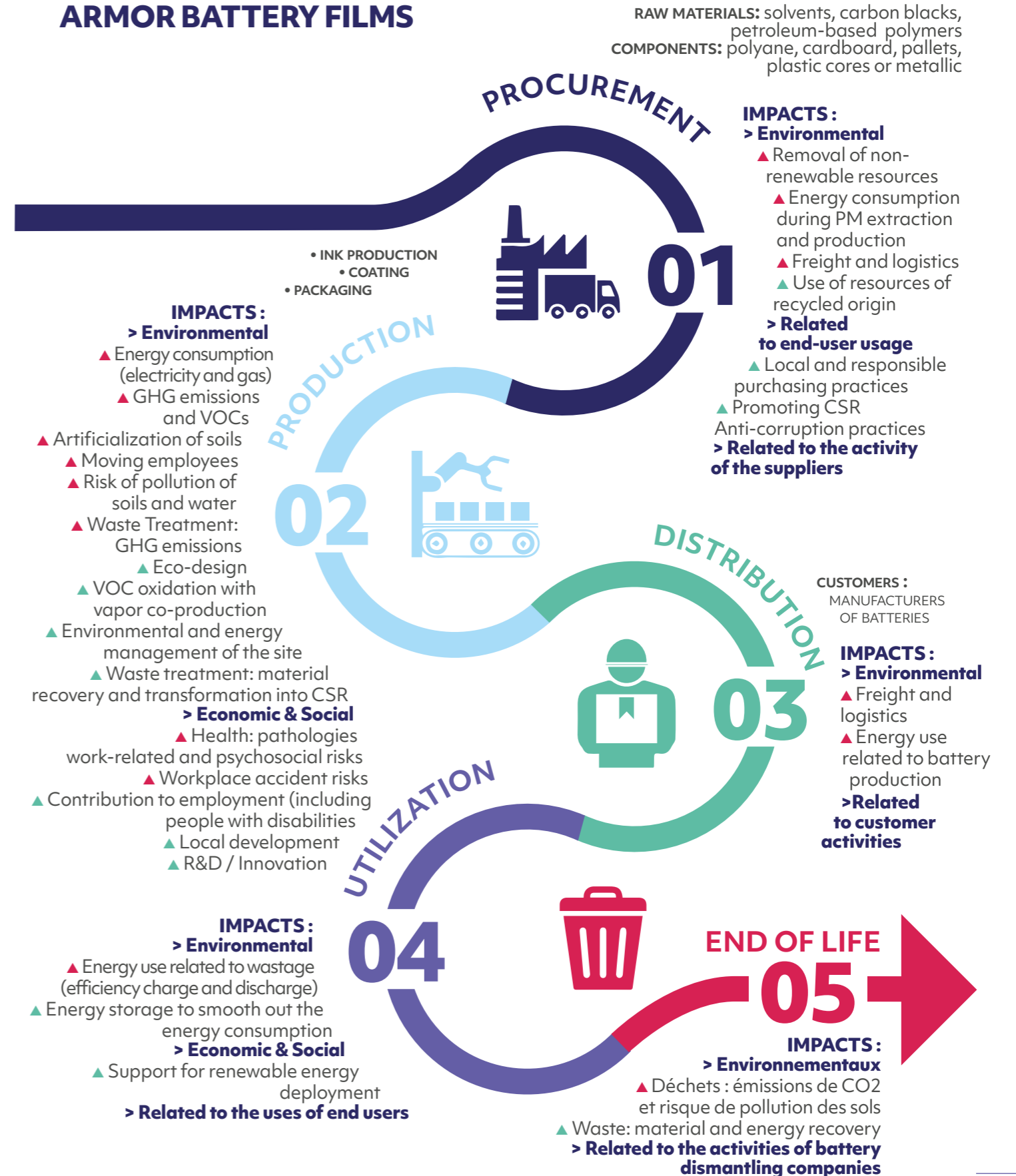
ARMOR PRINT SOLUTIONS



ASCA



ARMOR BATTERY FILMS



KIMYA



This report has been produced in association with Vertuel, a consultancy firm specializing in Corporate Social Responsibility.

ARMOR GROUP

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