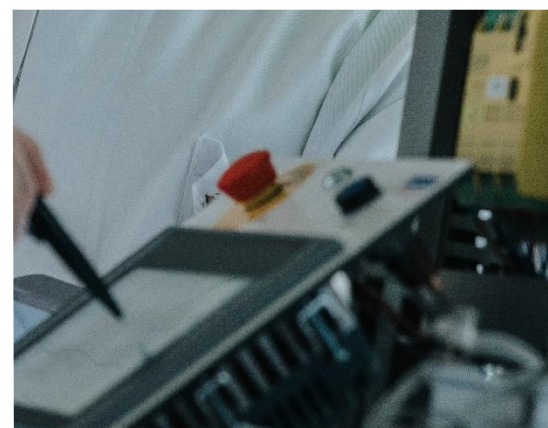


Quality

VERSION – SEPTEMBER 2025



Scope of the Policy

Our Quality Policy applies to the entire Armacell Group, including all wholly owned subsidiaries, industrial sites and the products manufactured or distributed under the Armacell brand.

Our Commitments

Armacell is committed to delivering consistent, high-quality products and services that meet or exceed customer expectations, comply with applicable standards and regulations, and support sustainable growth. Our Quality Policy is based on the following principles:

- **Prioritising Customer Satisfaction:** We strive to understand and fulfil the needs of our customers across all markets and geographies, ensuring satisfaction and long-term trust.
- **Promoting a Culture of Quality and Excellence:** Quality is embedded in our mindset, processes and decision-making. We promote a proactive quality culture that empowers employees to take ownership and pride in their work.
- **Driving Continuous Improvement:** We are committed to continuously improving our products, processes and systems through innovation, feedback and data-driven decision-making. This commitment is embedded in our internal continuous improvement programme, WAM – World-class Armacell Mindset, which empowers teams across all functions and geographies to strive for operational excellence and sustainable growth.
- **Ensuring Compliance and Standardisation:** All Armacell operations must comply with applicable quality standards, regulations and certifications, while aligning with Group-wide quality frameworks.

Our Guiding Principles

Product and Process Quality

- Design and manufacture products that are safe, reliable and compliant in the markets or applications for which they are intended.
- Standardise and optimise processes to ensure consistent quality across all sites.
- Monitor and control quality metrics to drive performance and accountability.
- Implement robust quality management systems and risk-based thinking.
- Train and empower employees to uphold quality standards in their daily work.
- Promote a mindset of “right first time” and continuous learning.

Customer Satisfaction

- Actively seek and respond to customer feedback.
- Resolve complaints and non-conformities effectively and transparently.
- Build long-term partnerships based on trust, responsiveness and value.

Supplier and Partner Collaboration

- Apply consistent quality criteria in supplier selection and evaluation.
- Work collaboratively with partners to ensure quality throughout the value chain.

Communication, Review and Amendments

Armacell's Senior Management shall be responsible for the overall implementation, maintenance and upkeep of this Quality Policy, as well as periodically communicating the content of this Policy to Armacell's global workforce, suppliers, subcontractors, and visitors to our sites.

The Policy will be reviewed at least once every two years to confirm that it remains fit for purpose and ensure it is being implemented throughout the Armacell Group. The next review will take place in the second quarter of 2027.

Laurent Musy
Chief Executive Officer

