



# 2023

## Sustainable Development Report



[www.adisseo.com](http://www.adisseo.com)

**ADISSEO**  
A Bluestar Company

# CONTENTS



**RESPONSIBLE CARE**  
OUR COMMITMENT TO SUSTAINABILITY

Adisseo is a signatory to the Responsible Care global charter and, as such, is committed to safe management of its products throughout their lifecycle, the promotion of their role in improving quality of life and their contribution to sustainability.

Adisseo has voluntarily followed the Global Reporting Initiative Guidelines in preparing this report  
Find out more at  
[www.globalreporting.org](http://www.globalreporting.org)

<b>Overview</b>	<b>1</b>
About this report	2
Sustainability in Adisseo way	3
Chairman's address	4
Sustainability highlights in 2023	5
About Adisseo	7
Adisseo in figures	8
Business Model	9
Certification policies	12
Awards and recognition	13
<b>Sustainable strategy and management</b>	<b>15</b>
Ensuring responsible and sustainable strategy	16
Engaging with our stakeholders	19
Procedure of materiality analysis 2023	27
<b>Developing sustainable products and technologies</b>	<b>30</b>
Products sustainable impact	31
Product assessment	33
Innovation together	34
<b>Reducing environmental impact</b>	<b>41</b>
Energy management	42
Water and Effluents	45
CO <sub>2</sub> and other GHG emission reductions	48
Waste	52
<b>Ensuring employee diversity, engagement and development</b>	<b>54</b>
Talent and people development for a Human Richness	55
Growing and Developing Together	59
Social Diversity, equality, and inclusion	63
Occupational Health and Safety	65
<b>Governance and compliance</b>	<b>71</b>
Responsible governance and compliance	72
Responsible value chain management	82

# 1

PART 2

PART 3

PART 4

PART 5

PART 6

## Overview

- 2 About this report** (2-1, 2-2, 2-3)
- 3 Sustainability in Adisseo way**
- 4 Chairman's address**
- 5 Sustainability highlights in 2023**
- 7 About Adisseo** (2-6)
- 8 Adisseo in figures**
- 9 Business Model** (2-6)
- 12 Certification policies**
- 13 Awards and recognition**

## ABOUT THIS REPORT

This document is published by Adisseo. Its purpose is to provide our stakeholders a good understanding of Adisseo Environmental, Social, and Governance contributions, initiatives and results towards the goal of sustainable development.

## REPORTING ENTITY AND ABBREVIATED TERMS

Bluestar Adisseo Company. For ease of expression, the said corporation is referred to by the terms “Adisseo”, “the Company”, or “we/our/us”. Adisseo's parent Company, “China National Bluestar (Group) Co., Ltd.” is referred to as “China Bluestar”. (2-1)

## SCOPE OF REPORTING

Our reporting scope covers all the worldwide subsidiaries that were included in the scope of the consolidated financial statements of the Company for the period from January 1 to December 31, 2023.

You can find details of our list of subsidiaries in our 2023 annual report. (2-2)

## REPORTING PERIOD AND FREQUENCY

Our Reporting time period is from 1 January to 31 December 2023, aligned with the period of the Company's Annual financial report. In order to maintain the consistency and completeness of information, the content of some items in this report might be out of the stated reporting period.

Our Report publishing frequency is annual. You may access to Adisseo's official website ([www.adisseo.com](http://www.adisseo.com)) to browse the report online or download the digital version of the report. The report includes simplified Chinese and English versions. (2-3)

## COMPILATION BASIS

This report has been prepared in accordance with the Global Sustainability Standards Board's (GSSB) GRI Sustainability Reporting Standards 2021 (GRI Standards 2021) and is also based on the Shanghai Stock Exchange's Listed Companies Self-Regulatory Guidelines No.1 - Standardized operation and Corporate Social Responsibility Report guidelines, and the United Nations' 2030 SDGs.

## DATA DESCRIPTION

Unless otherwise specified, the currencies stated in this report are all in CNY. Due to statistical reasons, appropriate corrections have been made in the report on related data from previous versions. In case of discrepancies, the data stated in this report shall prevail.

## CONTACT US

### Adisseo Company

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# Sustainability in Adisseo way

Sustainability is embedded into Adisseo Vision of feeding the planet in a high quality, affordable, safe and sustainable way. More concretely, we have positioned sustainable development at the heart of Adisseo strategy, focusing our teams and resources to develop products, services and promoting the adoption of sustainable practices across the entire animal nutrition supply chain.

## Strategic stage 2022-2030

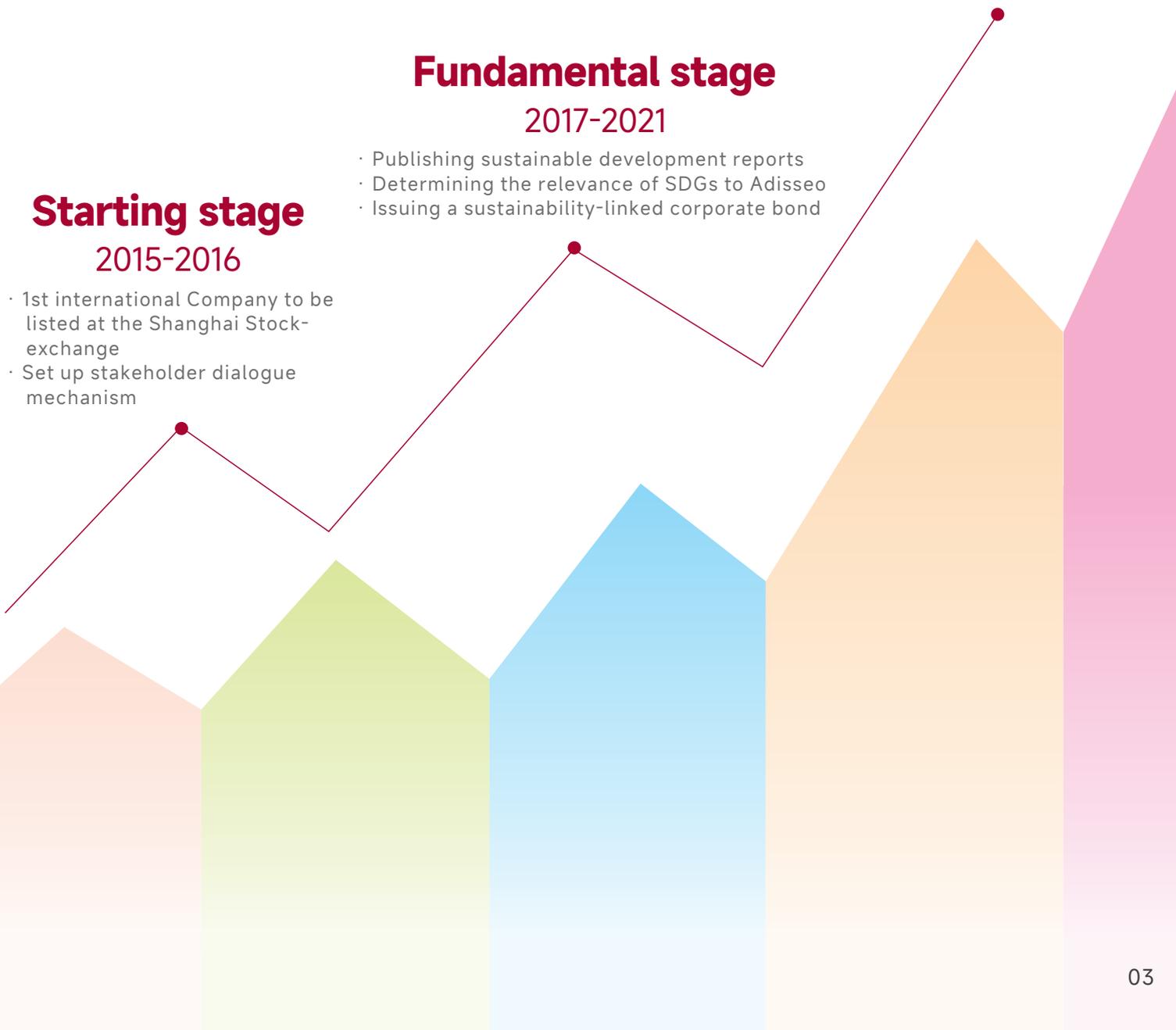
- Launching sustainable roadmap
- Integrating sustainability development into business strategy
- Implementing materiality analysis

## Fundamental stage 2017-2021

- Publishing sustainable development reports
- Determining the relevance of SDGs to Adisseo
- Issuing a sustainability-linked corporate bond

## Starting stage 2015-2016

- 1st international Company to be listed at the Shanghai Stock-exchange
- Set up stakeholder dialogue mechanism



# Chairman's address

Ladies and gentlemen

Feeding the world in a safe, qualitative, affordable and sustainable way is Adisseo vision. This mission can translate into quite different realities depending on the country and the customers that we serve or the species that we address. But in all cases, our teams are always doing their best to provide efficient solutions to improve the performance and minimize the environmental footprint of our customers at the same time. In this respect, at the end of 2023 we have already performed the Life Cycle Assessments of our most important products, covering 75% of our sales and we are targeting 95% at the end of 2024.

At the same time Adisseo is providing solutions for the decarbonation of its value chain, as we are also engaged in the decarbonation of our own production and supply chain. In 2020 we took a 20% reduction engagement for our scope 1 and 2 of GHG emissions (absolute value) by 2025 which we are in good track to deliver. In 2024 we will determine a new target for 2030.

2023 has been a very difficult year for the animal nutrition industry in general, including Adisseo. This was mainly related to inflation which triggered a reduced consumption of meat in many parts of the world. Despite these difficulties, Adisseo continued to invest in sustainable strategic projects and in innovation in order to further improve our carbon footprint and to provide improved solutions to support our customers in the achievement of both their performance and sustainability targets. Beyond the new liquid methionine capacities, I'm thrilled to announce the gradual launch of 4 new products during the period 2023-2024, all of them providing, at the same time, positive zootechnical and sustainable development benefits !

Last but not least, I want to address a very warm thank you to all Adisseo teams around the world for their incredible engagement, despite all difficulties, to better serve, innovate and develop new, safe, qualitative, affordable and sustainable solutions for our customers !



A handwritten signature in black ink, appearing to read 'HAO Zhigang'.

HAO Zhigang

CEO and Chairman of Adisseo

# Sustainability highlights in 2023

We continuously integrated sustainability initiative into our 2023 activities, demonstrating our implementation of the sustainability concept and social responsibility.



## QUARTER 1

### Green Electricity Consumption Certificate

Early 2023, Adisseo Nanjing Plant signed a low carbon electricity supply contract for 100% of its needs(80% nuclear and 20% renewable), approximately corresponding to CO<sub>2</sub> emissions reduction by 805.47 tons, SO<sub>2</sub> emission reduction by 0.55 tons, and nitrogen oxide NO<sub>x</sub> emissions reduction by 0.5 tons.



## QUARTER 2

### Reward Silver rating

In 2023, the EcoVadis rating agency has awarded Adisseo silver status for its sustainability performance.

Overall score	Percentile
<b>68/100</b>	<b>92</b>



## QUARTER 3



### New plant for methionine product

Adisseo officially announced the construction of a new 150 kt/year powder methionine plant in China. This project effectively includes process optimization, reducing carbon emissions, water consumption, by-products production and waste.

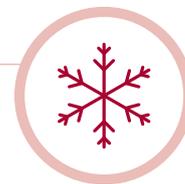
### New plant for specialty product

Adisseo started the construction of a new multipurpose plant for the production of specialty products in China. It is the first formulation and blending plant of Adisseo for Specialties in China. This plant will allow to produce locally for the service of the Chinese and Asian markets, allowing at the same time a better service for our customers and a reduction of our transportation carbon footprint.

### Upgrading existing equipment for environmental protection

In order to actively respond to the local government's requirements of low-carbon, energy-saving, and environmentally friendly policy, Nanjing Plant is optimizing its wastewater treatment process and installed a steam turbine to improve its energy efficiency.

## QUARTER 4



### Launch of new R&I center

The new European R&I center "ELISE" for European Labs of Innovation, Science & Expertise, located in Saint Fons near Lyon, was officially completed and inaugurated in 2024. The R&I center "ELISE", together with RICA (R&I China Adisseo), inaugurated in 2022, form a global R&D two-pillar innovation collaboration system.

### R&I cooperation

The Company signed a scientific and technological innovation cooperation framework agreement with the Feed Industry Center of the Ministry of Agriculture and Rural Affairs of China.

### Adisseo partners with AXELERA for the DECLYC project

Adisseo announced a significant contribution from its industrial facility located in Saint Clair du Rhône, France, to the DECLYC project. This initiative, spearheaded by AXELERA and endorsed by Métropole de Lyon, has gained recognition and support from ADEME, the French Agency for Ecological Transition.

The primary objective of DECLYC is to expedite the decarbonization efforts in Lyon Vallée de la Chimie, with a targeted reduction of 80% in CO<sub>2</sub> emissions by 2050, equivalent to 1.6 million tons of CO<sub>2</sub> annually, aligning with national sustainability goals. The project is divided into several themes and Adisseo participates notably to Carbon Capture Utilization and Storage.

# About Adisseo

Adisseo Company is an international listed Company (stock code: 600299.SH) with core competitiveness in the fields of feed additives and servicing more than 4,200 customers over the world.

China National Bluestar (Group) Co.,Ltd. ("China Bluestar"), the actual holding Company of Adisseo, is actually controlled by Sinochem Holdings Corporation Ltd. ("Sinochem Holdings"). Sinochem Holdings is a leading state-owned enterprise under the supervision of State-owned Assets Supervision and Administration Commission of the State Council.

Adisseo is a leader at the heart of the food chain, feeding the planet in a high-quality, affordable, safe and sustainable way. (2-6)

## Our vision

Feeding the planet in a qualitative, affordable, safe and sustainable way

## Our mission

We, Adisseo, contribute to the sustainable growth of the planet  
We deliver innovative products and services to the feed and food industry  
We are committed to a fair balance of the value we are creating between our customers, employees and shareholders

## Our values

Team Spirit, Commitment, Integrity, Creativity, Results Oriented



# Adisseo in figures



CNY

## 21,513

Million Total Assets



CNY

## 13,184

Million Revenues



CNY

## 53

Million Net profit



## 2,734 (26%)

Employees(Female%)

## 2023 Financial Year

2023 has been a historical tough year in terms of market conditions. We drove forward our strategic development in 2023. Despite the severe environment, we have proven to be resilient.

Revenue decreased by **9%** to CNY **13,184 million** despite accelerated penetration of liquid methionine especially in China gaining shares of total methionine market.

Total assets was CNY **21,513 million**, **1%** above the prior year.

In CNY Million	2023	2022
Revenues	<b>13,184</b>	<b>14,529</b>
Operating costs	<b>11,200</b>	<b>11,156</b>
<b>Economic value added</b>	<b>1,984</b>	<b>3,373</b>
Employee wages and benefits	1,734	1,684
Payments to providers of capital	153	481
Payments to government	61	363
Community investments	0	1
<b>Economic value distributed</b>	<b>1,948</b>	<b>2,529</b>
<b>Economic value retained</b>	<b>36</b>	<b>845</b>

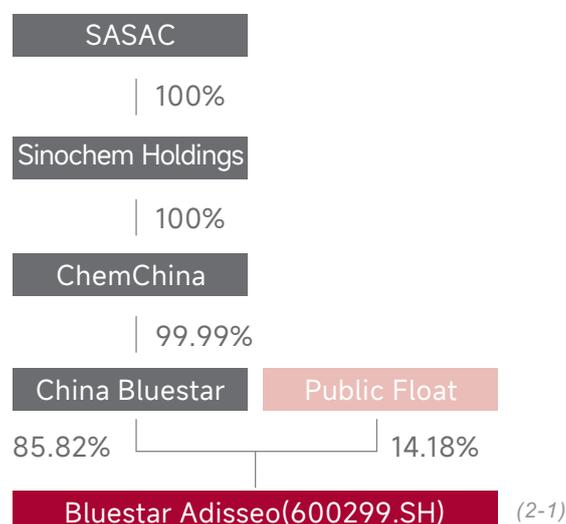
## Economic value added

Value added is on an accrual basis, calculated from sales and other revenues less the cost of materials, depreciation, amortization, and other expenses.

Our economic value added decreased by **41 percent** to CNY **1,984 million** in 2023. The largest share of value added **87 percent** (2022:50 percent)-related to employee wages and benefits. **8 percent** (2022:14 percent) was paid to providers of capital. Furthermore, **3 percent** (2022:11 percent) was paid to government. The economic value retained was **2 percent** (2022:25 percent).

(201-1)

## Shareholding structure

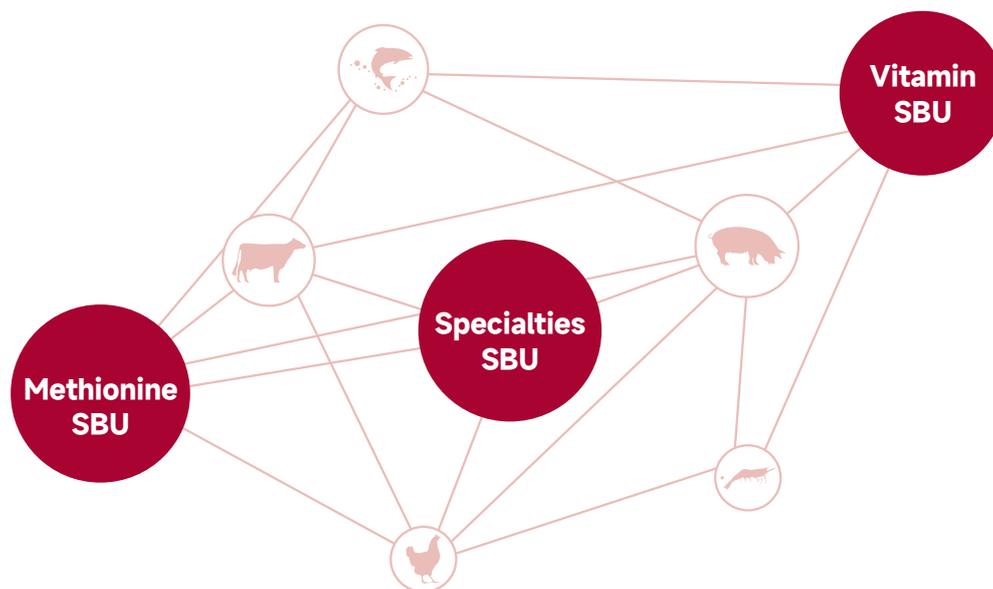


As of: December 31, 2023

# Business Model

We ensure profitable and sustainable performance by creating value for customers, employees and shareholders and by managing growth with agility, efficiency and respect.

**Our business model is composed of 3 strategic SBUs:**



## Methionine SBU

Methionine is an essential amino acid which ensures the proper development of farm animals in particular for poultry

- Number 1 worldwide in liquid methionine
- Number 2 worldwide in methionine ( all forms )
- Cost competitive & market leadership for liquid methionine

## Specialties SBU

Improve the Competitiveness and sustainability of our customers (feed producers and integrators), through different levers (reduction of the feed cost, reduction of the FCR, improvement of the zootechnical performance, replacement of antibiotic growth promoters by nutritional ingredients)

- 2 key pillars : protected methionine for ruminants, enzyme for enhanced feed digestibility
- A nice range of products built by M&A : palatability, health by nutrition, mycotoxin management

## Vitamins SBU

Vitamins are essential nutrients to ensure the proper functioning of animal metabolism. Adisseo guarantees the highest standards of quality, safety and traceability to our customers, through the implementation of the MCS (Microvit® Certification System). The MCS is based on a thorough homologation standard, dedicated and specific process audits and permanent quality assurance. We are producer of Vitamins A and AD3

- Other vitamins are specified by Adisseo and produced by major global vitamin producers (most of which are located in China) and sold under Microvit® brand name. (2-6)

# Competitive advantage of well-balanced dual set up

In today's increasingly fragmented world, we have a well-balanced manufacturing set-up to deliver methionine and other products and services which improve the health, the production cost as well as the sustainability of the animal production supply chain.

## Balanced dual set-up



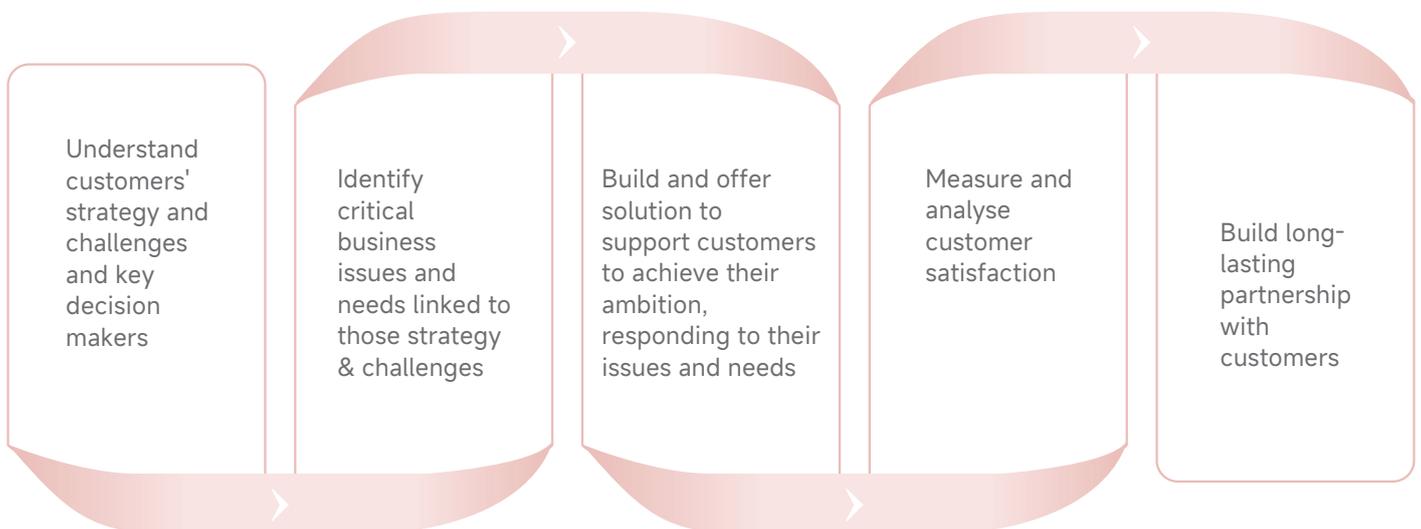
**China platform**  
to serve Asia Pacific market



**Europe platform**  
to serve Europe and MiddleEast Africas

# Customer centricity

We aim to maintain our leading position in the animal feed sector by meeting our customers' expectations. Consequently, we apply "Customer Centricity" programs to enhance our value proposition by developing an appropriate interactive mindset across the entire value chain, aiming for a deep understanding of customers' needs and product use in order to provide appropriate solutions, products and services.



# Supporting customers with exclusive services

Adisseo offers its customers exclusive analytical predictive and formulation services designed to help them in using its products and give them greater nutritional control.



## PNE

A unique service based on NIR technology to predict the nutritional quality of the raw materials used in feed. Adisseo is able to analyze all main dietary ingredients to predict in real time the multiple characteristics impacting nutritional quality, using a reliable system based on in vivo data.



## ADICT

A “calculator” that transforms your analytical results into nutritional values ready to use in a formulation software. It gives you the opportunity to easily, quickly and precisely integrate the PNE data into a feed formulation software.



## NESTOR

The most recent nutritional recommendations for poultry & swine in net energy and nutritional values of raw materials in an unique platform: NESTOR. Net Energy system is the most appropriate energy system to formulate animal feed as close as possible to their nutritional requirements, reduce safety margins and improve sustainability.



## E.LAB

Reliable and specific analytical services in various fields of activity. It is directly accessible online through E.lab, a web platform that allows customers to submit analytical requests, follow the progress of samples from submission to results and directly access results including certificate of analysis and comments from Adisseo technical managers.



## DIM

A comprehensive liquid application service and assistance program developed to enable our customers to benefit from all the benefits of Adisseo liquid methionine, Rhodimet® AT88, in total peace of mind.



Predictor

## PREDICTOR

An accurate algorithms to predict the potential uplifts of nutrient value created by Adisseo enzyme range in a diet. The new interface was designed to be intuitive and user-friendly. This new functionality allows comparing the enzymatic potential under different feed programs, build your own customized matrix with Rovabio® products by taking into account the substrate quantity in the feed, and export simply the matrix created in pdf or Excel.



## MYCOMAN

From prediction of mycotoxin risk in key raw materials before harvest, to final analysis of raw materials and ingredients, Mycoman is your ally for practical management of the negative effects of mould and mycotoxins.

# Certification policies

Adisseo's activities are certified to meet the needs and expectations of its stakeholders (employees, customers and prospects, applicants, authorities, media, etc.) in terms of product quality, personal safety, environmental protection, risk management and customer satisfaction.

All of these certifications are a source of progress and confidence and are audited every year.

## The main international standards applied by Adisseo include

STANDARD	OBJECTIVE
ISO 9001 (Quality)	Ensure and improve the quality of our products and services to increase customer satisfaction
FAMI-QS / HACCP (Health & safety)	Manage food safety by implementing a code of best practices
ISO 14001 (Environment)	Protect the environment by eliminating or attenuating the negative environmental impacts of our processes and products from inception and throughout their life cycle
ISO 45001 (Health & safety)	Prevent and manage health and safety risks in all our activities
GLOBAL REPORTING INITIATIVE-GRI (SD reporting)	Devise and communicate measures of economic, social and environmental performance
ISO 50001 (Energy) implementation in progress	Manage energy and continuously improve energy efficiency
C-SOX (Internal audit)	Improve internal controls with regards to financial regulations

## Adisseo is certified in the following areas in order to meet external and internal requirements and expectations

QUALITY, ENVIRONMENT HEALTH AND SAFETY CERTIFICATIONS	
MARKETING / SALES	ISO 9001, FAMI-QS
MANUFACTURING (major industrial sites)	ISO 9001, ISO 14001, ISO45001, ISO50001 (implementation in progress), FAMI-QS
RESEARCH & INNOVATION	ISO 9001, ISO 14001, ISO45001

## Adisseo also refers to other international standards in managing its operations

STANDARD	OBJECTIVE	FUNCTIONS
ISO 20400 (Responsible procurement)	Incorporate social responsibility in the procurement process	PROCUREMENT
ISO 26000 (Social responsibility)	Assess the vision, strategy and governance of corporate sustainability policies	SUSTAINABLE DEVELOPMENT
ISO 27001 (Information security management)	Implement an information security management system - Requirements	INFORMATION SYSTEMS
ISO 31000 (Risk management)	Identify opportunities and threats, allocate and use resources efficiently to manage risks	GOVERNANCE
ISO 37001 (Anti-corruption)	Implement an anti-corruption management system - Requirements and recommendations	LEGAL

# Awards and recognition



The title of "National Advanced Organization for Implementing Excellent Performance in 2023"



The title of "Nanjing Excellent Unit of Production Safety in 2022" (granted in 2023)

# Sustainable strategy and management

## 16 \*Ensuring responsible and sustainable strategy (2-22)

16 Sustainable development roadmap

18 Fulfillment of sustainability in business

18 Launch of the EU-rise project

18 Continuous sustainability development through acquisition

## 19 Engaging with our stakeholders (2-28, 2-29)

21 \*Ensuring customer satisfaction

21 Qualitative knowledge about customer satisfaction

21 Quantitative data about customers satisfaction

24 \*Establishing open and transparent communication with stakeholders

24 Participating industry association

25 \*Contributing to the social development of communities

## 27 Procedure of materiality analysis 2023 (2-14, 3-1, 3-2)

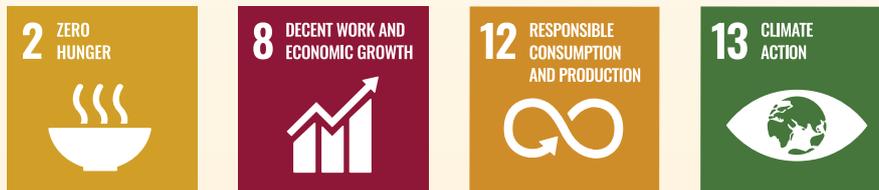
# Sustainable Strategy and management

Sustainable development is at the heart of Adisseo strategy in order to build a sustainable future for the group. Adisseo is committed to aligning its environmental footprint objectives with the COP 21 Paris agreement objectives. The concrete description of our engagements is described thereafter.

## MATERIAL TOPICS

- Ensuring responsible and sustainable strategy
- Ensuring customer satisfaction
- Establishing open and transparent communication with stakeholders
- Contributing to the social development of communities

## RELEVANCE OF SDGS TO Adisseo



# Ensuring responsible and sustainable strategy

Sustainability is at the heart of Adisseo Vision and Mission and Strategy. This strategic integration lays the foundation of Adisseo's contribution to the development of safe, affordable and sustainable meat production, preserving resources, reducing waste, and protecting biodiversity.

## Sustainable development roadmap

Adisseo sustainable development strategic roadmap was developed in 2022. It encompasses the 3 dimensions of Sustainable development: Environment, Social and Governance and is updated every year. (2-22)

### Priorities updated in 2023 for the period 2023-2025

#### ● Reduce our environmental footprint

- Achieve our 2025 emissions reduction targets in terms of GHG (scope 1&2), energy consumption and water use as already defined
- Define new ambitious GHG, energy and water reduction targets for 2030 including scope 3 to align with the Paris agreement
- Define Adisseo 2050 decarbonation roadmap and milestones and align all functions to achieve this ambition

#### ● Contribute to the reduction of the environmental footprint of our value chain

- Adopt the LCA methodology to evaluate our impact on the value chain. Develop the metrics to index our products (GFLI standard) and share with customers
- Develop co-projects with customers & partners of our value chain to demonstrate the value of our products to reduce their scope 3
- Integrate Sustainability as a key pillar of Adisseo innovation process
- Develop sustainability development competencies in Adisseo sales and technical support teams to support sustainability projects with customers

#### ● Ensure a responsible behavior towards employees, stakeholders and the society

- Continuous improvement of Occupational, Process & Environmental Safety to protect employees and surrounding communities
- Develop competencies & talents and increase diversity for a sustainable growth of Adisseo
- Ensure good working conditions for all Employees & contractors. Leverage Adisseo values and behaviors to boost team spirit and efficient collaboration
- Global deployment of WeCare program (Adisseo's Societal Initiative)

#### ● Strengthen Adisseo Governance & Sustainable Development reporting

- Responsible corporate governance, compliance & ethics as key elements in Adisseo's management
- Prepare Adisseo towards the EU Corporate Sustainability Reporting Directive (by 2024) as well as the Chinese extra-financial reporting standards
- Structure and improve the Dialogue with our stakeholders and adjust priorities accordingly
- Define and deploy a CO<sub>2</sub> pricing and standard methodology to add SD in the evaluation and the selection of projects and investments
- Deploy the SD engagement dimension in the selection of suppliers and business partners

# Contributions towards the UN SDGs

The 17 UN SDGs are the political objectives of the United Nations (UN), which are intended to ensure sustainable development at economic, social and ecological level worldwide. The SDGs apply to all countries worldwide.

**Our focus**

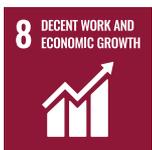
We are more particularly committed to responsible stewardship and contribution towards the following SDGs which are of particular relevance to us:



**Zero hunger: Achieving food security and improved nutrition and promote sustainable agriculture**

**We contribute to the development of resilient agricultural practices that have a positive impact on food Availability, Quality, Affordability, Safety and Sustainability**

The current global food security situation is severe and complex, thus there is still a long way to go to achieve the "zero hunger" goal of the United Nations 2030 Agenda for Sustainable Development. We will persist in open innovation through proteins alternatives, Industry 4.0 and disruptive ingredients to promote the growth, well-being and health of animals, helping eliminate poverty and achieving inclusive growth and agriculture sustainable development.



**Decent work and economic growth: protecting labor rights and guaranteeing fair treatment and motivating working environment for all employees**

We pay a particular attention to the protection of labor rights and ensure safe and secured working conditions for all workers through a strong and consistent safety culture, fair treatment of all employees, inclusive and motivating working environment. These are the foundations for making Adisseo an attractive employer for our current and future employees. Adisseo guarantees that our employees can develop their potential by offering them diverse training programs. We are committed to the professional integration and retention of people with disabilities. We offer employees attractive compensation, decent benefit and a profit-sharing mechanism with Company's success.



**Responsible consumption and production**

Adisseo develops and deploy new production practices in order to reduce Adisseo environmental footprint. We develop solutions that contribute to the reduction of the environmental footprint of our value chain.



**Climate action: Contributing to reduce the Green House Gas (GHG) emissions in our production process**

Adisseo takes responsibility for the reduction its CO<sub>2</sub> emissions to align with the Paris Agreement. For the scope 1, we are continuously developing new technology and processes to deliver our products with a lower carbon footprint. For the scope 2, we also pay a lot of attention to the reduction of our energy consumption as well as the decarbonation of this energy. Finally, for the scope 3, we are seriously considering the progressive decarbonation of the most impactful raw materials entering into our production process as well as the reduction of our transportation carbon footprint.

# Fulfillment of sustainability in business

## Launch of the EU-rise project

Adisseo's strategy for our performance products, influenced by the dynamics of our markets and global geopolitics, is based on two major industrial platforms (China and Europe). With these two platforms, we can serve our customers in the best possible way, competitively and as closely as possible, anywhere in the world. This strategy is a foundation for our business sustainability, based on:

- a continuous capability to ensure our world-feeding mission and provide a qualitative product to our customers all over the world,
- the possibility to optimize our procurement and delivery roads and ensure a lowered impact of transportation on our planet

However, the European Performance Products industrial platform needs a boost to go back to a good level of performance in terms of competitiveness, reliability and safety. This should also enable us to accelerate our transition to decarbonization and lower consumption of natural resources. These actions to achieve operational excellence and streamline our flows, accompanied by an ambitious investment and innovation plan, are currently being examined and structured within a project called EU-rise.

All these levers and actions should contribute to increasing the competitiveness of our European sites, which is the only guarantee of overcoming the recurring low points in our industry and producing locally for our European customers.

The scope of the project is spread over the Commentry, Roches-Roussillon, Bayonne, and Burgos sites.

A stream of this project called "Reboost" aims at improving the operational excellence of the four sites, on both Safety and Competitiveness aspects.

The other stream "Revitalize" aims at finding new activities to make a better use of our industrial ground at Commentry site. This is also our corporate responsibility to align with the strategic goal of the French government to reindustrialize France. We are looking for internal proposal as well as external new partners, especially developing new technologies in green chemistry. In addition, a comprehensive set of projects are identified to develop greener technologies to eliminate or reduce the impact of our business.

EU-rise aims at a better safety and competitiveness of our industrial operations in Europe, this gives us the frame to a clear and fast improvement which is a pillar for Adisseo sustainability.

## Continuous sustainability development through acquisition

As part of its strategic vision focused on sustainable development, Adisseo has completed the acquisition of Nor-Feed in early 2023, following the signing of an agreement at the end of 2022.

The Nor-Feed concept was born with the vision that synthetic growth promoters used in animal nutrition would be challenged in the future for environmental and safety reasons, and that natural and efficient alternatives would have to be offered to breeders and nutritionists. With its expertise in the active compounds of plants, Nor-Feed develops and manufactures botanicals that replace xenobiotics (coccidiostats, insecticides, or antibiotics used as growth promoters) and lower the overall carbon footprint of livestock production, as documented by the series of Life Cycle Assessments conducted on the Company portfolio in 2023.

This initiative is part of the Group's drive to become a world leader in specialty feed ingredients, with a focus on external growth. The Nor-Feed project is of particular importance, highlighting preventive nutritional strategies, promoting the use of botanical extracts from agricultural co-products for animal health and nutrition.

Frédéric Jacquin (Adisseo Group's Chief Operation Officer) emphasizes that this investment marks a crucial step in Adisseo's specialty ingredients development strategy. "It underlines our commitment to unique and differentiating technologies, as well as natural and sustainable solutions to meet our customers' needs. By joining an emerging market growing at around 10% a year, Adisseo is positioning itself proactively".

This acquisition represents not only a strategic opportunity to strengthen Adisseo's position on the global market, but also a commitment to sustainable and responsible practices in the animal nutrition sector. By embracing the values of sustainable development, Adisseo and Nor-Feed will work together to meet future challenges while making a positive contribution to the evolution of the industry.

# Engaging with our stakeholders

We have established various stakeholder communication mechanism, such as ordinary dialogue, site visit, questionnaires survey etc. Communication with our stakeholders is important for us to understand their demand and regularly review our own positions. It strengthens the trust of our most important stakeholders. Moreover, we use our stakeholder engagement to detect potential opportunities of business development. We reviewed the stakeholder groups we had identified. This review was carried out in connection with the recommendations of the new GRI 3 Material Topics. The chart below summarizes the communication channels used by Adisseo. (2-29)



## Stakeholders' communication channels

Stakeholders' category	Ordinary dialogue	Special communication	Site visit	Survey	Website
Customers	✓		✓	✓	✓
Employees	✓	Workers' Congress	✓	✓	✓
Suppliers and business partners	✓		✓	✓	✓
Community	✓		✓	✓	✓
Shareholders and investors	✓	Shareholder meetings	✓		✓
Government and authorities	✓		✓		✓
Industry associations	✓		✓		✓

We actively make adjustments to our tactics and focus while responding rapidly and accurately to our stakeholders' concerns.



## Stakeholders' key engagement

Stakeholders' category	Their intrinsic concern	Our key engagement
 Customers	<ul style="list-style-type: none"> <li>· Quality of product</li> <li>· Customers health</li> <li>· Customers' claim</li> </ul>	<ul style="list-style-type: none"> <li>· Increase investment in R&amp;I</li> <li>· Customers health</li> <li>· Customers satisfaction survey</li> <li>· Dealing with customers' claim</li> </ul>
 Employees	<ul style="list-style-type: none"> <li>· Occupational health and safety</li> <li>· Decent working condition</li> <li>· Fair treatment</li> <li>· Training and development</li> </ul>	<ul style="list-style-type: none"> <li>· Regular staff meetings</li> <li>· Collecting employees' advice and comments</li> <li>· Access to plenty of training program eg. Advanced management program</li> </ul>
 Suppliers and business partners	<ul style="list-style-type: none"> <li>· Responsible procurement</li> </ul>	<ul style="list-style-type: none"> <li>· Assessment of suppliers</li> <li>· Regular trainings</li> <li>· Set forth purchasing Charter</li> </ul>
 Community	<ul style="list-style-type: none"> <li>· Surrounding safety</li> <li>· Public welfare</li> </ul>	<ul style="list-style-type: none"> <li>· Compliance with HSE regulations</li> <li>· Open day to the community</li> <li>· Participation in charity and public welfare activities</li> </ul>
 Shareholders and investors	<ul style="list-style-type: none"> <li>· ESG compliance</li> <li>· Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>· Roadshows</li> <li>· Periodic quarterly release</li> <li>· Information disclosure</li> <li>· Shareholders &amp; investors meeting</li> </ul>
 Government and authorities	<ul style="list-style-type: none"> <li>· Environment protection</li> <li>· Pollution prevention</li> <li>· Energy consumption</li> <li>· Waste &amp; emission management</li> <li>· Anti-unfair competition</li> </ul>	<ul style="list-style-type: none"> <li>· Compliance with local regulation</li> <li>· Openness and transparency</li> <li>· Approval for projects</li> <li>· Periodic communication &amp; reports</li> </ul>
 Industry associations	<ul style="list-style-type: none"> <li>· Search a partner</li> <li>· Anti-unfair competition</li> </ul>	<ul style="list-style-type: none"> <li>· Participation in forums &amp; seminar</li> <li>· Cooperation in R&amp;I field</li> </ul>



We contributed to the training of young people by taking on students for internships



Customer visits: we received a group of customers from several Latin American countries

## **Specific practices of engagement with our stakeholders.** (2-29)



# Ensuring customer satisfaction

## Qualitative knowledge about customer satisfaction

### ● **Customer centricity**

In a context of market constraints and pressure on prices, we are pursuing the ambition to enhance our value proposition in response to customer needs and to place customers at the core of our business.

We implement this business model and paradigm by developing an appropriate interactive mindset across the entire value chain, aiming for a deep understanding of customers' needs and product use in order to provide appropriate solutions, products and services.

### ● **Customer satisfaction metrics**

Measuring customer satisfaction is a priority for us. This step is key to developing a truly customer centric business model. ACE (Adisseo CRM system) is the unique tool to share customer insights, problems and opportunities, to ensure customer retention and new business development. Using a selected set of KPI, we monitor customer satisfaction.

### ● **How do we treat customers claims?**

We treat Customers' Claims (Complaints) following an Adisseo Corporate Process.

- The first target of this Process is to find a way to compensate our customer's dissatisfaction within 2 weeks.
- The second target is to analyze claims globally, focus on major issues, propose and implement corrective and preventive actions, as an input to our continuous improvement.

To obtain continuous improvement we use Quality and Operational Excellence methods:

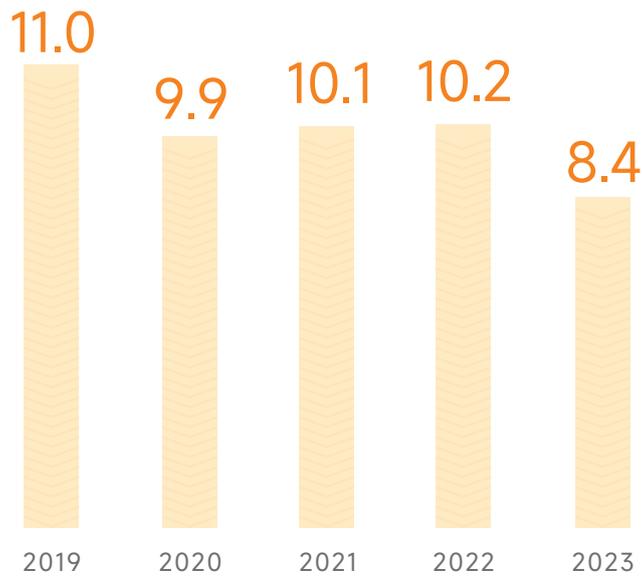
- We standardize : we drew a corporate process, applicable by all entities of the group. This process is audited regularly, internally and externally, to conform ISO 9001 standard.
- We seize major issues: from data, we identify major issues to be addressed.
- We act: we aim to improve with a permanent view on cost optimization. We implement Quality methods to obtain improvement Process improvement (Lean method), Operational Excellence (Six Sigma method) and Data flows optimization.
- We measure efficiency: our claims dashboard allow analysis of Claims Frequency evolution, showing efficiency (or non-efficiency) of actions.
- We spread out Good Practices: once proven the efficiency of a specific action, we develop the concept and apply it to other locations, for other products or other sites of the Group.

# Quantitative data about customers satisfaction

Main KPI: Customer Claims Frequency

We measure and follow-up Customer Claims Frequency : number of customer's claims / 1000 invoices and report to Adisseo Top Management monthly, quarterly and annually.

## Customer claims frequency: evolution over 5 past years



## After claim customer satisfaction

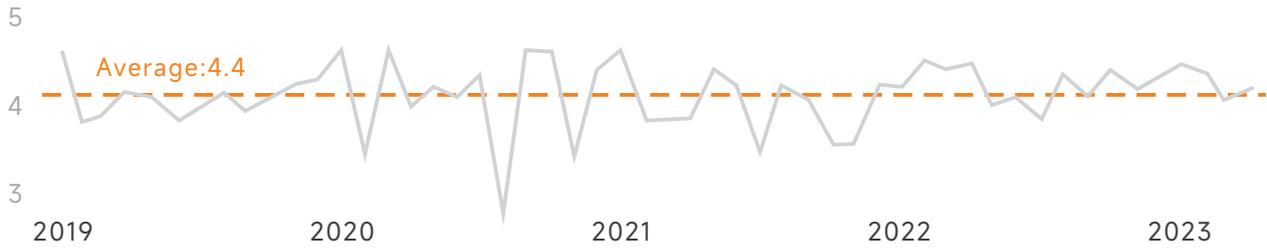
Global Average 2023



After each customer's claim, we send an individual survey, asking our customer if our answer to their claim was satisfactory.



### After claim customer satisfaction evolution



### Global customer satisfaction surveys

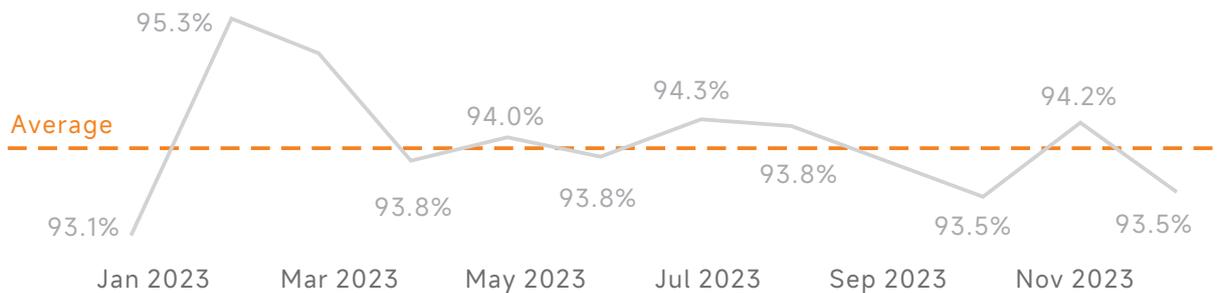
Being a customer centric organization, auditing our Sales and Marketing processes regularly, we are organizing a global customer survey every 2 years to consolidate feedback and identify areas of improvements to constantly progress in satisfying our customers. This survey performed by our regions, and operated by our central marketing department, is an addition to our constant review of OTIF performance and claims management process. It screens various angles of customer satisfaction consolidating a NPS score, but also identifying our performance in: Customer service, Relationship with our staff, After sales and product quality, Commercial policy, Marketing, Sustainable development, Customer journey. Our teams review these results thoroughly to feed the organization with areas of improvements to constantly increase our customer support excellence.

### OTIF

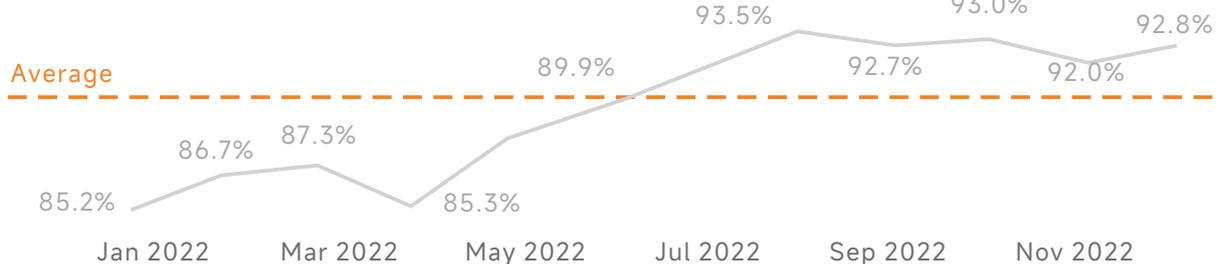
OTIF (On Time In Full) measures the frequency with which customers receive their orders on the requested date and in the expected quantities.

Thanks to our track and trace tool, we have the possibility to compare the actual time of arrival for sea freight or when available, for route flows as well. This allows to guarantee a precise calculation of OTIF Rate (not a calculation of an estimated date of arrival). Our track and trace tool follows the (deliveries or anticipate delays with in-house ETAs powered by machine learning and hundreds of data points. (2-29)

% OTIF evolution over 12 months



% OTIF evolution over 12 months



# Establishing open and transparent communication with stakeholders

In dealing with the local authorities and neighboring enterprises, Adisseo always follows the principle of legality and actively participates in the cooperation between the local government and the other enterprises of the production parks to which we are associated ( Nanjing, Roches Roussillon)

We ensure that our business activities are carried out in compliance with local laws and regulations. We respect the local authorities and implement and operate projects in accordance with the law.

We attach importance to communication and cooperation with the local authorities and other companies present in the production parks. We hold regular meetings with the authorities and our partners of the production parks in order to ensure a proper functioning and better understanding to solve the existing problems.

In terms of social responsibility, we actively participate in the construction and development of local parks. We strive to contribute to the economic growth of the park, especially employment opportunities, production safety, environmental protection and other aspects, and share the development results with the park enterprises.

In addition, we always maintain the principle of openness and transparency with the local authorities. We proactively inform the local communities in case of significant information in order to promote good relations between the communities, the local government and the enterprises in the parks.

In short, we always adhere to the principles of legal compliance, communication and cooperation, fulfilling social responsibility and openness and transparency, maintain good cooperative relations with the authorities and enterprises in the parks, and do our best to contribute to the prosperity and development of the local area. (2-29)

## Participating industry association

We are a world leader in the production of additives and nutritional solutions for animal feed. As a key player in the animal protein production chain, we are committed to providing safe, profitable and sustainable nutritional solutions to our customers. As a FEFANA (the EU association for specialty feed ingredients) active board member, we can actively advocate for our industry and fight for what's best for our Company and our customers, especially with regard to laws, regulations and policies that may influence the profitable release of our most innovative, sustainable products and solutions into the market. In addition, we keep abreast of emerging trends affecting our industry and access important networks and educational resources. Also given our current strategic role in FEFANA's governance, it helps to strengthen our reputation and standing as a global leader committed to quality, sustainability and innovation.

More than 240 guests of the feed and food chain including regulators from EU and Member States institutions, attended the FEFANA 60th anniversary ceremony that took place last September 2023 in Brussels where Adisseo was highlighted as a leading Company contributing to the success of our industry over the past 15 years. (2-28)

# Contributing to the social development of communities

We have implemented a corporate social responsibility program named "WeCare". WeCare Volunteers Team aims to share and incentive mainly local initiatives but also in some cases transnational projects bringing visibility and fostering the voluntary societal initiatives at Adisseo. The result should benefit people on our surrounding communities and at the same time being aligned and coherent with our values, behaviors and Company's mission.

## This program's engagement is focused mainly on the fight against malnutrition and the improvement of life quality and Adisseo's 2023 initiatives were:

- Food supply and feed supply fighting against hunger
- Increase poverty alleviation and assist on community development
- Improvement of community quality through education assistance, including financial contributions for scholarships, book donation, coaching for job interviews, help to insert people at risk of exclusion into the labor market, World Reading Day
- Food collection and Food Bank
- Blood Donation Campaigns and Blood Bank needs awareness
- Support to NGOs to pay for children/infantile milk (France & Brazil)
- E-commerce poverty alleviation (China)
- Stimulus on local purchasing



BANC has organized unpaid blood donation activities for two years. A total of 45 people participated, with a cumulative blood donation of 10500ml. They have made positive contributions to epidemic prevention and control, and people's health through practical actions. (2-29)



Blood Donation in France & Brazil



Training plan at School of Excellence



Handiseo



Food collection every Christmas in Spain



Milk collection for children in need



# Review process of materiality analysis in 2023

Based on the GRI Sustainability Reporting Standards, Adisseo implemented a comprehensive materiality analysis in five steps. We identified and assessed Adisseo's actual and potential impacts, in particular its day-to-day activities, and while engaging with relevant stakeholders. In addition, a combination of qualitative and quantitative methodology were conducted to determine Adisseo material topics. On basis of two dimensions of "importance to stakeholders" and "importance to the Company", 12 material topics were identified and those with the most significant impact were prioritized. The positive and negative impacts comprised in the material topics are the ones that were deemed the most significant for our global operations and value chains. The Executive committee reviewed and approved the material topics before finally formulating the materiality map.



### 1.Understanding the Company's context

First of all, in accordance with GRI, we review Adisseo's activity context. Based on benchmark and internal analysis, we took into account Adisseo's specificities in relation to activities, business relationships with stakeholders, our business model and sustainability strategy etc.

### 2.Identifying actual and potential impacts

In a second step, we identified actual and potential impacts of Adisseo's activity on the economy, environment, and society, including impacts across its activities and business relationships. In addition, we analysed the concerns and expectation of our stakeholders by means of interviews with top managers and members of interested parties (shareholders, customers, suppliers...).

### 3.Assessment the significance of the impacts

After we identified plenty of actual and potential impacts. In this step, we assessed the significance of its identified impacts. Then, we consulted with external stakeholders and internal colleague from different regions and division.

### 4.Prioritizing the significant impacts for reporting

Based on impacts significance, we drew a map with y-axis related to the importance for stakeholders and x-axis related to the importance for Company. Furthermore, in accordance with GRI, we identified the material topics by grouping them according to their significant impacts. Our transversal team then tested the selection of material topics against the topics in the applicable GRI Sector Standards.

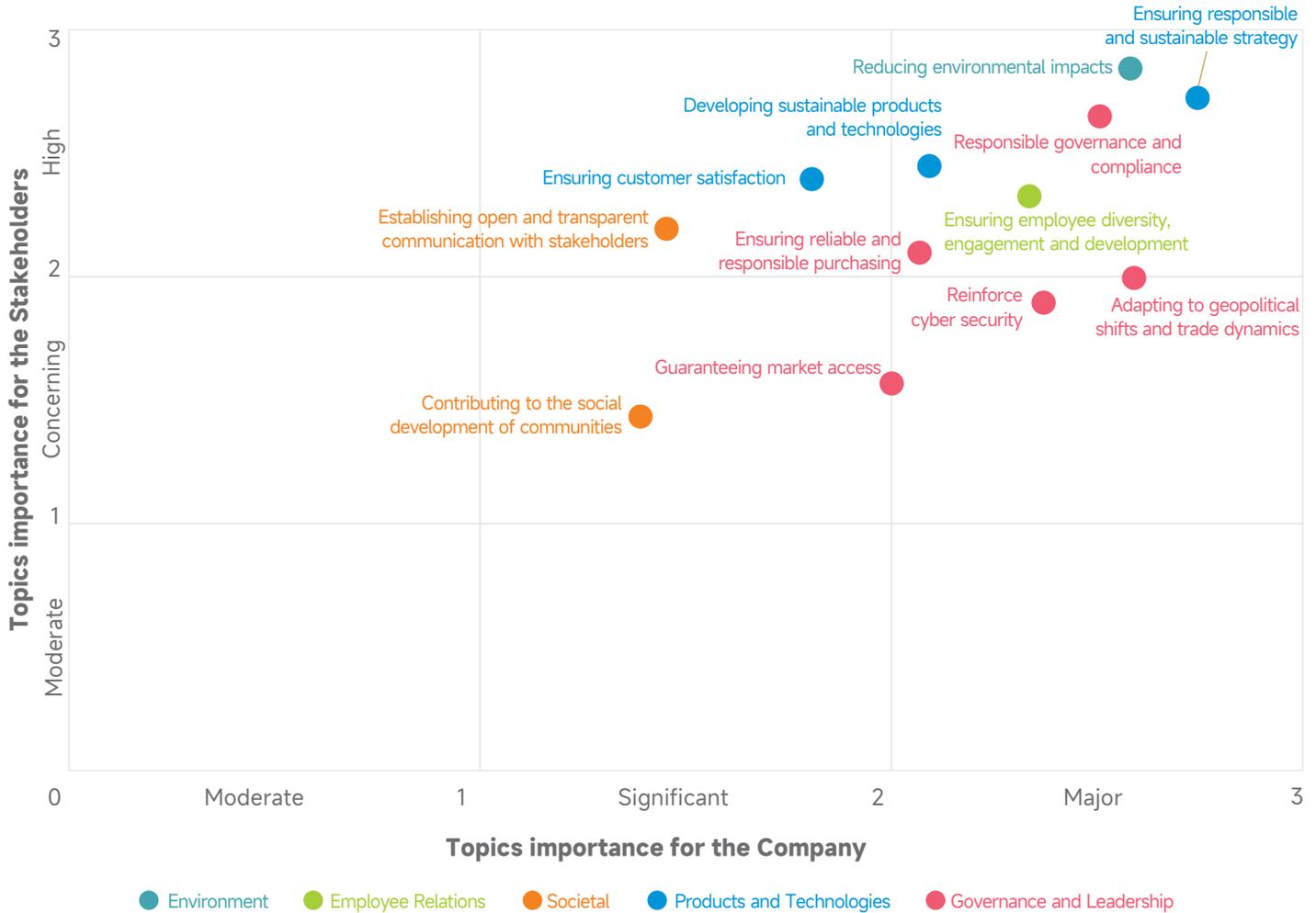
### 5. Approval of material topics

After implementation of cross-checking, 12 material topics were selected. This list was submitted and validated by the Executive committee.

Finally, the approved list of material topics was taken as the corner stone for the structure and chapters of our 2023 sustainability report. (2-14,3-1)

## 2023 Materiality analysis : 12 material topics (3-1,3-2)

Materiality Map updated in 2023



### Environment

Reducing environmental impacts

### Employee Relations

Ensuring employee diversity, engagement and development

### Governance and Leadership

Reinforce cyber security

### Societal

Establishing open and transparent communication with stakeholders

Contributing to the social development of communities

### Products and Technologies

Ensuring responsible and sustainable strategy

Ensuring customer satisfaction

Developing sustainable products and technologies

Responsible governance and compliance

Adapting to geopolitical shifts and trade dynamics

Ensuring reliable and responsible purchasing

Guaranteeing market access

In 2023, we updated the list of material topics to include market access, cyber security, customer satisfaction and responsible purchasing. At the same time, there were some re-structuring of topics within products and human rights topics. In the context of our new materiality analysis, we emphasized our stakeholder engagement concept. (3-2)

PART 1

PART 2

3

PART 4

PART 5

PART 6

## \*Developing sustainable products and technologies

### **31 Products sustainable impact**

- 31 Products in the Methionine SBU
- 32 Products in the Specialties SBU
- 32 Products in Vitamins SBU

### **33 Product assessment**

- 33 Adoption of the LCA methodology
- 33 Implementation of LCA methodology as an internal process
- 33 LCA realizations in 2023
- 33 Development of customers projects

### **34 Innovation together**

- 34 Innovation vision & strategy
- 35 Management of Innovation portfolio
- 37 Innovation highlights in 2023

\*Material topics

# Developing sustainable products and technologies

In line with Adisseo vision and mission, we are engaged in innovation to provide sustainable solutions, including products, services and technologies contributing to the reduction of the environmental footprint of livestock production.

## MATERIAL TOPICS

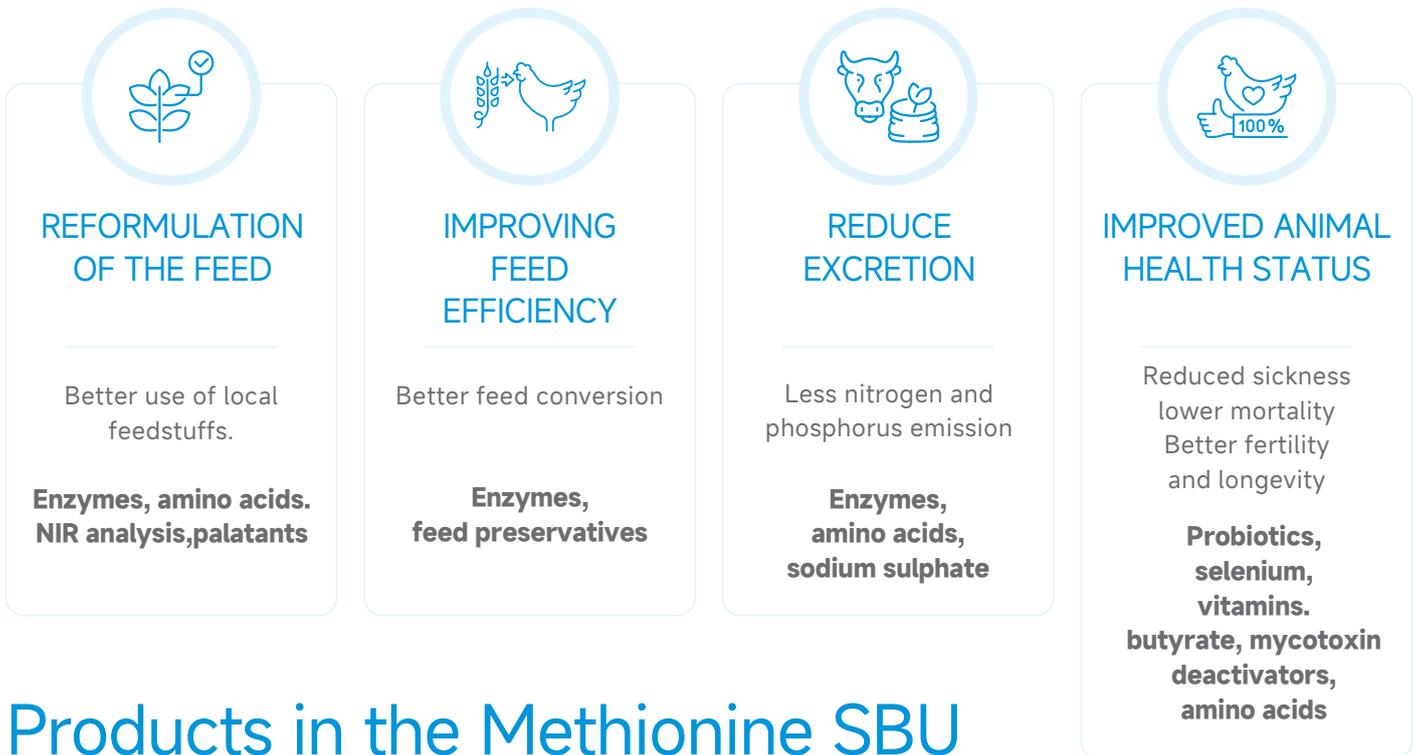
Developing sustainable products  
and technologies

## FOCUS SDGS



# Products sustainable impact

Adisseo product range impacts the sustainability of livestock farming in different ways as described in the attached figure.



## Products in the Methionine SBU

Rhodimet AT88: a powerful methionine source to reduce nitrogen excretion.

Methionine helps to balance protein level in animal diets and avoids protein waste.

Methionine is an essential amino acid for all animal species, thus animal's requirements for this amino acid need to be covered via the diet. Various raw materials can supply methionine, however, in order to formulate balanced, cost-effective and sustainable diets, synthetic methionine sources are most often required. Balancing diets with synthetic amino acids enable to reduce protein sources inclusion rate, decrease protein waste and nitrogen excretion.

Rhodimet AT88 is a powerful methionine product allowing significant additional nitrogen excretion saving.

Rhodimet AT88 is a methionine source called Hydroxy-Methionine which does not contain nitrogen. Through its bioconversion process into L-Methionine (the biologically active compound), this source recycles nitrogen in excess in the body, resulting in nitrogen savings. On the contrary, other methionine sources already having a nitrogen in their formula will result in a neutral nitrogen balance.

Rhodimet AT88 leads to a lower excretion of nitrogen in the form of uric acid for poultry or urea for swine, compared to other methionine sources.

This was confirmed by a scientific trial run at Adisseo experimental center (CERN) with broiler fed diets balanced, either with DL-Methionine or Rhodimet AT88 at equimolar level. Results showed a reduction of the nitrogen excretion of around 2% (0.65g/bird) in the Rhodimet AT88 group vs the DL-Methionine one. This apparently low level per bird become important in commercial broiler flocks, i.e. in a farm with 800,000 broilers, this is equal to 520kg less nitrogen excreted per cycle.

## Using Rhodimet AT88 helps the customers to reduce energy consumption (electricity) in the pelleted feed production process

In the feed mill, pellet production is generally the most energy consuming step. Therefore, any potential area of optimization is beneficial to pursue. Adisseo several studies have shown that the addition of a liquid source of methionine (OH-Methionine) leads to power savings of up to 13% compared to the powder form (DL-Methionine) when pelleting.

## Products in the Specialties SBU

The purpose of the Specialties SBU is to offer unique nutrition & health solutions to shape the competitiveness and sustainability of livestock farming, with drivers like lifetime performance, quality increase of meat, milk and eggs, animal welfare and the reduction of the environmental footprint of feed and food production.

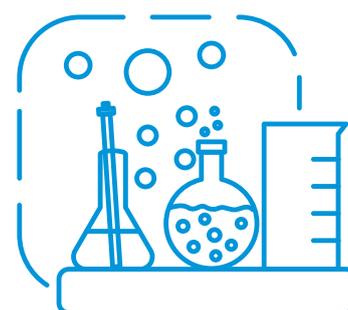
Specialty products and solutions are focused on 5 main fields, related to Adisseo's purpose and to customers' challenges.

- Mycotoxin Management: management of feed integrity/quality through the reduction or elimination of feedstock contamination with all kinds of mycotoxins.
- Palatability: improvement of feed taste and feed intake and intake experience of all species, to improve animal welfare and weight gain.
- Feed Digestibility: improvement of feed efficiency, nutritional value and digestibility, mainly with a variety of enzymes and emulsifiers.
- Health by Nutrition: improvement of health and wellbeing of animals through beneficial microbiota better nutrient bioavailability, gut integrity, gastrointestinal functionality and enhanced immunity.
- Amino Acid Balancing: offers to increase milk production (milk yield, milk fat and protein) and lifetime performance through better health status.

## Products in the Vitamins SBU

Adisseo offers a full range of vitamins to the feed industry. Vitamins are the foundation of balanced animal nutrition. They are essential, irreplaceable micronutrients that are required for normal physiological functions including growth, body development and reproduction, as well as animal well-being and general health status.

We care about the quality of vitamins. To ensure that the Microvit® product not only meets specifications but does so consistently and is stable, easy to use and traceable, a selection method, Microvit Certification System (MCS), has been developed by Adisseo. MCS is a process practiced all along the vitamin supply chain, including the production, the purchase, the quality control, the transport and the sale stages of Microvit® products, whether they are produced by Adisseo® or by a producer-partner. By providing vitamins with consistent quality and safety, MCS builds confidence and trust with our customers.



# Product assessment

## Adoption of the LCA methodology

We collaboratively engage with industry partners to evaluate the Life Cycle Assessments (LCAs) of our products. Each LCA offers a holistic view of a product's environmental impact all along the feed and food value chain. This collaboration contributes to the broader industry's collective efforts toward sustainability by investigating and improving on the areas where emissions can be measured and mitigated.

## Implementation of LCA methodology as an internal process

This involves assessing and understanding the environmental impact of products throughout their life cycle, contributing to sustainability efforts and guiding internal decision-making.

We collaborate with EVEA and Blonk for competencies training sessions. These sessions focus on enhancing skills and knowledge, particularly in the areas of manufacturing and feed and farm LCA. About 20 Adisseo employees from key functions were trained in 2023.

We introduce and develop e-learning modules for onboarding the entire organization on sustainability challenges and LCA methodology. This digital training approach provides a flexible and interactive way for individuals or teams to acquire and enhance their knowledge of Sustainability and LCA.

We acquired tools and databases for conducting LCAs, accessing SD information, and managing data related to sustainability, carbon footprint and other environmental impacts.

In summary, these actions collectively demonstrate a comprehensive approach to sustainability within the organization. By adopting the LCA methodology internally, collaborating with specialized partners for training, focusing on e-learning, the organization aims to enhance competencies and contribute to broader industry sustainability goals. The adoption of tools and databases further emphasizes a data-driven and informed decision-making process.

## LCA realizations in 2023

We are using the LCA results to inform decision-making stakeholders and identify opportunities for continuous improvement in the environmental performance of the products. The LCA studies adhere to the ISO 14040 and ISO 14044 standards. This involves a thorough review process to verify that the methodology, data collection, and analysis are in line with internationally recognized LCA standards.

**15 products LCA (Life Cycle Assessment) were established in 2023 and they are covering 75% of Adisseo business.**

**The perimeter covers Rhodimet, Rovabio Liquid, AdiSodium, Smartamine M & ML, Metasmart D, Microvit A, AD3 and E.**

Product-Specific LCA cradle to plant gate :

Rhodimet / Sulfur Products / Adisodium: LCA assessments were finalized, taking into account the sourcing and processing of raw materials, energy consumption during production.

Microvit A & E & B2: Evaluation of the environmental impact of the production of these products.

Rovabio Liquid: Assessment of the life cycle of this enzyme product, including raw material extraction, fermentation processes.

Smartline: Evaluation of the life cycle of this product line, considering the manufacturing processes, including energy use.

Preparation comprehensive LCA reports for each product, documenting the methodology, data sources, results, and interpretations in order to clearly communicate findings.

Specie-Specific LCA cradle to farm gate:

Aqua : Evaluation the environmental impact of the shrimp production in Vietnam and Greece

Broiler : Assessment the LCA of Selisseo application in US and Chinese broiler production (ongoing)

Ruminant : Evaluation of the environmental of an Amino acid balanced feed in French dairy production (ISO reviewed)

## Development of customers projects

We developed projects with our customers with the aim to support them in their objectives to reduce their environmental footprint, notably in reducing carbon emissions. The initiative is characterized by active studies and discussion to understand customer engagement and its strong commitment to sustainability.

# Innovation together

The technology boom, scientific advances, and the digital world, combined with accelerated product life cycles, are transforming work methods and reconfiguring the animal feed market. Today, we need to innovate to respond to our customers' lifestyles and consumption patterns.

## Innovation vision & strategy

Together we deliver customer driven innovation by impulsing and driving science and technology, to feed sustainably our future.

After more than 17 years of success based on a very robust liquid methionine technology, backed up by some very specific high value solutions (protected methionine, feed enzymes, vitamin A formulation, selenium-based methionine, ...), Adisseo is now entering in a very rapid changing environment where adaption and speed are critical to pursue the success story. Ways of doing research and innovation are changing. High throughput screening, digitalization, process intensification, key enabling technologies, these are the drivers of our capabilities to deliver more and more sustainable solutions thanks to highly adaptable teams across the different domains. (Adisseo's Executive VP Research & Innovation)



**Producing Tomorrow** by developing new process including new technologies to reach “zero waste Plant” on current petrochemical processes, by developing subjects focus to methionine production and **not including current petrochemical processes.**

**Experimenting Tomorrow** by developing alternative solutions to improve the overall number of in vitro tests and modeling.

**Influencing Tomorrow** by inspiring and driving science with **Adisseo as the expert in Feed science & technology.**

**Winning together Tomorrow** by co-constructing of innovation project with ours customers in order to respond **more specifically to customers' needs**, to build loyalty and **to get a head start on differentiating.**

**Aiming for Efficiency** by continuously challenging our ways of working, our internal processes, by integrating **new tools**, new key technologies, with automation and **digitalization approach.**

We continue to strengthen our innovation project portfolio to meet the expectations of environmental, economic and societal sustainability but also to anticipate the society evolution.

### The main axes:

#### Industrial footprints

Raw material footprint, water and energy consumption and co-product valorization, transfer of competencies, odorless, change in production model

#### Sustainable nutrition and health by nutrition

Development of new products, new formulations, new services for feed efficiency and healthy farming

We respond to the challenges of tomorrow by adapting to societal changes, by strengthening digitalization and collaborative work, by broadening the scope of technologies, by developing and consolidating our network of partners to develop sustainable solutions.

# Management of Innovation portfolio

Innovation is essential to stand out from the market and offer customers innovative, sustainable solutions. We aim to improve the quality and quantity of our production, develop research capabilities and reduce environmental footprint. The carbon footprint is taken into account in all innovation projects. Other sustainable parameters are taken into account depending on the innovation categories. In 2023, the repartition of 38 active projects by type of sustainability development impacts was as follows:

**39%**

## Industrial Impacts

- Water consumption
- Energy consumption
- CO<sub>2</sub> emission
- Odorless
- Raw material footprint
- Co-products valorization
- Waste valorization



**16%**

## Services

- Optimization of raw materials
- Optimization of formulations
- Flow limitation
- Collaborative working

**45%**

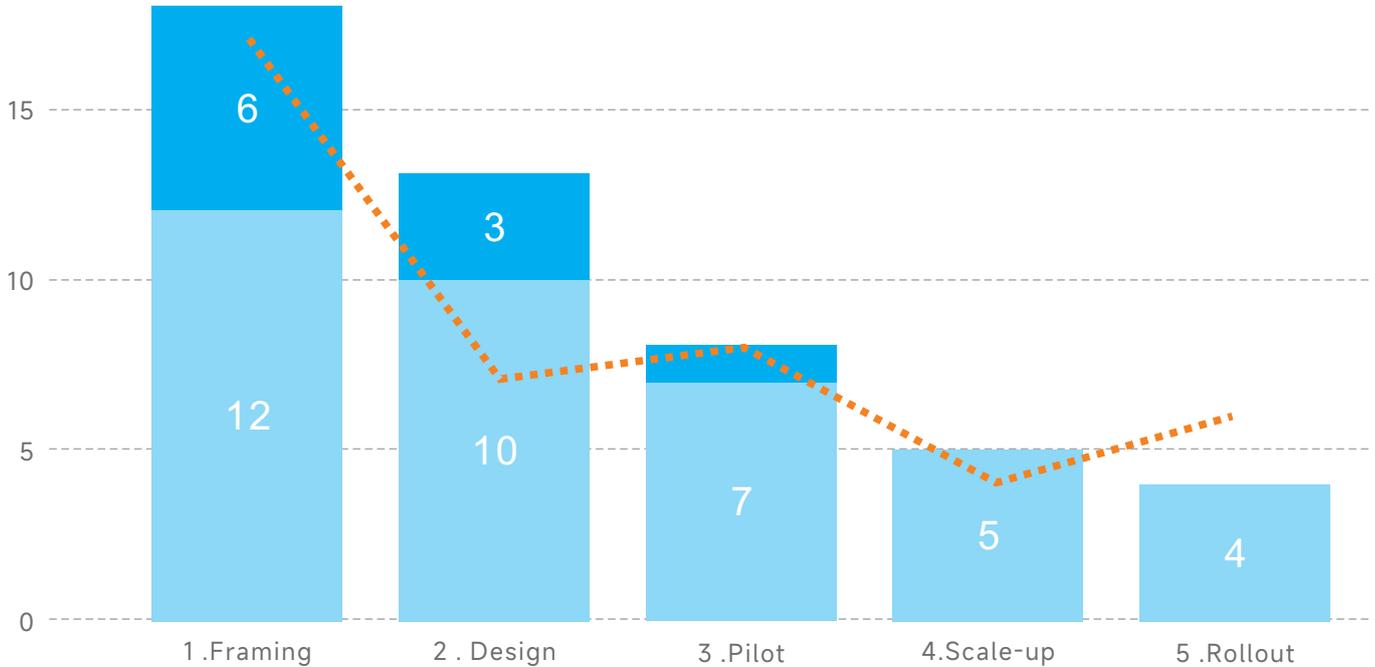
## Nutrition Impacts

- Reduction of feed consumption
- New feed formulation
- Raw material optimization
- Odorless
- Optimization of protein digestibility
- Animal and human health



# Number of projects by current project stage

Lifecycle ● Active ● Frozen ● Baseline active project count



## Sustainable Development (SD) is central to our R&I process as described below :



- Evaluation of SD aspect/value for each project upon entry into the pipeline (SD KPIs identified almost for each project-dedicated SD section in the project sheet)
- Use of the ASSET tool to evaluate SD aspects and make decisions during the development of new solutions
- SD deliverables (e.g. LCA): integrated into the process
- Methionine portfolio performance indicators SD aspects: CO2 emissions, water consumption
- The Executive VP Strategy & Sustainable development is a permanent member of Governance of InnoDev Committees

# Innovation highlights in 2023

## Scientific expertise and key numbers for R&I patents

Adisseo has significant know-how in many areas and, in order to help extend and develop it, has launched an Expert Programme, consisting of a community of scientific and technical experts. These experts were identified through a selection process led by representatives of different entities and the Executive Committee. The Executive Committee underlined the importance of expertise for Adisseo during the nomination ceremony. Supporting the Company's activity, playing an ambassadorial role with external stakeholders (customers, authorities, potential partners, suppliers, industrial partners, academic collaborators, etc.), preparing for the future by identifying potential experts and fostering their development are some of the missions of this community of experts.

At the end of 2023, we had a community of 17 experts, covering a large number of key areas for Adisseo. Since its creation, the roadmap of this community has been to define its operating mode, its performance indicators and, for the future, to improve its reputation. The ambition is to continue to make this community grow year after year and to perpetuate it.



### Congresses where our scientists have been the most active :

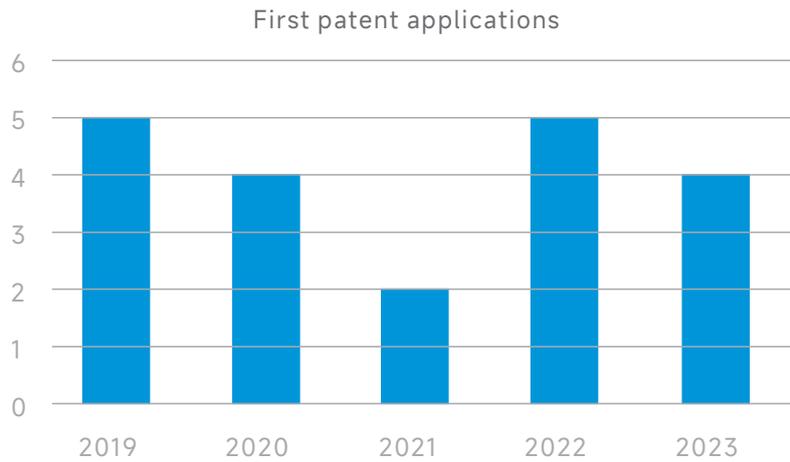
American dairy Science Association conference,  
World Poultry Conference (WPC),  
Poultry Science Association (PSA).

**37**  
patents

families have been filed since 2011, and 4 patent applications were filed in 2023. All of them protecting our inventions in multiple countries.

**68**  
scientific  
communications

have been made for the year 2023 : 19 scientific articles were published, 16 oral communications, and 33 poster presentations.



## New European R&I centre **ELISE**

*European Labs for Innovation, Science & Expertise*

### WHY?

Need to coordinate scientific expertise  
 Need more proximity between teams  
 Adapt the organization to the needs of SBUs  
 Be more agile, more efficient and more international  
 Attract and retain key talents for the future  
 Strengthen and consolidate research forces  
 Expand the network



A common place to work together with :

- more efficiency
- harmonization of our processes
- pooling of equipment
- open network

In a sustainable research center  
 In an innovative and attractive working environment

In November, we welcomed a hundred employees to the new R&I building located in Saint Fons near Lyon. This new research center is a sustainable and responsible center, compliant with environmental responsibility requirements:

- Building **certified BREEAM** International New Construction 2016, Shell and Core option, at Very Good level
- Use of **low-carbon concrete from the circular economy** with the valorization of a co-product of the steel industry, produced in France
- **Rainwater recovery** for sanitary facilities
- Installation of a **green roof**
- strong landscaping component with **the preservation** of part **of the flora**, planting of more than 300 trees and shrubs and installation of hibernacula
- for an **eco-responsible approach**, use of local companies and products made in France



PART 1

PART 2

PART 3

4

PART 5

PART 6

## \*Reducing environmental impacts

### **42 Energy management** (302-1, 302-3, 302-4)

43 Energy Consumption

43 Energy Recovery

43 Energy Efficiency

### **45 Water and Effluents** (303-1, 303-2, 303-3, 303-4, 303-5)

### **48 CO<sub>2</sub> and other GHG emission reductions**

(305-1, 305-2, 305-3, 305-4, 305-5, 305-7)

49 Scope 1

49 Scope 2

49 Scope 3

### **52 Waste** (306-1,306-2,306-3,306-4,306-5)

\*Material topics

# Reducing environmental impacts

Climate change is one of the major challenges facing society and one on which we must act as quickly as possible.

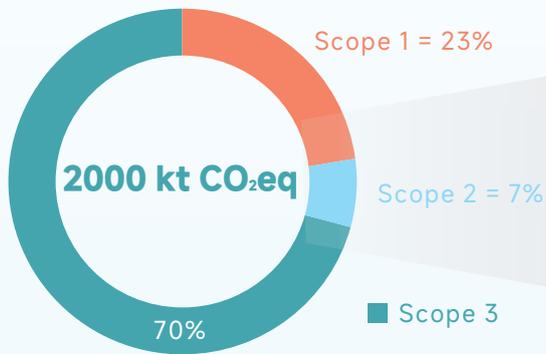
This global challenge is at the heart of Adisseo's concerns. Since 2021, Adisseo committed to contribute to the collective goal of carbon neutrality by 2050.

In 2022, Adisseo revised its short-term environmental objectives, namely:

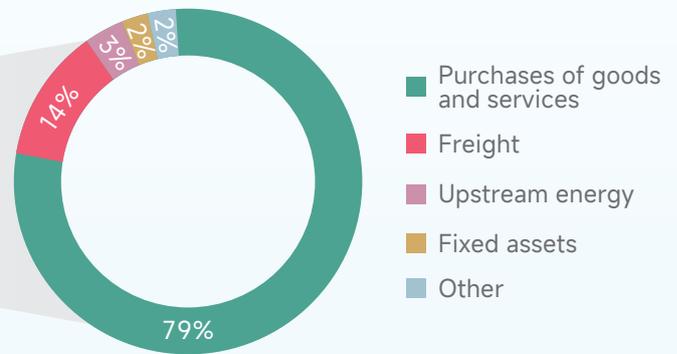
- A 21% reduction in its greenhouse gas emissions in absolute terms between 2020 and 2025. This target is aligned with the 1.5°C SBT (Science Based Targets) trajectory and the Paris Agreement.
- A 13% reduction in its absolute energy consumption between 2020 and 2025 including business growth.

In 2023, Adisseo finalized a process with Carbone 4 (a leading French sustainable development consultancy) to establish its carbon reduction roadmap to 2050. This work consisted first of all of a critical review of the measurement of the Company's carbon footprint on all its perimeters. It confirmed Adisseo's initial estimates and refined them by looking in greater depth at regional data according to the countries where the Company's activities are located.

Distribution of Adisseo's emissions (%)



Distribution of Adisseo's emissions scope 3(%)



This approach has already enabled Adisseo to verify that its short-term objectives for greenhouse gas emissions and energy consumption were relevant, in particular with a strong focus on methionine production which represents around 90% of its GHG emissions

## MATERIAL TOPICS

Reducing environmental impacts

## RELEVANCE OF SDGS TO Adisseo



# Energy Management

## FAVOURING RENEWABLE ENERGIES

The issue of sustainable development and energy transition is central to energy purchasing. Favouring renewable energy supplies is the strategy favored by Adisseo, acting in three ways:

- By pursuing its policy of purchasing energy of renewable or at least decarbonized origin (nuclear origin in particular), as is already the case at major production sites such as Burgos (Spain) or Nanjing (China).
- By encouraging the use of biomass steam, as is the case at the Commentry site (France).
- By benefitting from steam suppliers' decarbonization projects, such as the OSIRIS Economic Interest Group at the Roussillon chemical platform (France).

In total, more than 2/3 of the Company's electricity purchases are of renewable or decarbonized origin. Most of the remaining purchases are related to electricity purchases in France, whose energy mix has a significant share of renewable or decarbonized energy (>90%) and therefore a lower environmental impact.

## 2023 : A YEAR OF PRODUCTION DISRUPTIONS

2023 has been a difficult year for Adisseo business, explained by a raw material and energy market still at high cost; combined with a feed market in a slight decrease. Consequently, Adisseo production plants have faced production disruptions to adapt to the market demand. This situation has led to a decrease in energy efficiency due to a lower factor load of the plant as well as multiple "stop and go".

The activity index reflects changes in the quantities produced at our major industrial production sites.

	2023	2022	2021	2020	2019
Activity index (ref 2019)	113.2%	110.6%	105.5%	109.8%	100%

Despite all these difficulties Adisseo continued to deploy actions plans and investments to improve its energy efficiency and reduce its energy consumption to reach its targets:



2025 Absolute Energy consumption:  
**-13%** versus 2020



2025 Energy Intensity:  
**-20%** versus 2015

## KEY ACTION PLANS IN 2023

Energy management remains indeed a strong pillar of Adisseo sustainability roadmap. It is expressed by the important yearly investments on the industrial plants to reduce their energy consumption and by the organization in place, with dedicated people working on that topic. One example is the creation of a team dedicated to energy management and the renewal of the ISO 50001 certification in all the European plants in 2023 after a first certification obtained in 2022.

At Adisseo Chinese industrial platform, energy management is also a daily work commitment. The Chinese government has fixed energy intensity reduction in its 14th five-year plan covering 2021-2025. Consequently, Adisseo's Chinese production site (Nanjing) strengthens full-process energy-saving management in terms of process optimization, production equipment upgrades and clean energy use, promoting resource recycling, and improving energy efficiency. (302-3)

# Energy Consumption

The energy consumption KPIs degradation in the last 2 years is mainly due to the following reasons:

- the startup of a new Chinese production plant which is not yet optimized in terms of energy consumption.
- the above described production disruptions

	Metric	2023	2022	2021	2020	2015
Energy consumption (absolute)	TJ	5,440	5,090	4,475	5,037	4,762
Evolution (ref 2020)	%	<b>+8.0</b>	<b>+1.0</b>	<b>-9.2</b>	/	/
Energy consumption (intensity)	GJ/t	6.68	6.40	6.03	6.38	7.69
Evolution (ref 2015)	%	<b>-13.1</b>	<b>-16.8</b>	<b>-21.6</b>	<b>-17.1</b>	/

Energy consumption (intensity) : Energy consumption (absolute) per tons of all manufactured products

The total gross electricity consumption in Adisseo in 2023 was 1,623 TJ, an increase (+9%) compared to 2022 due to a lower factor load on the European production plant; combined with an increase of production in China with the new production plant started in mid-2022.

Total gross natural gas consumption in Adisseo in 2023 was 3,824 TJ, a stable level (+4%) compared to 2022. (302-1)

# Energy Recovery

Adisseo has a long-term strategy to increase energy recovery. Recently, since 2020, the French sites helped by R&I have launched the TOURNESOL program to reduce energy consumption in response to the energy intensity target. Heat recovery projects have been implemented in all the plants, leading to a reduction of steam imported or a decrease of steam boilers by natural gas. After 3 years program, it is more than 10 projects implemented with an energy reduction about 288 TJ/y.

Adisseo Nanjing plant is optimizing the process to recover energy from excess steam produced. From early-2024, the plant will operate a steam turbine (30 MW) producing around 800 TJ/y of electricity. It will be directly consumed by the plant, leading to a reduction of consumption from the Chinese electricity grid with a strong impact on energy absolute consumption at group level.

In addition, by installing a new energy recovery device (implementation scheduled end of 2024) downstream the incinerator, the heat in the exhaust smoke is recovered and will generate about 14,000 tons/year of low-pressure steam and 10,000 tons/year of high-pressure steam. (302-4)

# Energy Efficiency

Energy efficiency is part of the energy management performed by all Adisseo industrial plants. One example of this is a daily routine monitoring the energy performance of the units using digital tools.

Also, Adisseo recommends high energy efficiency on electrical motor for the new industrial projects. Regarding existing motors, step by step, for the biggest such as cooling water pumps, some variable frequency drivers are implemented that will reduce electrical consumption. (302-4)



## KPIs(302-1)

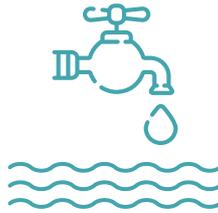
	Metric	2023	2022	2021		Comments
Share of green electricity purchased	%	<b>20.2</b>	13.4	14.7		Green electricity in Nanjing since 2023 and Burgos since 2020
Share of low carbon electricity purchased	%	<b>48.4</b>	44.6	39.8		Nuclear energy in China
Share of electricity purchased non-certified	%	<b>31.4</b>	42.0	45.5		France electrical mix with low environmental impact (approximately 95% from Nuclear)
	Metric	2023	2022	2021		Comments
Energy consumption-electricity	TJ	<b>1,623</b>	1,485	1,362	+9%	
Consumption of electricity by energy recovering	TJ	<b>119</b>	157	178	-24%	Decrease of production in Roches plant
Consumption of purchased electricity (*)	TJ	<b>1,504</b>	1,328	1,184	+24%	Nanjing production increases with BANC2 start up and low load factor in European plants
Sold electricity (*)	TJ	<b>0</b>	-96	-138	-100%	Stop production in Commentry plant
Consumption of natural gas non-renewable (*)	TJ	<b>3,824</b>	3,675	3,455	+4%	
Consumption of purchased steam non renewable (*)	TJ	<b>407</b>	236	202	+72%	Low steam production due to disruptive production in Roussillon plant
Consumption of purchased steam, renewable (*)	TJ	<b>272</b>	490	527	-45%	Stop production in Commentry plant
Consumption of generated steam by process	TJ	<b>5,706</b>	6,163	5,651		
Sold steam (*)	TJ	<b>-659</b>	-648	-757		
Consumption of purchased cooling (*)	TJ	<b>92</b>	106	101	-12%	
Total energy consumption (purchased + process generated + sold)	TJ	<b>11,146</b>	11,253	10,226	-1%	
Energy consumption (absolute)(*)	TJ	<b>5,440</b>	5,090	4,475	+7%	

Methodology for the calculation of "total energy consumption" is now aligned with new version of GRI.

Internal indicator : Energy consumption (absolute) comprises the consumption of purchased gas + electricity + steam minus energy sold (steam & electricity)

# Water and Effluents

Key events 2023:



Target

2025 Water intensity:  
**-20%** (reference 2015) *(303-5)*

## KPIs

	Metric	2023	2022	2021	2015
Water intensity	M <sup>3</sup> /t	29.9	32.1	30.5	35.6
Evolution (ref 2015)	%	<b>-16.1</b>	<b>-9.9</b>	<b>-14.4</b>	/

Water intensity: water consumption per tons of all manufactured products

Adisseo has set a target of reducing its water consumption intensity (quantity of water used per ton of product manufactured) by 20% by 2025 compared to 2015.

The intensity of water consumption has deteriorated in 2022 due to a long-term technical shutdown during this year of the most modern and most efficient site in this area. The objective for 2023 which was to come back to our reduction trajectory has been achieved. This remains to be confirmed over the coming years.

Most of the water withdrawn is used for cooling purposes and is returned directly to the natural environment. This is particularly the case at the Saint Clair du Rhône site (France) where the historical configuration of the network leads to a high consumption of groundwater, the level of which remains stable because it is recharged by the nearby Rhône River.

No significant water-stresses area has been identified according to the location, the environmental context, and activities of our sites, only some water areas have been placed under surveillance.

Specific monitoring of underground water area from which water is withdraw, are performed to ensure no impact on quality and water level, especially if the area is affected by water stress.

A working group on the reduction of water consumption is operational through the GREEN project, which also aims to reduce aqueous effluents and waste volumes generated by our activities. In addition to seeking direct savings, recycling is the other preferred solution.

The Green project has already identified various paths for progress in water saving which will require significant investments.

Each industrial project is also used to improve safety, environmental protection, the performance and reliability of our installations, and the quality of the product manufactured, by implementing the best available techniques and optimizing processes, as it was the case for the first and second Nanjing production plants.

For any significant process changes on our actual industrial sites, the water consumption balance of the considered site must be neutral by compensation of any additional consumption by water savings within the same site.

The same attention is paid on water discharges.

Tens of thousands of control measurements are carried out on our discharges to guarantee total compliance with environmental regulations. More than 98% of measurements comply with standards.

The control of our chronic environmental risks is based on the identification of significant environmental aspects carried out according to the methodology and criteria defined in Company SD-HSE direction guidance, based on the environmental data for each activity including water consumption, water discharges, history of significant environmental events, etc.

Among these significant environmental aspects, a distinction is made between aspects to be monitored and aspects to be improved, specifying the objective to be achieved and the timeframe.

Reducing the environmental impact of our existing units is one of our policy's axes by decreasing our consumption (discharges, water use...) through improvement plans based on the systematic analysis of incidents, the annual review of significant environmental aspects of each activity and the use of the best available techniques.

For example, investments to improve the operation of wastewater treatment units at our industrial sites have led to significant results, particularly in Nanjing (China), Burgos (Spain) and, above all, Commentry (France), where a new treatment plant started in late 2021. (303-1,303-2,303-3,303-4,303-5)



## Water management indicators *(303-3,303-4)*

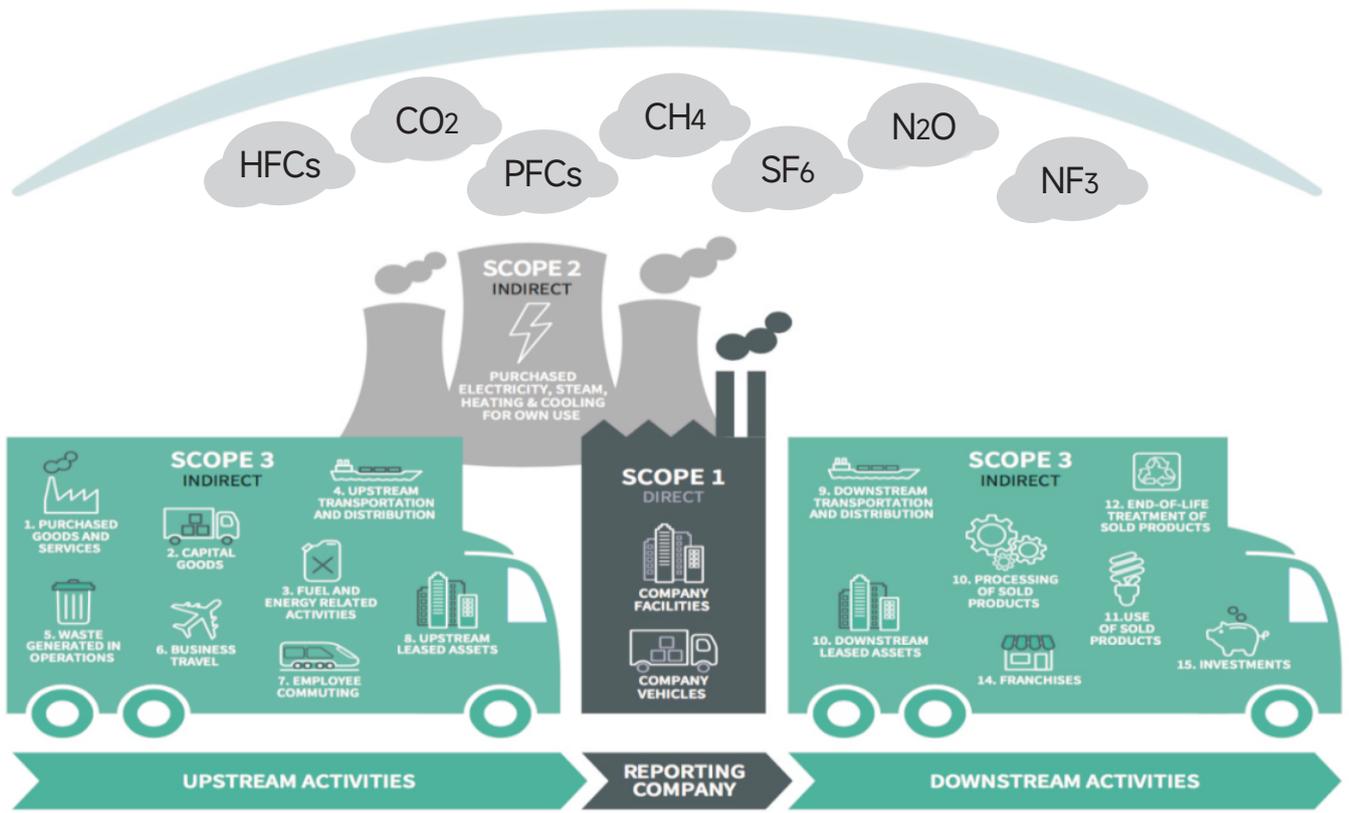
Water withdrawal	Metric	2023	2022	2021	Comment
Surface water	ML	0	0	0	NA
Groundwater	ML	23,651	24,669	22,297	
Seawater	ML	0	0	0	NA
Produced water	ML	0	0	0	NA
Third-party water	ML	838	990	1,014	
Total	ML	24,489	25,659	23,312	
Water discharge	Metric	2023	2022	2021	Comment
To surface water	ML	19,528	16,664	15,924	
To groundwater	ML	0	0	0	NA
To seawater	ML	0	0	0	NA
To third-party water	ML	1,899	2,271	2,244	
Total	ML	21,426	18,935	18,168	
COD (Chemical oxygen demand)	t	222	298	430	
BDO5 (Biological Oxygen Demand)	t	30	11	35	
SM (Suspended Matter)	t	36	49	73	
Total nitrogen	t	39	12	25	
Total phosphorus	t	3.5	5.1	4.8	

# CO<sub>2</sub> and other GHG emission reductions

## Commitment

Adisseo is committed to aligning its business growth with the Paris Agreement, aiming to restrict global warming to less than 2°C and ultimately achieving net-zero emissions by 2050.

This commitment involves a reduction in greenhouse gas (GHG) emissions (Scope 1+2+3) associated with its operations.



## Key events 2023

- New contract of electricity supply in China from renewable energy
- Actualization of Adisseo carbon footprint (scope 1+2+3)



# Scope 1

The scope 1 emissions at Adisseo are mainly related to methionine production and coming from natural gas consumption used in our internal incinerators and from the production process. Most of the direct CO<sub>2</sub> emissions come from the upstream process, where toxic effluents need to be burnt before the release to atmosphere. Methodology for calculation of direct CO<sub>2</sub> emissions is following GHG protocol and have been audited by third party.

In 2023, the total scope 1 emissions were 398,864 tons CO<sub>2</sub>e, same level as in 2022 despite a production volume increase. We are maintaining the cap with high expectations for the coming years.

One example of this commitment is the signature agreement end of 2022 of a partnership agreement with Air Liquide to create an underground pressurized hydrogen (H<sub>2</sub>) pipeline to supply les Roches site. This pipeline will be commissioned in early 2024. Thanks to this H<sub>2</sub> access, it is expected to replace part of natural gas used as raw material and to reduce energy consumption. Overall, the site's GHG emissions will be significantly reduced.

Adisseo is already working for the future, studying breakthroughs technology to avoid use of natural gas for the incineration of pollutants. In China, a new wastewater treatment project is understudy in which it is expected to produce a by-product biogas of about 7 million cubic meters/year, which will be used to partially replace the fuel gas consumption of the existing device, corresponding to carbon emissions reduction by approximately 45 000 tons/year, while nitrogen oxide (NO<sub>x</sub>) emissions will be reduced by approximately 70 tons/year.

At the latest, Adisseo will consider CO<sub>2</sub> capture and reuse for the hard to abate. In this objective, Adisseo is part of working group for CCUS in Rhône Valley and participates in the ZIBAC DECLYC projects. (305-1,305-5)

# Scope 2

Scope 2 emissions are defined as indirect GHG emissions associated with the consumption of purchased electricity, steam, heat and cooling. Adisseo's industrial process are power-intensive and it has been optimized to recover as much as possible energy. This means that heat is recovered to generate steam or electricity, minimizing the purchase of energy and consequently, the scope 2 emissions. The emission factors used in the reporting are based on ADEME data and supplier carbon footprint.

In 2023, Adisseo's scope 2 emission were 29,559 tons CO<sub>2</sub>e, an increase about 11,000 tons CO<sub>2</sub>e compared to 2022, due to level of production and disruptive production in Roussillon plant.

In 2023, Adisseo has installed a new steam economizer in Roussillon site to reduce the imported steam by 25%, leading to a decrease of 1,780 tons/year.

Adisseo Nanjing plant is optimizing the process to recover energy from excess steam produced. From early-2024, the plant will operate a steam turbine (30 MW) producing around 800 TJ/y of electricity. It will be directly consumed by the plant, leading to a reduction of consumption from the Chinese electricity grid with a strong impact on energy absolute consumption at group level.

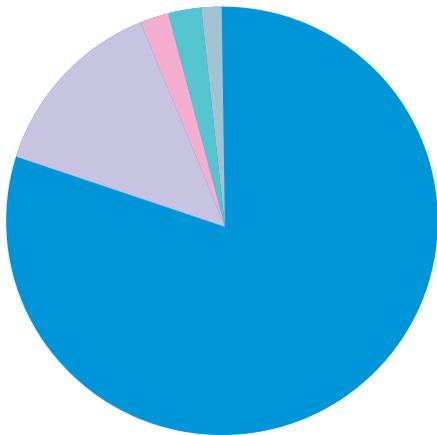
In addition, the installation of a new energy recovery device (implementation scheduled end of 2024), will generate about 14,000 tons/year of low-pressure steam and 10,000 tons/year of high-pressure steam.

Regarding electricity, Burgos plant is already supplied by green electricity since a supply contract signed in 2020. In Jan 1st 2023, it was Nanjing plant's turn to sign a new purchase contract to supply 42 GWh of green electricity. (305-2,305-5)

# Scope 3

Scope 3 is the term used to describe the indirect GHG emissions resulting from upstream and downstream of the activity. The first scope 3 calculation has been done in 2021 (reference year 2020) with an external consultant, focusing on "purchased goods and services" and "freight", which represents the main contributors of the scope.

### Scope 3 repartition



- Purchased of goods and service
- Freight
- Upstream Energy
- Fixed assets
- Others

In order to continuously improve and reduce our impact on the environment, Adisseo has had its global carbon footprint and its Scope 3 evaluated in 2023 by a third party, Carbone 4, leading to 2,000 ktCO<sub>2</sub>e (for 2020 reference). 74% of the global carbon footprint is represented by Scope 3 where the purchases of goods and services represent 80%. This study has, also, enabled us to create an action plan to improve the quality of GHG emissions measurement and monitoring for Scope 3. To this end, we have set up a systematic and perpetual calculation of Scope 3 GHG emissions in our entities. Therefore, Adisseo plans to communicate in greater detail on Scope 3 for the 2024 Sustainable Development Report. (305-3)

GHG (Scope 1+2+3) emissions are directly linked to Adisseo business which is in constant growth since the last years. Consequently, GHG absolute reduction is challenging and Adisseo is committed to work on that direction.

One example, Adisseo R&I launched in 2023 a cutting-edge initiative that aims to estimate optimal decarbonization trajectories for maximized gain and respect of environmental constraints for a given set of technologies mix and raw materials footprints and availability and other relevant constraints. Once consolidated, this initiative would bring additional support to Adisseo's strategic decisions for both R&I and industrial sites investments.

### Targets



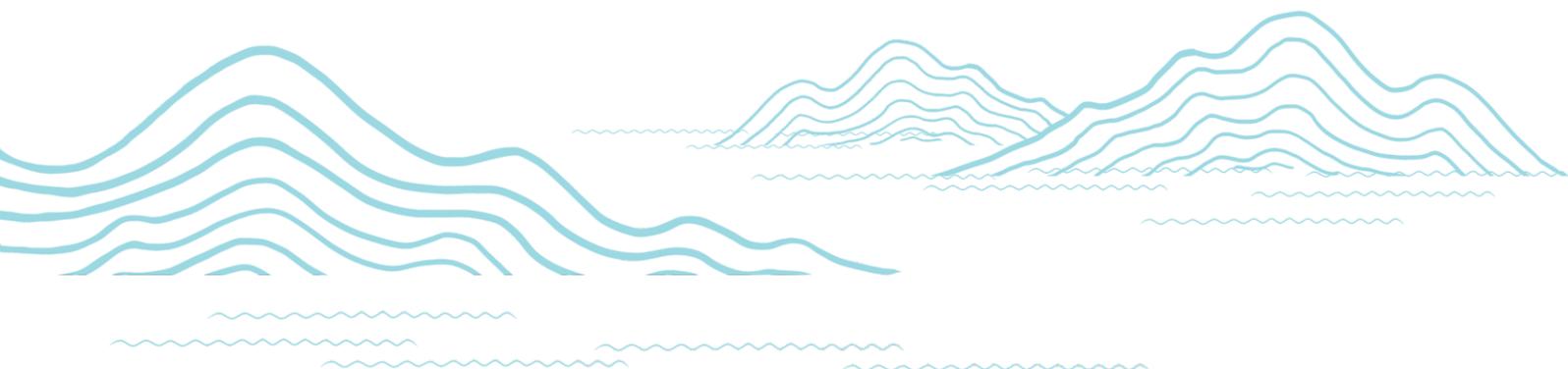
2025 GHG (scope 1+2) intensity

**-20%**  
(reference 2015)  
(305-4)



2025 GHG (scope 1+2) absolute

**-21%**  
(reference 2020)  
(305-1,305-2)



## KPIs (2-4,305-1,305-2)

	Metric	2023	2022	2021	2020	2015
GHG (scope 1+2) intensity	tCO <sub>2</sub> e/t	0.526	0.521	0.553	0.690	0.777
Evolution (ref 2015)	%	-32.3	-32.9	-28.8	-11.2	/
GHG (scope 1+2) absolute	ktCO <sub>2</sub> e	428	415	420	545	481
Evolution (ref 2020)	%	-21.3	-23.9	-22.9	/	/
Scope 1-direct emissions	ktCO <sub>2</sub> e	399	396	391	426	/
Scope 2-indirect emissions	ktCO <sub>2</sub> e	29.6	18.5	29.0	119	/

GHG (scope1+2) intensity: total CO<sub>2</sub> emissions (scope 1+2) per ton of manufactured products  
Calculations have been optimized following third party audit done in 2023. (2-4)

2023 KPIs are stable compared to 2022, with a slight increase in scope 2 due to a lower energy performance explained in Energy section.

## NOx SOx (305-7)

	Metric	2023	2022	2021
NOx	t	341	454	501
SOx	t	340	357	350

In 2023, NOx (nitrogen oxides) emissions fell by 30% while SOx (sulphur oxides) emissions remained stable. This is the result of various actions to improve the reliability and control of our emissions at several industrial units.



# Waste

In line with other environmental domains, Adisseo is committed to constantly reduce its wastes linked to its activities.

Our first area for improvement is the source reduction of waste by eliminating or reducing the volume of waste from our activities.

Recycling is our second effective method in industrial waste management.

As a last resort, waste treatment is used, it's the least preferred for waste prevention. In this case, we must use the most appropriated disposal methods for each type of waste and minimize the amount of waste going to landfill and at the same time promote the recovery of waste with energy generation.

Two types of wastes represent more than 65% of the total waste amount.

The first type relates to the incineration of a purge of crystallization mother liquors in order to not accumulate impurities in the powder methionine production process.

The second type concerns the recovery of wastewater treatment plant sludge by spreading. Since the start-up of a new wastewater treatment plant in the associated site at the end of 2021, the volume of sludge produced has been reduced by two-thirds and meets all quality requirements for land application.

Adisseo is not only seeking to reduce the environmental impact of its internal activities but also those, from a life cycle perspective, related to the use of its products by its customers.

For example, packaging becomes a waste management problem after use of product. So developing more recyclable packaging and using an increasing number of recycled materials for its manufacture is part of our initiatives in this area.

Several actions were carried out such as the wider use of recycled wood pallets or cardboard protection systems made from recycled paper.

Developing our packaging to ensure better protection of our products while making it more sustainable is an essential step in our customer satisfaction strategy.

Adisseo offers its sulfuric acid customers a regeneration service that makes the product ready for re-use, introducing a new way of promoting a virtuous circular economy. This service is greatly appreciated by industries that use large volumes of sulfuric acid, since it reduces both the environmental impact of their production processes and the carbon footprint of their products.

## Waste management indicators

	Metric	2023	2022	2021
Non Hazardous waste	kt	6.3	9.3	24.3
Hazardous waste	kt	15.3	16.4	20.6
Incinerated waste (D10)	kt	10.7	12.1	15.5
Waste spread in agriculture (R10)	kt	4.6	4.5	21.1

Note that all our production processes are optimized to recycle or reuse effluents through recovery operations or include internal effluents treatment units. According to local regulations, these effluents (mainly off-gas or liquid solution containing impurities from chemical reactions) are not considered as waste. The objective is always to minimize residual waste generation directed to disposal.

(306-1,306-2,306-3,306-4,306-5)

PART 1

PART 2

PART 3

PART 4

5

PART 6

## \*Ensuring employee diversity, engagement and development

### **55 Talent and people development for a Human Richness** (404-2, 404-3)

55 Development and performance of our employees

56 People development and learning strategy

58 People development and Training strategy

### **59 Growing and Developing Together** (2-7, 2-8, 2-20, 2-21, 201-3, 401-1)

### **63 Social Diversity, equality, and inclusion** (405-1)

63 Getting involved with people with disabilities

63 Cultural diversity

64 Mutual respect

64 Gender diversity

### **65 Occupational Health and Safety**

(403-1, 403-2, 403-3, 403-5, 403-6, 403-7, 403-8, 403-9)

66 Management system and organization

67 Best safety practices

68 Placing people at the heart of the Company

69 Safety performance

\*Material topics

# Ensuring employee diversity, engagement and development

First and foremost, Adisseo endorses the International declaration of human rights and the Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

Moreover, Adisseo Human Richness and Transformation has an ambitious vision. Humans can't be considered as a resource. They are people with specific and unique richness. We have implemented a Human Richness organization with a first mission of identifying talent and developing Adisseo women and men to support Adisseo's sustainable development.

Adisseo HR vision is to Lead Company transformation & resilience to make business evolution a success for Adisseo & its employees through a great people experience & individual care for a more sustainable world.

We invest in the development of our employees, offer them career development and mobility opportunities (including worldwide), implement a motivating compensation scheme, and develop quality workplaces.

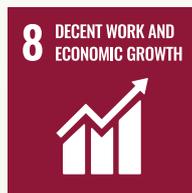


## MATERIAL TOPICS

Ensuring employee diversity, engagement and development



## FOCUS SDG



### Adisseo HR ambition consists in 3 main missions:

#### People experience

- Design & drive conditions for a fulfilling people experience to optimize performance and competency
- Business transformation

#### Design & drive organization, culture and skills evolution for business securization, transformation and efficiency

#### ESG alignment

- Design & drive social & societal commitments implementation
- Design & drive Ethics program

# Talent and people development for a Human Richness

The Talent management for Adisseo is sensitive and critical to the organization's success due to particularly to the high level of competencies required in our business at each level of the organization.

It's in this spirit that we need to be relevant and agile for having right people in right place and at right time to support the growth and the success of our business.

Attracting talents is becoming increasingly complex, given the tight market for very specific skills. It is in this context that we have to be more and more demanding in retaining them by offering them development paths and internal career opportunities and grow the best talents (leaders and experts) to support transformations required by our business sector.

From this reality and this critical fact, we have built a "Talent and HR development strategy".

## Development and performance of our employees

Concerned about the performance and development of our employees, we have set up performance and development reviews for all.

We encourage them to adopt a "continuous feedback" approach starting with the annual review to discuss the year's achievements and future objectives (to support changing work priorities aligned with strategic goals).

During this key moment, other subjects are addressed: the ability to do the job, key behaviors for Adisseo, career mobility/international wishes, individual development, well-being and the balance with private life.

To guarantee optimal monitoring of our talent management, we rely on **3 major Talent processes** (digitalized in a digital platform and at all levels of hierarchy):

- The **Individual Development Plan (IDP)** whose main aims are to develop employees' competencies throughout (1) learning by doing through assignments and developmental tasks. (2) learning from others through exposure to professionals inside of Adisseo and outside professional networks as well as individual and teams coaching. (3) learning from content through training.
- The **People Review** whose main aim is to detect high potential and top talent. This talent process (done quarterly) is key to support Adisseo in its development and business challenges. These follow up reviews are crucial to guarantee Adisseo's long-term success and to help our future leaders to grow.
- The **Succession Planning** whose main aims are to secure the business continuity particularly on key positions detected and open development opportunities by career pathways.

To maximize the development opportunities of our employees, Adisseo encourages them to take on new challenges and responsibilities to develop themselves and to contribute to the Company's culture of sharing and cross-divisional, -functional and -geographic learning.

All job openings are published on Adisseo Job center and employees can apply directly on the platform.



**Securing our talents and the continuity of our business are key to guarantee the success and the development of Adisseo.**

# People development and learning strategy

Enabling our employees to hold their position and to achieve their goals as effectively as possible, or to help them develop towards new opportunities is a priority. We have set up **development paths focusing on 3 major axes: Professional, Leadership and Expert**. These meets very specific needs and challenges.

## ● The Professional path

Adisseo has set up fields academies or learning pathways designed to professionalize employees in the business like:

- The **Sales Academy** (level 1 and 2) in majority built by Adisseo experts, these learnings pathways aim to focus on our products and customers services to deep the products knowledge.
- The **Project Management Academy**.
- The **Sustainable and Development Academy** (level 1 and 2).
- The **HR Academy**.

These academies have been developed specifically to meet the needs of our employees and our customers.

As part of our drive to develop our employees' skills, since 2022 we have implemented a digital learning platform that will enable us to build business training pathways. By way of example, we have gone from 10 ambassadors (internal content developers) in 2022 to 50 ambassadors in 2023, with a highly increase of our internal content. This platform is available to all our employees (internal and external learning contents).

## ● The Leadership path

The industrial sector is constantly evolving, with trends changing faster and faster, an increasing number of competitors with ever more aggressive approaches to competitiveness, and more demanding consumers.

Faced with these business challenges, we are committed to identify and develop our Key Leaders able to imagine and anticipate changes thanks soft skills development to lead the necessary changes in a BANI world(BANI stands for Brittle, Anxious, Nonlinear, and Incomprehensible).

Throughout **3 main leadership** levels (first level, second level, and third level), Adisseo develops annually exemplary leaders aligned on leadership and management framework and the Company's Values and Behaviors.





### The First level: The Core Management Program

Our first level leadership program, named the **Core Management Program**, referred to as Adisseo's Management Level 1 program, team leaders, shift leaders, new leaders. It aims to get managers groomed for a management role within Adisseo and using effectively Adisseo's management tools and processes.



### The second level: Advance Adisseo Management Program

We have designed with the Essec Business School for Top and high potentials talents a specific program: the **AMP** (Adisseo Advanced Management Program). This program is tailor-made 6 to 9 months journey. This one combines plenary lectures & inputs, transversal project group work, personal reflexion on one's strengths and progress path. The participants learn to identify logics of value creation & new managerial ways to succeed tomorrow, share and understand Adisseo's strategy, acquire methods and tools to strengthen strategy execution. Candidates to this program are nominated from Adisseo worldwide and finally selected by the corporate management of Adisseo.



### The third level: the Strategic Leadership Program

About, the mid-level, we have implemented the **Leadership Program** which aims to turn managers into confident leaders. This program is offered to the most senior level of leaders in Adisseo: leaders at division management level and leaders leading other leaders.

The program opens to new trends at work - Leveraging cross cultures cooperation - Managing uncertainty and leading constant change - Managing sustainable business and develop one's leadership skills.

Depending on the needs expressed, we offer a **Strategic Leadership Program** prior to ExCom nomination (or during first year of nomination). The aim of this program is to groom leaders for thinking, acting, and influencing strategically, create trust and unlock change in the organization.

## ● Expert path

We have significant know-how, scientific and technical expertise's, in many areas. To extend and develop them, we have launched an **Expert Program since 2021**, consisting of a community of scientific and technical experts.

### The main objectives of this Expert Program are to:

- secure scientific and technical expertise,
- ensure transfer of critical knowledge and skills,
- retain highly skilled employees,
- propose career development (including for people with no business and management responsibilities),
- play an ambassador role for our brand for customers, authorities, potential partners & candidates.



These experts are identified through a selection process led by representatives of different entities and the Executive Committee.

In 2023, Adisseo's **Experts Community consists of 17 members from all over the world**. The ambition is to continue to make this community grow year after year and to perpetuate it.

# People development and Training strategy

Adisseo's learning and training strategy extends to all areas and is aimed at all employees; these are directly linked to the needs of the business. Adisseo is developing a learning culture by continually expanding learning opportunities. Our employees' development paths are built to help them navigate highly uncertain environment, which demands capacity and resilience, empathy and attentiveness, adaptability, transparency, and intuition. As part of our ambitions to develop key skills, **we invest in employee training**, for all, to meet business needs: **2% of the total payroll is dedicated to training** each year.

To strengthen, develop and pass on key competences (mainly scientific, technical, and soft skills) to secure our business in the medium to long term, we have decided to invest in a Digital Learning platform (named "Weconnect Digital Learning") from 2022 onwards. The using of this digital learning platform has enabled us to reinforce and develop the in-house training made internally (by referent content designers named Ambassadors) and to propose off-the-shelf training.



Since 2023,  
Adisseo employees benefit from:

- A digital learning platform linked with the Individual Development Plans (IDP),
- Embedded digital learning programs such as Sales academy modules, Cybersecurity, Leadership,
- Home-made learning programs suited for Adisseo specific needs,
- Off-the-shelf training on several items.

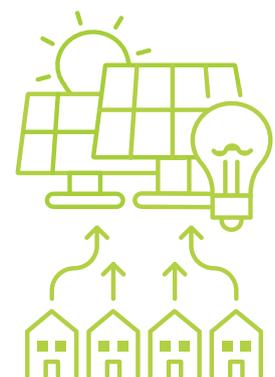
**60% of the employees had a performance review, 25% of employees had an IDP in 2023** (404-3)

Adisseo **offers a wide range of internal training**, which is continuously evaluated and further developed. The increased use of digital channels enables faster and broader roll-out of competency development.

The mandatory training categories include: Compliance - HSE - Technical safety and regulatory certification - Leadership development - IT security - Values & Behaviors.

Adisseo also **offers optional trainings** in several categories: Project management - Languages - Soft skills. We aim, through easy access and a wide availability of courses to serve and engage our employees to take charge of their own learnings and to continuously grow and develop.

Training content is available in several languages to all our employees worldwide, from operators to the highest levels of the organization. (404-2)



## Training KPIs in 2023

Hours Training:

More than 24,000 hours breakdown between classroom and digital = 80% classroom and 20% Digital

Number of trainings per people: 2 days on average



24,000h



80% classroom



20% Digital

# Growing and Developing Together

## Adisseo & I: to measure the employees satisfaction and commitment

Every two years, Adisseo organizes a global internal survey, “Adisseo & I”, among its employees to assess their satisfaction and commitment. The 2022 survey, conducted at the end of the Covid pandemic crisis, shows a **high sustainable employee commitment rate** (77% vs 76% in 2020) compared to similar industry benchmark.

This high level of commitment of our employees shows that following the Covid pandemic, Adisseo has succeeded in setting up a hybrid (office / home office) work organization. This new work organization is the result of the adaptability and experience acquired by its employees and is a long-term solution. It harmoniously integrates the operational needs and aspirations of employees in terms of well-being and commitment to work. The “Training & Development” and “Working Conditions & Wellbeing” categories have made further progress, demonstrating Adisseo’s ability to create long-term commitment from its employees.

In 2024, a new “Adisseo & I” survey will help measure progress in the fields pointed as improvement areas by the employees and towards the co-construction of a sustainable Company.

The turnover rate indicates the **attractiveness of Adisseo** as an employer and how well Adisseo manages to keep its employees.

The **voluntary attrition rate** in Adisseo was **4.2% in 2023** (vs 5.3% in 2022). Female share of new hires (open-ended contract) was 35% in 2023 (vs 31% in 2022) (401-1)

## Our Values & Behaviors

**Values and Behaviors are one of the key pillars of Adisseo roadmap together with the vision, the mission and the strategy.**

The values are Adisseo’s strong roots; these values exist since the creation of Adisseo:

Integrity, Result orientation, Commitment, Team Spirit and Creativity are our roots giving sense to our actions and are part of our identity.

Our five behaviors are our “wings” that help us to put our values into actions and build Adisseo’s future.

**Customer Centricity - Engagement - Courage - Respect and Simplicity** are our “wings” to achieve Adisseo’s strategy.

At Adisseo, all employees are expected to act in accordance with and role model our Values and Behaviors. The consistency of their actions is discussed with their manager and assessed during the yearly Performance & Development review.

Consistency with Adisseo’s Values and Behaviors is one of the 3 pillars of the global performance at Adisseo together with goals achievement and capability on the job.

When Adisseo establishes or acquires new entities, our priority is always to implement our Values and Behaviors together with standards and systems.

# Subsidiarity and “CO-DO”

Within Adisseo the **principle of subsidiarity** aims to ensure that **decisions are taken as closely as possible to the action.**

Missions and accountabilities are taken at the closest level to where they will have effect, for example in a local area rather than at the corporate level, to ensure that legal constraints or cultural specificities are well-managed. On the opposite, specific missions should be managed at the corporate level, especially when there is a global policy to be set-up or an opportunity of synergy, such as Career Development for instance.

“CO-DO” for co-doing, means working together, in a matrix organization, without hierarchical link. Adisseo organization is a matrix one: teams have a local hierarchical link (Regional Director, Business Unit Director, Plant Director), mainly because our teams are located all over the world, in plants and regions to be close to the business, the employees and local matters.



## Employee’s onboarding

During their first year with Adisseo all employees benefit from an onboarding process that helps them to connect with Adisseo and their team. Line manager and HR build a comprehensive program to make newcomers ready to perform: team meeting, colleagues and stakeholders of one’s job, training on tools and procedures. The new hire also enrolls into function’s specific programs such as sales academy, management level 1 training. The new employee is invited to local (country, site, region) newcomers’ events and, also depending on the scope of their job, to the corporate newcomers’ seminar.

## Flexibility and work-life balance

Adisseo is committed to providing flexibility in working hours and location in accordance with local laws and regulations. Such flexibility can be offered by the Company at the employee’s request, if it does not in any way prevent or hinder the employee in performing his/her job tasks. Across the whole Company, working terms must allow employees to combine working and family life. Adisseo recognizes that a better work-life balance can improve employee motivation, performance, and productivity, and reduce stress. Therefore, the Company wants to support employees to achieve a better balance between work and their other priorities.



## Motivating compensation scheme

For Adisseo, it is essential to take care of our employees, especially at key moments in their lives. We formalized the main principles of our Group policy on 'Compensation, Benefits, Care and Solidarity to confirm our commitments to our employees and their families.

The challenges we are facing in terms of sustainable development, climate change and its consequences, encourage us to offer our employees greater solidarity.

We are taking a more social, caring and supportive approach to our Group policy, including inclusiveness while respecting the individual needs of our employees.



Our Group policy also addresses our commitment to :

- Guarantee **fair remuneration** in line with the market,
- **Remunerate individual and collective performance** at its fair value,
- **Protecting all our employees worldwide** through our innovative health program guaranteeing a minimum level of protection for our employees and their families.

We are committed to being a socially responsible Company that cares about the well-being of its employees, and we want to affirm our desire to progress in this direction.

Adisseo offers defined benefit plans in many countries where it is customary to do so. In the past, defined benefit plans financed solely by the employer were most common. However, in some country, new defined contribution plans are generally based on mandatory or voluntary contributions by employees. Since the structure of pension plans differs by country, there are also differences in the level of contributions made by employer and employees. (2-20, 201-3)

## Annual total compensation ratio

The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual) was around 10.37. Annual total compensation includes salary, bonus and incentive plan compensation.

The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) was around 2.08. (2-21)

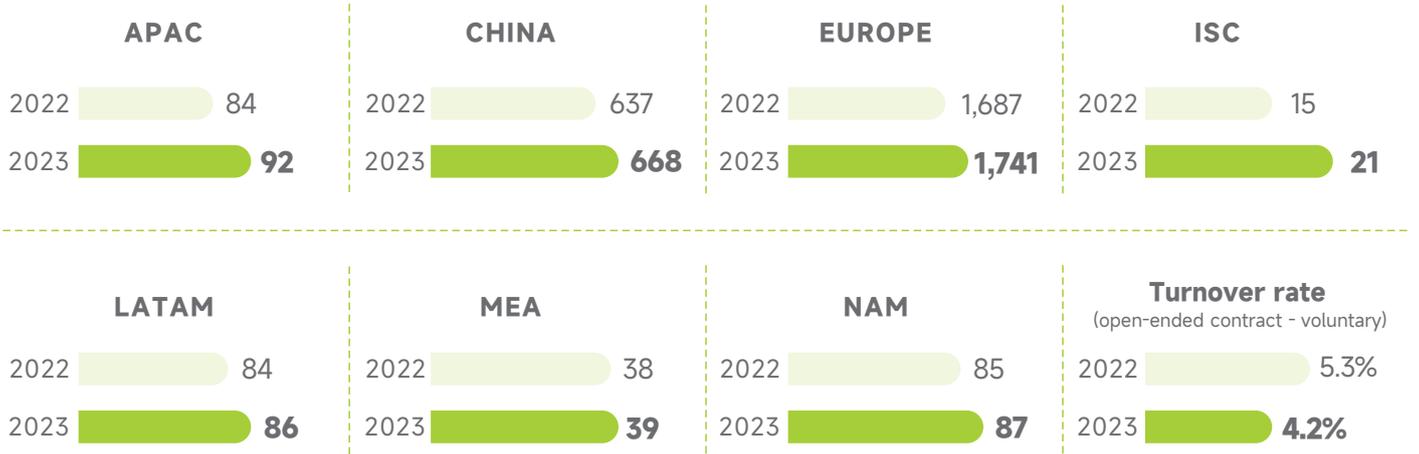
## Our formal commitments to our employees and contractors

All employees shall have a written employment contract or other written documentation of employment that complies with local legislation. This also applies to contractors and temporary hires. Contractors are subject to the exact same Health and Safety rules as our own employees, and all contractors receive full training and follow-up to ensure that they work in a safe and healthy environment. (2-7,2-8)

The average number of contractors was 392 in 2023.

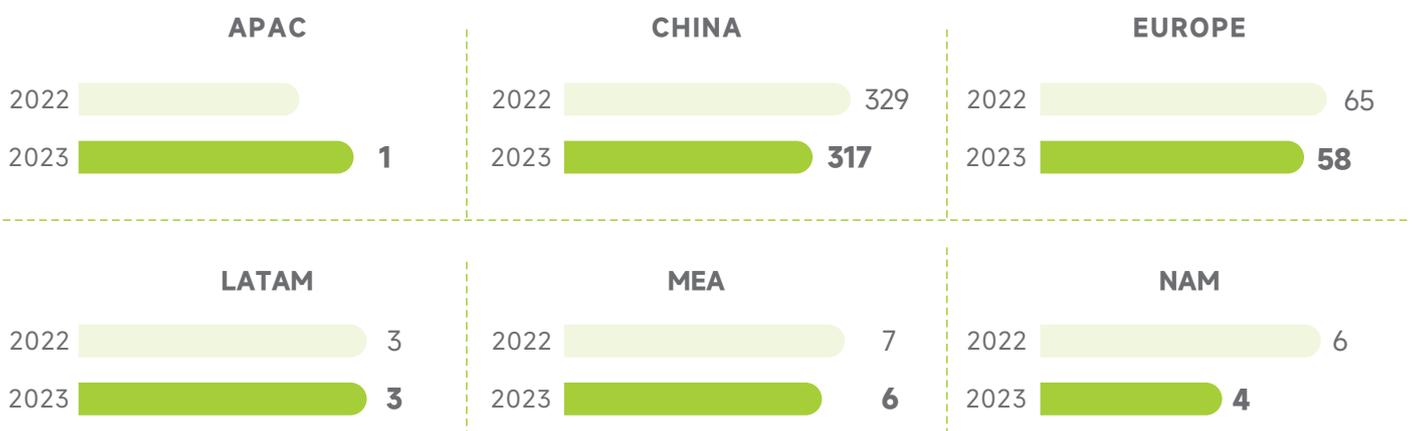
**TOTAL INTERNAL EMPLOYEES** (401-1)

**2,734**      **2,630**      ↗ **4,29%**  
2023                  2022



**TOTAL CONTRACTORS**

**389**      **410**      ↘ **-5,10%**  
2023                  2022



# Social Diversity, equality, and inclusion

Adisseo strives to contribute to its sustainable growth by promoting diversity and ethics and guarantee decent and sustainable working conditions.

We believe that the **multiculturalism** and the **diversity** of our employees, not only represents a significant part of our culture, but also our reputation and achievements.

By embracing a diverse and inclusive Company culture, Adisseo aims to increase our customer centricity, cultural awareness, compliance and innovation.

## Getting involved with people with disabilities

Adisseo is committed to the professional integration and retention of people with disabilities. Each year, numerous awareness-raising actions are carried out for the Company's employees.



For example, The European Week for the Employment of People with Disabilities from 20 to 24 November 2023 was an opportunity to reinforce these messages:

- Several of the Company's entities set up a wide variety of activities such as escape games, quizzes, virtual reality presentations of disability situations, or accounts by employees or external people.

- A "Duo Day" allowed people with disabilities to immerse themselves for a day in the life of Adisseo and in the daily life of its employees.

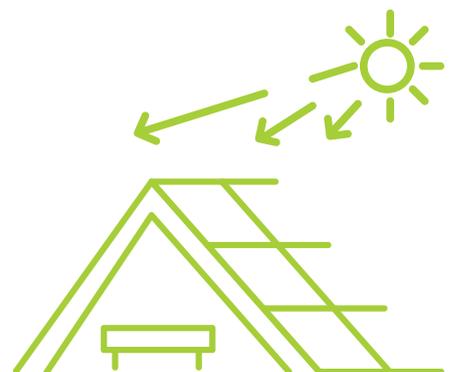
## Cultural diversity

In 2023, Adisseo pursued its growth and diversification strategy in order to meet the growing needs of the world's population for animal proteins and to expand its range of services in order to accelerate the ecological transition of food chain manufacturers.

These recruitments largely concerned production activities, particularly with the commissioning of new units in China and Europe.

In 2023, Adisseo also **welcomed 40 young people on work-study contracts**, as part of its participation in the French government's "1 Young Person, 1 Solution" plan. This training policy has led to similar initiatives in many countries, including China. Adisseo has participated in numerous job fairs and has been able to establish links with new schools to anticipate the Company's future needs. Particular attention is being paid to extending this practice to fairs that bring together companies and talented people with disabilities.

Adisseo has good multi-cultural spread in the organization. This is measured by the distribution of employees that belong to nationalities outside the country in which they work.



# Mutual respect

An online training was assigned to employees to reinforce their awareness of the importance of mutual respect; nearly 91% of assigned employees followed it in 2023:

Region	Assigned	Completed	% Completion
APAC	89	87	98%
CHINA	663	644	97%
EUROPE	1,486	1,306	88%
IMEA	23	19	83%
LATAM	85	77	91%
MEA	46	44	96%
NAM	87	71	82%
<b>Total Group</b>	<b>2,479</b>	<b>2,248</b>	<b>91%</b>

# Gender diversity

In addition, we are sensitive to continually increase female share through in our recruitment, in the retention and in the promotion processes.

	2023	2022
<b>Female share</b>		
Female share in Company	26%	25%
Female share in management	31%	31%
<b>TOTAL EMPLOYEES</b>	<b>2,734</b>	<b>2,630</b>
<b>Age distribution, employees</b>		
< 30 years	11%	12%
30-50 years	69%	68%
> 50 years	20%	20%

To conclude, we believe that a diverse, equitable and inclusive workplace, that mirrors the markets we serve, is a strategic business priority, and critical to our success.

We also understand that to foster such a climate, requires a sustained and long-term commitment to DEI, and acknowledge that sometimes engaging in diversity is also challenging. (405-1)

# Occupational Health and Safety

**Ensuring the health and safety of people, facilities, products, transportation and the environment is Adisseo's number one priority. Reinforced action plans have been deployed to guarantee safety, through innovative systems and ongoing awareness-raising activities.**

**Every day, all employees work hard to achieve the "Zero Accident" objective.**

Dealing with chemicals and operating in sensitive locations, safety is always an absolute priority upon which we never compromise, whether in our production plants or their local environment, in the transportation of our products, or in their use by our customers. Adisseo is committed to an ambitious safety and environmental protection policy.

Our HSE (Health, Safety and Environment) policy is the key to ensure the sustainability of the Company and covers our full range of activities. It is based on a continuous improvement commitment, which shapes the policy's fundamental principles and collective goals.

A specific attention is paid for the malicious threats, especially in our most sensitive plants. These principles and objectives are shared by all Adisseo entities, regardless of country or specialization.

## **Our commitment:**

Regard safety as a fundamental value and consider our zero-accident target as our primary mission.

## The Company Health and Safety Policy:

Zero accidents is one of the permanent objectives of this commitment in all areas.

At Adisseo we endorse the principle upon which there can be no performance for a Company if it has accidents in its operations, nor is it conceivable that people should be injured or put their lives at risk in the course of their work.

This is supported by a systematic and in-depth analysis of risks and losses, and the implementation of the best prevention techniques by associating all stakeholders in a commitment to Sustainable Development. (403-1)



### **Adisseo's health and safety policy is based on the following six principles:**

- Ensure the health and safety of people through prevention and control of risks, contributing to well-being in the workplace,
- Demonstrate leadership and example,
- Take into account risks related to processes, products and ergonomics in safety risk analysis studies, right from the design stage, in order to guarantee the safety of people and processes in the workplace,
- Help the organization to manage possible emergency situations,
- Reduce risk by investigating incidents and near misses,
- Require subcontractors to manage safety in accordance with this policy.

(403-4, 403-7)

## Management system and organization (403-1)

Adisseo complies with various regulatory mechanisms covering areas such as Health, Safety and Environmental protection management regulations. The Group HSE director reports to the COO and is responsible for promoting occupational safety, occupational health, and environmental protection. Monthly HSE reports follow up on the implementation of major HSE initiatives and key indicators within the different SBUs; the HSE information system supports well HSE data collection (such as emission, energy saving, waste etc) and dynamic monitoring potential HSE situation.



### Safety management is based on:

- The orientations defined by the Executive Committee and the Company Roadmap
- Monitoring of results and action plan decisions by Adisseo's Executive Committee and by each organizational structure (Leader Council (LC), Quarterly Business Reviews, Global Sales and Marketing committee, Research and Innovation committee, Strategic Business Unit committees, local entities committees...)
- Management accountability in all Adisseo entities
- The reference manual

The purpose of the reference manual is to group together the various corporate requirements in the form of good practices or recommended tools. All Adisseo entities, regardless of country or field of activity, comply with these requirements, and 100% of our employees and contractors whose work is controlled by the Company are covered. (403-8)

We also relied on the HSE (Health, Safety and Environment) management system of Sinochem holdings, by using it as a reference for evaluating our practices.

All of our major industrial sites (more than 50% of our employees (>1300 people)) were also evaluated according to this new reference system, named FORUS. The requirements of this management system helped identify additional avenues for progress. The objective is now to deploy all of its practices, including small sites. (403-1)



Since 2022, the most important safety initiative was a periodic assessment of the safety maturity of all our industrial sites using the DSS (Dupont Sustainable Solutions) and DNV (Det Norske Veritas) methods, two internationally recognized organizations in this field.

Their approach helped identify the strengths and weaknesses of each site and enabled us to identify actions for immediate progress as well as short and medium term actions.

These various initiatives are part of the « safety culture » programs already in place at most of our sites and allow us to compare ourselves with other companies. The results obtained have led to the development of a comprehensive improvement plan to raise our safety culture to the highest level and achieve our goal of « zero accidents ». Periodic reassessments will show the progress made. (403-3)

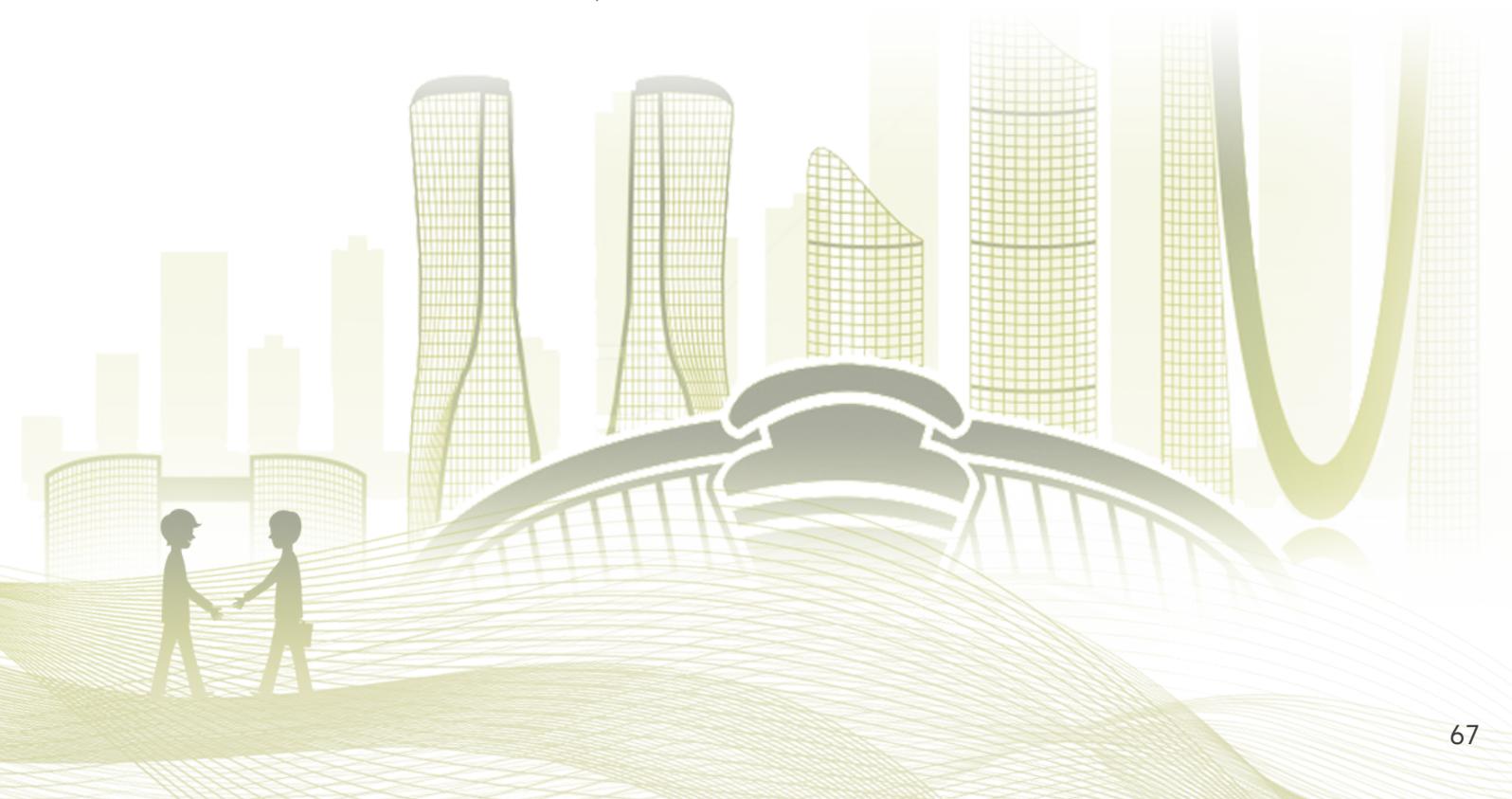
All our major industrial plants which present our major safety risks, are voluntarily certified ISO45001, as well as our research activities (total of entities representing more than 60% of our employees (> 1500 people). Certification is an acknowledgment by a third party of our compliance with accepted standards. It represents a certain level of maturity in the application of best practices with regard to governance, corporate performance management, and decision-making. It is a source of improvement and a measure of trust for our stakeholders. Other Adisseo entities (small industrial sites with product formulation activities, commercial regions, headquarters) doesn't present major safety risks. (403-2)

## Best safety practices

As an example of safety processes in place, preventive risk analysis led by responsible persons with the participation of all stakeholders, as well as regular updates, aim to identify and assess risks and define actions plan to lower them to an acceptable level, carry out actions, control their implementation and efficiency and make the necessary correction. These preventive risk analyses include health and safety of our employees and temporary workers in the workplace, but also any task realized by other people such as contractors whose work is controlled by the Company.

In the same way, Safety prevention observation is a key good practice aimed at sustainably eliminating dangerous acts and dangerous conditions. It is also an opportunity to note positive points and to share them with the employee to congratulate him or her and reinforce good practices and good behavior. Any worker who is in a work situation of serious and imminent danger shall immediately alert his or her supervisor and may withdraw from such a situation without risk of penalty or reprisal. (403-2)

Our permanent objective of zero accidents also implies that any incident, anomaly, or non-compliance event is systematically recorded and analyzed to define and implement the appropriate processing method. Potential severity of any near miss is also assessed to carry out an in-depth analysis of highest potential severe event to determine the most relevant corrective or preventive actions.



# Placing people at the heart of the Company

The satisfaction and commitment of our employees are key indicators of the Company's performance. We measure these metrics precisely and develop action plans in close collaboration with our teams to make yearly improvements in this respect, upon which the success of the entire enterprise depends. Education and regular trainings are key to develop competencies and manage diversity at work, but also to inspire pride in performing a job well-done through which employees grow; ethics and social responsibilities are valued in all our decisions by contributing to the social and digital inclusion of vulnerable people. (403-5)



## All new arrivals (permanent contracts, fixed-term contracts, trainees) benefit from an onboarding day that includes:

- A general introduction to the site by the HR and QHSE departments, which devotes sufficient time to presenting SD-QHSE issues (general risks, organization, management system).
- Onboarding at the workstation by the entity concerned, which includes an on-site presentation of specific SD-QHSE risks, safety instructions, warning and containment systems, delivery of work clothing, personalized PPE, etc.

Managers attend a specific onboarding program including, among other things, a newcomers seminar, training in safety fundamentals and a complete Adisseo Management Program (AMP) curriculum.

### The identification of general interest training needs in each entity is based on:

- The priority areas of training that integrate a safety component.
- The list of compulsory or essential safety training courses for each position.

The determination of entities' training needs includes safety (regulatory requirements, situations to be improved, job changes, new installations, etc.).

A specific attention is also paid to psychosocial risks.

## Our psychosocial risks approach is based on the three usual prevention levels:

### 1.Primary prevention

- Identify risk and protection factors, with actions plan to minimize the former and enhance the latter.
- Change the work environment and organizational dynamics to anticipate (reduce source of stress or pressure in the workplace, improve communication, encourage free expression among employees...)

### 2.Secondary prevention

- Develop managers' and employees' skills in managing difficult situations (emphasizing the importance of the subject and severity of the impacts).
- Limit employee exposure to risky situation

### 3.Tertiary prevention

- Offer support and assistance to individuals who are experiencing difficult situations (psychological support, return-to-work program, relocation...)
- Help teams in case of severe event (mediation service in case of deterioration in interpersonal relations...) (403-6,403-7)

# Safety performance

After 2022, during which Adisseo saw its safety performance on target, the situation deteriorated during the first semester of 2023. The good performance of the second semester was not sufficient to meet our yearly target. Actions has been taken to reinforce our policies and HSE networks. A new HSE Executive Council has been set up to make sure that the level of safety culture is raising at the level of expectation of the Group and specific HSE Road maps are carried out on the few places where the situation needs improvement to consider specificity of these few locations. (403-9)



	2023	2022	2021
TRIR	0.54	0.45	0.78

(our long-term goal is achieve a TRIR of below 0.3)

## Rallying around safety

For the 11th consecutive year, Adisseo’s employees rallied for Global Safety Day. This day enabled us to develop a dialogue on the commitment of each individual to safety, to discuss possible improvements and to share best practices. It is enhanced by the presence of members of the Executive Committee at the various sites. The aim was to encourage direct exchanges between Committee members and staff. Numerous workshops, webinars and activities were held at all our sites.



PART 1

PART 2

PART 3

PART 4

PART 5

6

# Governance and compliance

## **72 \*Responsible governance and compliance**

(2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-23, 2-24, 2-26, 2-27, 2-30; 201-2, 205-1, 205-2, 205-3, 206-1, 207-1, 207-2, 402-1, 406-1, 407-1, 408-1, 409-1, 418-1)

### 72 Governance

75 Climate risk

75 \*Adapting to geopolitical shifts and trade dynamics

75 Information Disclosure and Investor Relations Management

### 76 Compliance

76 Anti-corruption policies

77 Anti-competitive practices

77 Whistleblowing

78 Collective bargaining

79 Child and forced labour

80 Tax strategy

80 \*Reinforce cyber security

## **82 Responsible value chain management**

(2-6, 2-23, 2-24; 204-1, 416-1, 416-2, 417-1, 417-2, 417-3)

82 \*Ensuring reliable and responsible purchasing

85 \*Guaranteeing market access

86 Transportation safety and logistics

\*Material topics

# Governance and compliance

We are convinced that a governance structure with standardized processes is the foundation for long-term business success. We abide by the local Company law, relevant laws and regulations of the China Securities Regulatory Commission and continuously improve our governance mechanisms in order to to achieve stable operations and value creation.

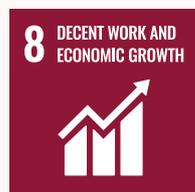
## MATERIAL TOPICS



- Responsible governance and compliance
- Adapting to geopolitical shifts and trade dynamics
- Guaranteeing market access
- Reinforce cyber security
- Ensuring reliable and responsible purchasing



## FOCUS SDGS



# Responsible governance and compliance

During the reporting period, in accordance with applicable Corporate Law, Securities Law, the governance principles of listed companies and other relevant laws and rules and related requirements of the CSRC and the SSE, the Company complied with its information disclosure requirements, improved its corporate governance structure, with the aim to protect the interests of the Company and its shareholders.

## Governance

The operation and management of the Company meets the requirements of the relevant documents on standardization of governance for listed companies issued by the CSRC. The details are summarized as follows:

### General Shareholders' Meetings

The Company managed to organize and convene an Annual General Meeting of shareholders and an Interim Meeting of shareholders according to the requirements of applicable Corporate Law, the Articles of Association, and the Rules of Procedure of General Shareholders' Meetings, performed the proposals, complied with the rules of procedure, and voting of General Shareholders' Meetings strictly according to related regulations and requirements. The Company published its announcements, including all notices, proposals and meeting resolutions via China Securities Journal, Shanghai Securities News and on the official website of the Shanghai Stock Exchange ([www.sse.com.cn](http://www.sse.com.cn)), The Company made such announcements on time.

The resolutions approved by General Shareholders' Meetings met the regulations, laws and rules, and complied with the lawful rights and interests of all shareholders, especially small and medium sized shareholders. The General Shareholders' Meetings was witnessed by the Company's lawyers, and they issued a legal opinion about the validity thereto.

### The Board

The Board of Directors set up four special committees, namely the Audit, Risk and Compliance Committee, the Strategic and Development Committee, the Nomination Committee, the Remuneration and Appraisal Committee, three of which are headed by independent directors, except for the Strategic Committee, headed by the Board Chairman. Committee Chairmen made their own working rules and fully performed their specialty functions in the supervising operational management of the Company. All the Directors can, based on the Rules of Procedure of the Meetings of the Board of Directors and other rules, attend the Board meetings earnestly and all independent directors may perform their duties in good faith and with diligence. The 8th Board of Directors comprises 9 directors, 3 of whom are independent directors. Where there is any conflict among shareholders or directors of the Company, thereby causing significant influence to the operation and management of the Company, independent directors shall actively fulfill the duties, and protect the overall interests of the Company. (2-9, 2-11, 2-15)

## STRATEGIC AND DEVELOPMENT COMMITTEE:



This committee mainly evaluates and makes recommendations on the Company's long-term development strategies and plans or projects as well as on financing transactions requiring the approval by the Board of Directors.

## AUDIT, RISK AND COMPLIANCE COMMITTEE:



Chaired by one independent director having professional accounting knowledge, this committee mainly:

- Reviews, assesses, manages and mitigates major risks of the Company and its subsidiaries;
- Examines major compliance issues of the Company and its subsidiaries and conduct compliance investigation when necessary;
- Guides the internal audit work and assess the effectiveness of internal control;
- Supervises and evaluates the work of external statutory auditors;
- Reviews and provides opinion on the financial reports of the Company;
- Coordinates the communication among the management, internal audit and external audit institutions;
- Bears duties related to administration and daily management of the Company's related-party transactions. (2-15)

## NOMINATION COMMITTEE:



Composed with 50% of independent directors, this committee mainly:

- Proposes standards and procedures for the selection of BAC Board members & senior managers;
- Examines and proposes the appointment of qualified candidates for directors and senior managers positions.

The selection and appointment procedures of directors and Managers are published on our website. (2-10)

## REMUNERATION AND APPRAISAL COMMITTEE:



Chaired by an independent director, this committee mainly:

- Proposes performance evaluation and compensation standards for the Company's directors and managers; (2-18)
- Carries out the assessment of the performance of the Company's directors and senior managers;
- Supervises the implementation of the Company's compensation system.

## Board of Supervisors

The Board of Supervisors carried out strictly their duties in accordance with applicable regulations of Corporate Law and the Articles of Association, met the requirements of laws and rules in terms of number of members and composition, could implement their own responsibilities in earnest according to the Rules of Procedure of the Board of Supervisors, etc., and supervised the legality and compliance of the financial position of the Company as well as the performance of duties by directors and senior management. The Board of Supervisors currently comprises 3 members, one of whom is an employee representative. (2-9)

## Sustainability Management

ESG and sustainability is fully embedded into Adisseo overall vision, mission and business strategy. The Board of Directors follows up and reviews our ESG strategy on an annual basis as part of the regular strategy process. Moreover, the board of directors oversees information about the ESG performance and projects through regular reporting and board meetings. (2-12,2-17)

The Executive VP of Strategy and Sustainable Development reports to the CEO and is responsible for ESG related topics. He manages a transversal team representing all functions of the Group. This transversal team has established Adisseo sustainable development roadmap which has been validated by Adisseo Executive committee. This transversal team is responsible for coordination of interdepartmental measures and implementation of Adisseo sustainable development roadmap. (2-13,2-24)

## Governing documents

Adisseo's governing documents define the principles on how the group's business should be conducted. The foundation for Adisseo's corporate governing documents are the group's internal Management Book and the Code of Ethics. The latter sets clear ethical standards in critical areas and explains how Adisseo representatives are expected to conduct themselves when acting on behalf of any Group's Company. The code of ethics includes several group policies, procedures, and supporting documents. Group policies are approved by the audit, risk and compliance committee. All Adisseo group companies and operational units, regardless of division and geography must comply with the requirements indicated in the group governing documents.

Over the past years, significant efforts were made in updating and improving the Group's governing documents to make them easily available to all employees. A global information campaign towards all new employees ensure a common baseline knowledge of the governing documents. In addition, regular rehearsal programs are organized on key policies such as antitrust, anticorruption and anti-harassment policy.

Our key policies and procedures are available on Adisseo website under "Governing documents and tools".

Adisseo adheres to the principles of "the Chinese Code of Practice for Corporate Governance". The objective of this Code is to ensure that companies listed on regulated markets in China practice corporate governance that regulates the division of roles between shareholders, the board of directors and executive management. (2-23)

## Remuneration of senior executives

Goals:

- Help attract and retain "highly qualified" executives with expertise and experience that will lead to global growth.
- Provide compensation opportunities structured to motivate executives to create long-term shareholder value and achieve interim milestones.
- Deliver actual total compensation that reflects the Company's performance to goals and possibly relative to comparators, over time.

We implement a compensation structure consisting of a combination of salary, annual bonus, and long-term incentive (3-year incentive), which allows a significant portion of compensation being tied to performance completion.

The compensation policy for senior executives of the Company was deliberated and approved by the relevant committee and the board of directors. (2-19, 2-20)

## Risk management

The Group's risk management objectives are to achieve proper balance between risks and yield to minimize the adverse impacts of risks on the Group's operation performance. Based on these risk management objectives, the Group's basic risk management strategy is to identify and to analyze the industry's exposure to various risks, and seeks to minimize potential adverse effects. Assessment of climate-related risks and sustainability opportunities has become an increasingly important part of Adisseo's overall risk management processes.

### ○ Climate risk

The assessment of climate related risks and opportunities is a part of Adisseo's risk management processes. Risks that today are perceived to have limited financial impact or frequency could increase going forward due to climate change. In particular, such risks include extreme weather events like flooding, storms, sandstorms and high temperatures. In the past, such events have not had substantial financial impact on the Company, but Adisseo is monitoring such effects to evaluate the possible impact on future supply chain, transportation safety and raw material accessibility, in order to seize opportunities for value creation. (201-2)

### ○ Adapting to geopolitical shifts and trade dynamics

As a global player, Adisseo is adapting its business strategies to navigate geopolitical shifts and to comply with an evolving legal and regulatory framework.

#### **Methionine SBU**

Thanks to its 2 methionine production platforms in Europe and in China Adisseo has mitigated the geopolitical risk related to the development of trade barriers directed to a specific origin. Nevertheless, in 2020, Novus International filed an anti-dumping petition against imports of methionine in the United States from Spain, France and Japan. This procedure impacted Adisseo for what concerns its exports of methionine from France and Spain to the United States. Adisseo has taken appropriate measures with the support of an American law firm to protect its interests. A ruling is expected in 2024.

#### **Vitamins SBU**

Adisseo is constantly doing its maximum to source its vitamins from different geographies in order to limit its exposure to trade barriers.

#### **Specialties SBU**

In 2023, Adisseo started the construction of a specialties plant in Nanjing in order to better serve its Chinese customer base as well as to resolve trade barriers limitations with some products currently produced outside China.

## Information Disclosure and Investor Relations Management

According to related regulations of the Securities Law, Listing Rules of the Shanghai Stock Exchange, Articles of Association, and Measures for Management of Information Disclosure, the Company implemented the information disclosure obligation in an authentic, accurate, complete and timely way. The Company disclosed related information through the website of the Shanghai Stock Exchange, Shanghai Securities News, China Securities Journal, etc., kept related confidential information secret before disclosure to the market, guaranteed publication, fairness, equality of the information disclosure, and maintained the lawful rights and interests of the Company, investors, and especially small and medium-sized shareholders.

During the reporting period, the Company was not criticized, condemned, or punished by any regulatory institution for violation of rules regarding information disclosure.

# Compliance

## Compliance in ethics

### ○ Anti-corruption policies

In accordance with the Group Code of Ethics, Adisseo has a zero-tolerance policy against corruption. Adisseo carries out multiple operations across several jurisdictions and may interact with government officials for permits and other administrative topics. Adisseo's compliance monitoring work is carried out on a risk-based approach and its regular risk assessments provide important information to maintain and improve its anti-bribery and corruption program.

#### **Risk assessment procedures for prevention of corruption**

A global risk corruption assessment was performed in December 2022 with the assistance of an independent consulting firm. Each risk has been evaluated regarding its potential impact, probability of occurrence, level of control. Furthermore, a country risk rating has been taken into consideration.

No significant risks have been identified through the global corruption risk assessment.

In this regard, the output of the global risk corruption assessment is embedded in the anti-bribery and corruption framework and policies, procedures, and compliance programs to reduce the level of risks identified.

#### **Management of conflicts of interest**

In accordance with our Anti-Corruption Code of Conduct, our employees must immediately report any conflict of interest to their direct supervisor, so that appropriate measures can be put in place in conjunction with the Legal and Compliance Department. Information about conflicts of interest must be set out in writing and kept by the concerned employee, its direct supervisor and the Legal and Compliance Department. Our employees must also withdraw from any and all processes involving decisions, recommendations or opinions that could be affected by a conflict of interest.

#### **Sponsoring and donations procedure**

In accordance with our Group Anti-Corruption Code of Conduct, donations are advantages given in the form of money and/or gifts, which are earmarked for a specific charitable or humanitarian purpose, like research, training, or sustainable development.

Through sponsorships, we provide financial or material support to a charity or to a social, cultural or sporting action, in order to communicate about and promote our values.

These must take place without seeking any specific advantages from the beneficiary, other than the promotion of the Company's image and in accordance with rules of SSE listed companies.

#### **Training on anti-bribery and anti-corruption rules and good practices**

A new e-learning regarding anti-bribery and anti-corruption rules was rolled out in 2023 to help our employees and senior management achieve a better understanding of corruption and how to avoid it. The training program is available in multiple languages and is mandatory for all employees within the defined target groups. All the members of the Executive Committee have received training on anti-bribery and anti-corruption; meanwhile, 91% of Adisseo employees most exposed to corruption risks have been trained.



Region	Assigned	Completed	%Completion
APAC	89	87	98%
CHINA	354	335	95%
EUR	952	836	88%
IMEA	70	68	97%
LATAM	85	80	94%
NAM	78	71	91%
<b>Total Group</b>	<b>1628</b>	<b>1477</b>	<b>91%</b>

(2-24, 205-1, 205-2)

## ○ Anti-competitive practices

Adisseo is committed to comply with applicable competition laws. According to Adisseo rules, any Group's companies is committed to refrain from any activities that might restrain fair competition or raise competition law concerns.

Specifically, it is forbidden to collude with competitors in cartels, engage in price-fixing, market sharing or bid-rigging.

Similarly, no exchange of sensitive business data with competitors is permitted. In addition, Adisseo provides both general e-learning and targeted trainings to employees to promote competition law compliance. (206-1)

## ○ Whistleblowing

Adisseo encourages its employees and all of its business partners such as agents, advisers, independent contractors, clients and any other stakeholders to raise concerns about any law infringement or suspicion of misconduct, at the earliest possible stage without carrying the risk of adverse reactions.

In addition to standard reporting channels, involving HR managers, direct managers or the General Management, Adisseo sets up a secured speak up channel which can be used to report dishonest or illegal conduct. The whistleblowing tool and policy are available through the Adisseo intranet and Adisseo website. The tool and policy are promoted through employees trainings and the Code of Ethics.

All whistleblowing reports are handled by the Compliance teams in accordance with applicable legislation, with regular reporting by the Compliance Officer, on a strict anonymous basis, to the Audit, Risk & Compliance Committee (numbers of reportings, geographical zone, status, matters of reportings and date) and for any critical concerns, to the Board of Directors. (2-16, 2-26)

No cases of discrimination were reported via our whistleblower system in 2023. (406-1)

## ○ Collective bargaining

Adisseo strives to have a good, **regular** and **constructive dialogue between employees** and the management. Adisseo recognizes and respects the right to collective bargaining in accordance with local, national legislation and practices.

Adisseo has indeed a long and strong tradition of including and involving employees and their unions in its decision-making processes.

As a consequence, Adisseo complies with local statutory requirements in all countries where we are present.

In countries where local laws, practices or traditions mean that our employees are not represented by trade unions or local representatives, Adisseo encourages moments of exchange during which employees are informed of Company developments, authorized to discuss, raise concerns and influence decisions that affect them.

More specifically, at sites where there are no formalized labour unions, local management is encouraged to set up those channels and arenas for collaboration. The culture of Company supports this as employees involvement in decisions is part of the management system.

The purpose is to ensure that all workers receive pay and working conditions that are equal and fair and protect for example foreign workers against unreasonable or unacceptable pay and working conditions.

In countries and for groups of employees not covered by collective agreements, the local HR function is always involved in determining working and employment conditions to ensure fair and equitable treatment of all employees.

The Human Richness department and local management are responsible for ensuring full compliance with local laws to guarantee employment rights.

### **Around 58% of all Adisseo employees globally were covered by collective bargaining agreements.**



In certain countries, the collective agreements are generalized. The generalization of a collective agreement means that all employees who work in a profession or business that falls under the scope of the generalized collective agreement have, as a minimum, a claim to the pay and working conditions that appear in the collective agreement that has been generalized.

As examples,

- In 2023, there were agreements with Unions in France about salary negotiation applicable to all French employees, about additional profit-sharing conditions, about the ability to put vacation or day-off not taken into a personal account to be able to benefit from those days later in the career (called "CET"). The conditions were simplified to improve the former conditions of this collective agreement. Other discussions were held during the year 2023 with the Unions about disabled employees' rights, life insurance and health contract above social security conditions and management of the end of the careers of the employees.
- In Spain, the entity of Adisseo Espana SA based in Burgos was still under the conditions of the "convenio" signed in 2022 for the year 2021, 2022 and 2023. Alongside with this collective and general agreement, there were monthly or every 2 months discussions with the local Committee to deal with specific matters.

According to applicable law, minimum notice must be fulfilled before any operational changes is implemented. For example, operational changes in France or Spain are a matter that needs first to be discussed or negotiated (depends on the type) with unions or employees. As a consequence there is a legal notice.

At corporate level, to reinforce its core values and to let its employees able to speak up, even without representatives or unions in some countries, Adisseo implemented a whistleblowing line to let any Adisseo employee the ability to report any ethics, harassment and compliance issue. Any infringement to law, the Code of Ethics or any other Group's policies can be notified through the platform and will be treated confidentially to guarantee the whistleblower non retaliation and protection. This line is naturally confidential and autonomous as a consequence.

(2-26,2-30,402-1,407-1)

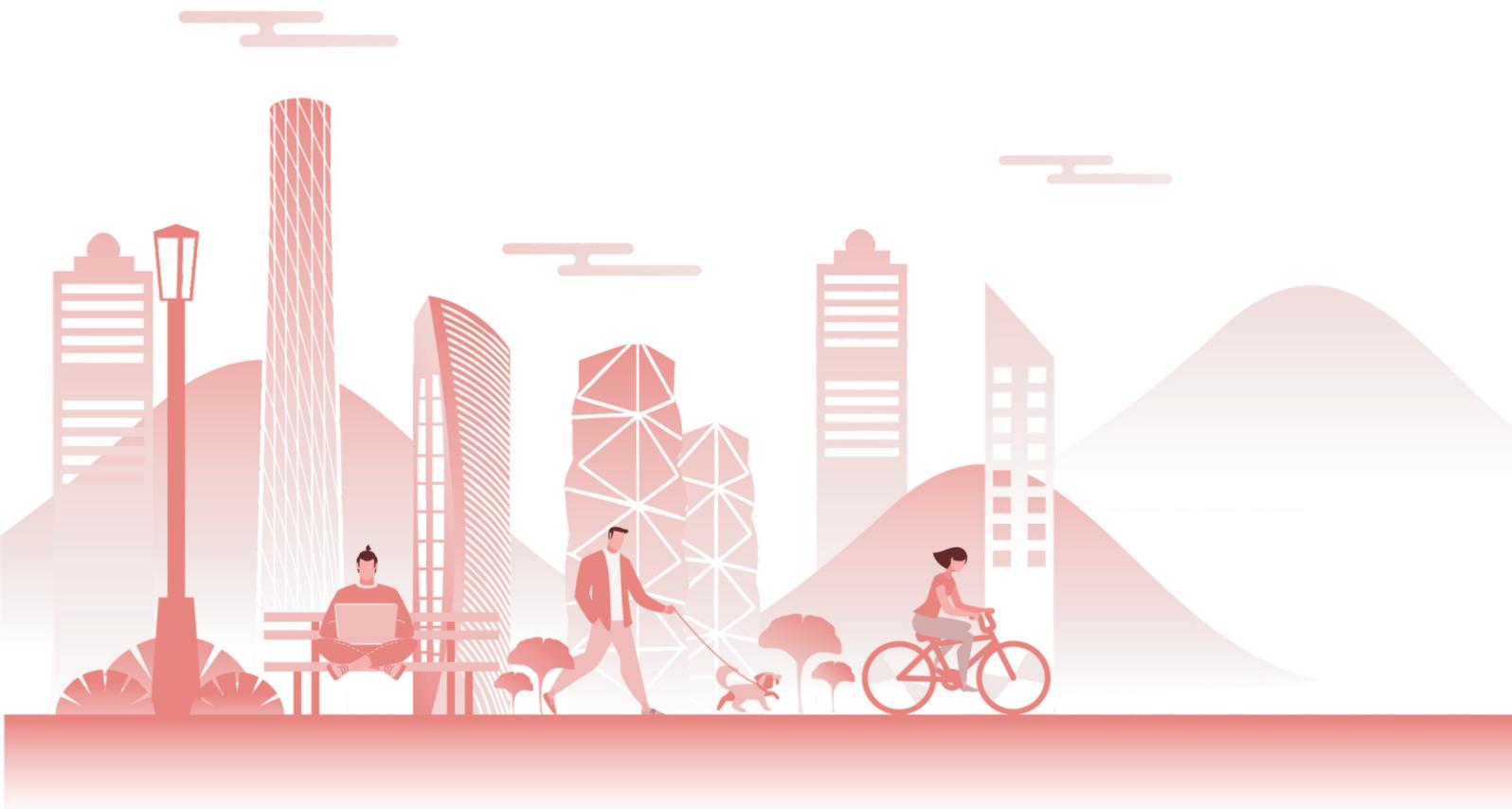
## ○ Child and forced labour

Adisseo endorses and applies the international conventions of the International Labor Organization, especially those relating to the protection of workers, the prohibition of forced labor and child labor. Adisseo has operations all over the world and is committed to comply with the laws applicable in the countries where it operates. We take the risk of child labor and forced labor risk seriously, and we do not tolerate the use of child or forced labor in any of our operations and facilities. We expect the suppliers and contractors with whom we do business to uphold the same standards. Our expectations are codified in our Code of Ethics, which was updated in 2023 to include clearer language on respect for human- and labor rights including prohibition on forced or involuntary labor.

There were no reported incidents of child or forced labor in Adisseo in 2023.

The Code of Ethics protects the rights of the employees and the stakeholders that are specifically vulnerable to our activities.

The minimum age for working in Adisseo is 18 years. There are two exceptions to this, unless local law prohibits it: i). vacation substitutes and vocational students, where the age limit is 16 years, are only allowed to do light and simple work that is deemed safe and does not conflict with school participation, and ii). apprenticeships or other programs are accepted for children under 16, but only if this enhances the child's education. (408-1,409-1)



# Compliance in economic practices

## ○ Tax strategy

Adisseo is fully committed to complying with tax laws in each jurisdiction in which we operate. Our approach to tax is based on transparency, and Adisseo is cooperating with tax authorities to ensure full compliance.

Our objective is to comply with all relevant laws, rules, regulations, reporting and disclosure requirements in all countries in which the group operates. We are engaged in tax planning activities that support our business and reflect our commercial and economic activity.

The group tax function is organized under and reports regularly to the CFO. The group tax function is responsible for tax governance and tax management throughout the group and works closely with other functions in order to ensure that risks are identified and mitigated at entity level. Group tax function sets the governing procedures related to tax which all Group's entities must follow. Tax compliance is always placed under the responsibility of the local units.

We manage our tax strategy by operating effective tax governance and ensuring tax decisions are made by senior staff with appropriate skills and experience. In addition, We use third party advisors where necessary to ensure compliance with applicable laws and regulations.

Group tax function sets procedures in place to identify, measure, manage, monitor and report on tax risks. Tax risk is managed in line with our internal control framework where identified risks are being assessed and appropriate mitigating actions are being established.

(207-1,207-2)

## ○ Reinforce cyber security

In the context of continuous increase and sophistication of cyber threats, Adisseo maintains a significant focus on its cyber-security throughout the group, including office and Industrial operational systems. The Chief Financial Officer (CFO) bears overall responsibility for cybersecurity. The Chief Information Officer (CIO), who reports directly to the CFO, is responsible for cybersecurity at operational level. Our IT security organization includes a central Security Operation Center which monitors in real-time our entire digital infrastructure and is responsible for identifying and dealing with Cyber Security incidents.

Adisseo's cybersecurity framework includes a set of group-wide standards and operating procedures. We keep monitoring the compliance of our IT and OT infrastructure with the defined standards. We use latest technologies of anti-virus, firewalls, web and email filtering to keep protecting our IT infrastructure. We have also introduced additional security measures to reinforce the security of access to our systems.

We keep developing the awareness of our employees on cyber-security threats and protection measures. 100% of our employees have been through an on-line cyber-security training, and so are all the newcomers. We keep communicating on latest threats through our global intranet. To check the robustness of our protections and keep improving the security of our IT systems, we carry out regular penetration tests and fake phishing campaigns.

Recognizing that while we keep building our protection walls, the cyber-criminals keep increasing the sophistication of their attacks and thus could eventually ultimately succeed in penetrating and damaging our systems, we have in 2023 reviewed and strengthened our Business Continuity and IT Recovery Plan. This included using the E-Bios Risk Assessment methodology to assess risks and define counter-measures action plan in one our key plant before deployment across all our manufacturing sites.

### Protection of personal data

Adisseo pays close attention to the protection of the personal data of its customers, partners and employees. When processing personal data, Adisseo ensure to protect them in accordance with the applicable laws in force, in particular the European General Data Protection Regulation (GDPR) & Personal Information Protection Law (PIPL). As such, Adisseo ensures that this information is:

- obtained and processed fairly and lawfully;
- registered for specific and legitimate purposes;
- used for these purposes;
- adequate, relevant and not excessive in relation to these purposes;
- subject to precautions to ensure the security and confidentiality of the data, to prevent it from being damaged, modified, destroyed or communicated to unauthorized third parties.

In 2023, Adisseo did not receive any legal complaints relating to loss of data.(418-1)

### Non-compliance

There were no instances of non-compliance with laws and regulations during the 2023 year that resulted in significant fines or non-monetary sanctions.

(2-27,205-3)



# Responsible value chain management

## Ensuring reliable and responsible purchasing

Adisseo purchases goods and services from more than 3,000 active suppliers - with a total procurement spent that is approximately €1.3-1.5 billion/year.

### Main categories of purchases are:

- **Strategic raw material** - purchased from a limited number of keypartners;
- **Industrial equipment and services** - purchased from a wide array of partners - from local mid - sized suppliers to global companies;
- **Transportation services;**
- **General purchases** - which may include consulting and IT services.

Those purchases are made through several possible arrangements - which range from long - term agreements to punctual purchases orders.

  
**3,000**  
 active suppliers

  
**€1.3-1.5**  
 billion/year

### Purchasing Organization

Selection and management of suppliers fall under the responsibility a network of 39 purchasers - under the central coordination of our EVP Purchasing and Competitiveness.

Engagement of buyers in our Responsible Purchasing Policy - and increase of their knowledge and competencies - are insured through regular trainings, which involve external consultant and the participation of Adisseo's EVP for Sustainable Development.

A Responsible Purchases Committee has been set up in 2020, and is responsible for the definition and implementation of our Responsible Purchasing Policy. Meetings are held on a quarterly basis, in the presence of Adisseo EVP Purchasing and Competitiveness.

At least once a year, specific initiatives are presented and discussed during regular purchasing committees held by all the managers of the purchasing network.

### Purchasing Charter

The foundation of our Responsible Purchase Policy is the Responsible Purchasing Charter - which sets forth our requirements, but also Adisseo's commitments to its suppliers. Principles set forth in this Purchasing Charter are consistent with our global objectives of (i) reducing potential negative impacts of our supply chain on environment and climate - and (ii) ensuring that our suppliers comply with workers' rights and business ethics principles.

This document is available to all on our corporate website ([www.adisseo.com](http://www.adisseo.com)). All suppliers are required to confirm that they have acquainted themselves with the Charter - and that their own principles and commitment are consistent with the principles expressed in the Charter. (2-24)

## Selection and assessment of suppliers

The purchasing organization primary responsibility is to select suppliers and to assess the continuous performance of our partners.

Whenever Adisseo is in a situation to set up a competitive process to select one supplier's proposal among other possible solutions, buyer shall set up formal criteria for this selection. These formal criteria shall include, among other criteria such as competitiveness and quality of technical proposal, selection criteria related to supplier's impact - both negative and positive - on sustainable development goals. These criteria are to be expressed in the documents communicated to the potential suppliers - and discussed with candidates during the selection process.

Assessment of high-risk suppliers is to be performed by each manager of the purchasing network. This assessment shall include criteria regarding suppliers' impact - and result of the assessment are to be discussed with suppliers. (2-6)

## Key 2023 initiatives

### Transportation Index

Adisseo purchases important volumes of raw material - which are stored and shipped to our main manufacturing plants. A priority is to identify and - when apply - to minimize the negative impacts and risks that are generated by these operation - by setting up a risk transportation index.

This index measures and consolidates the main risk factors for each raw material - and aggregates factors such as, e.g., distance (from suppliers' manufacturing plant to Adisseo's plant) and transportation mode (rail / road / waterway).

This index is then used to assess the evolution of risk generated by the supply of raw material - and to make sure that our actions towards our suppliers result in a reduction of this risk. (204-1)

### Packaging Sustainability Index

Adisseo purchases on a yearly basis more than 1 800 000 units of packages - which include various containers such as paper bags, IBCs or big bags. Considering that most of our products are the very first steps of the food chain, those packages shall protect our product from any contamination or degradation during their storage and shipment to our clients.

Adisseo is also aware of the potential negative impact of these packages - and our target is to minimize this impact.

Our Packaging Sustainability Index aims to quantify the overall negative impact of our containers - and incorporate several metrics and criteria which are specific to the packages (recyclability or carbon footprint) and to the suppliers (use of recycled material). This sustainability index is to be used as an input for the definition of our packaging requirements, and for the selection of our suppliers. (204-1)

### Specification Document Purchase Requirement

"Specification Document Purchase Requirements" (SDPR) designate the documents in which the specifications of raw material are set forth. Each of these documents has to be validated by the buyer in charge of concerned raw material - but also by internal parties involved or concerned by the purchase (e.g. manager of business, manufacturing or quality functions).

As from 1st June 2023, all newly-issued SDPR shall include sustainable development criteria - aiming to capture the impact of suppliers' operation, but also the potential contribution of the suppliers to our own sustainable development objectives. Definition of these criteria will foster a dialogue between buyer and concerned internal stakeholders - and increase the latter's engagement in Adisseo Responsible Purchase Policy.

### Local Suppliers

We believe that Adisseo shall contribute to the economic development of communities in which its manufacturing plants are located - by directing a substantial part of its purchases to companies located in the same area. To this end, we now measure the share of spent directed to local suppliers - compared to the total amount of industrial purchases of each manufacturing plant. (204-1)

### Control of sub-contractors

We believe that transparency and declaration by suppliers of their own subcontractors - when they are involved in the performance of on-site industrial services - are a prerequisite, which may allow us to ensure that our own requirements regarding security and regulations regarding employment and working conditions are properly cascaded to these subcontractors.

To this end, we have started a campaign of on-site audits - which aims to verify that compliance of our suppliers with this requirement. This campaign has been started on our plants in France - and is to be intensified and expanded to our other manufacturing plants in 2024.

## KPIs

	Metric	2023	Comment
Tenders that include specific and verifiable sustainable development criteria <sup>1 2</sup>	%	30 %	This KPI has been measured for purchases made for manufacturing plants in Europe.
Proportion of spent directed to local suppliers <sup>3</sup> (2024-1)	%	China (Nanjing Plant): 44 % Spain (Burgos Plant): 60.8 %	As from 2024, this KPI will be measured for purchases made for manufacturing plants in France.
Specification Document Purchase Requirements (SDPR) issued as from 1 <sup>st</sup> July 2023 that include sustainable development criteria <sup>3</sup>	%	100 %	This KPI has been measured for SDPR issued by plants located in France and Spain.  As from 1 <sup>st</sup> March 2024, this KPI will be measured for SDPR issued for our Nanjing Plant.
Buyers who received a training within the past 3-years	%	100 %	In 2023, all purchasers (in Europe and China) did receive a training on Responsible Purchase during the last three years.
Contracts with a clause whereby supplier confirms that its own principles and commitment are consistent with the principles expressed in the Charter. <sup>3</sup>	%	France / Spain: 60 % Nanjing Plant: 70 %	
In-field – Control of sub-contractors	Number	10	Number of in-field audits executed in manufacturing plants in France is likely to be expanded in 2024.

<sup>1</sup> "Sustainable Development Criteria" refers to criteria aiming to assess supplier's positive or negative impact on climate, environment and peoples and communities' social rights and growth opportunities.

<sup>2</sup> These KPIs have been measured through sample surveys performed on a relevant number of documents (contracts / tendering dossiers / SPR) issued or signed in 2023.

<sup>3</sup> "Local suppliers" are defined on the basis of their registered address.

# Guaranteeing market access

As a global feed additive Company, Adisseo is committed to a proactive management of the use of feed ingredients and the safety for the environment, the workers, the customers and the animals are a pre-requisite for conducting our business and securing our license to operate.

There are a number of rules and regulations pertaining to the manufacturing and marketing of Adisseo products, such as feed products and chemical registrations, safety data sheet etc.

Ensuring compliance with regulatory and feed safety requirements as well as anticipating emerging regulatory developments in key jurisdictions to support our competitive and marketing and trade strategy and compliance are the main challenges.

Compliance with chemical and feed products regulations include product registrations, product authorizations, safety data sheet, product labels. There are as well, industry specific sanitary standards that Adisseo complies with, aimed at ensuring feed & food safety.

With a portfolio representing a large variety of products that supports and promotes ingestion, absorption, assimilation of nutrients, growth, and health in livestock and aquaculture, in more than a hundred countries, product regulatory, safety and trade compliance is key for Adisseo.

In all markets where Adisseo's products are promoted, the products must meet specific requirements and comply with certain technical, regulatory & safety standard.

Adisseo is committed to comply with international regulatory requirements and standards, such as the Global Harmonized System of classification and labelling of chemicals (GHS), the CODEX Alimentarius, Customs Regulation, Sanitary measures on feed safety and animal health, Chemical substances registration and Hazardous Goods Transport regulation.

A document management system has been implemented that ensures compliance and regulatory statements are available for the distribution to customers.

Adisseo is involved in national, regional and international trade associations that help Adisseo understand and anticipate new regulations and standards that may impact our business of that of its customers.

## Key events in 2023 for feed and chemical safety:

- As a founding member of FAMIQS international quality & safety certification scheme, Adisseo maintained its compliance with the scheme with 11 renewal FAMIQS audit including measures for feed fraud/feed defense
- Adisseo has actively worked to meet the EU Poison Center Notification (PCN) requirements for professional use by the end of 2023
- Adisseo supported more than 180 non-standard customers' requests
- Adisseo obtained more than 170 new products registrations and maintained more than 170 of those worldwide.



**Violations concerning the health and safety impacts of products and services**



**Violations concerning product and service information and labeling**



**Violations concerning marketing communications**

# Transportation safety and logistics

We placed great emphasis on transportation safety and take environmental and sustainability aspects into account in the transportation procedures. We took specific measures to ensure the safe transport, including loading, unloading and handling. In 2023, we achieved continuous improvement on transportation safety performance by implementation of the best practices related to logistics, packaging and transportation.

## **Risk management in transportation**

We conducted transportation analysis studies of any new hazardous material transportation flow for risks minimization (e.g. selected and audited haulers...). Furthermore, we prevented injury to neighbors and civil society, as well as damage to the environment by assess and manage risks associated with transportation activities.

## **Optimization in transportation**

We prioritized the safest available transportation mode (rail or river mode vs road mode for example). In past 5 years, maximizing the geographic advantage of production sites, China's supply chain switched 87% of replenishment transportation to fluvial or railway, greatly reducing the road accident possibilities. Moreover, from unit design, we minimized transportation activities by operating with integrated production units for hazardous intermediates and select best transport standard. Furthermore, we optimized warehouse networks to reduce transportation distance and facilitate fluvial transportation. In addition, thanks to better product availability & good cooperation with customers to optimize the size of their purchase orders. We contribute to reducing the number of trucks on the road and minimizing the carbon footprint of transportation activities. As an example, by increasing the average weight of Rhodimet NP99 Full Truck Load between 2022 & 2023, FTL of Rhodimet NP99 FTL has been reduced the flow of trucks by ~ 20% .

## **Training and Survey**

All personnel must undergo periodical trainings for potential emergency situations. Periodical field inspections and audits (internal and external) with leadership exemplarity.



# Sustainable KPI in Adisseo

	2023	2022
Economic value added in CNY Million	1,984	3,373
<b>Sustainable Strategy and management</b>		
Customers claims frequency	8.4	10.2
OTIF(On Time In Full)	93.5%	92.8%
<b>Developing sustainable products and technologies</b>		
% of turnover done with products for which the LCA has been established	75%	50%
Patent applications filed	4	5
<b>Reducing environmental impacts</b>		
Total energy consumption	11,146TJ	11,253TJ
Water intensity	29.9M <sup>3</sup> /t	32.1M <sup>3</sup> /t
Water withdrawal	24,489ML	25,659ML
Water discharge	21,426ML	18,935ML
GHG (scope 1+2) absolute	428ktCO <sub>2e</sub>	415ktCO <sub>2e</sub>
Non Hazardous waste	6.3kt	9.3kt
Hazardous waste	15.3kt	16.4kt
Incinerated waste	10.7kt	12.1kt
<b>Ensuring employee diversity, engagement and development</b>		
Turnover rate (open-ended contract - voluntary)	4.2%	5.3%
Female share in management	31%	31%
Female share in Company	26%	25%
Female share of new hires (open-ended contract)	35%	31%
TRIR	0.54	0.45
<b>Governance and compliance</b>		
Employees covered by collective bargaining agreements	58%	58%

# SDG index

## SDGs of particular relevance to Adisseo

The UN Sustainable Development Goals (SDGs) were established in 2015 by the United Nations (UN) to build a more sustainable and equal world by 2030. The 17 UN SDGs cannot be achieved without the active support from worldwide.

Adisseo are more particularly committed to SDGs. Our products, innovations and business activities are helpful to achieve relevant SDGs. We have identified four SDGs which are of particular relevance to Adisseo.



## SDGs of particular relevance to Adisseo

Relevant SDGs	Reference in 2023 sustainable development report	Pages
<b>SDG 2— End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b>		
2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	<ul style="list-style-type: none"> <li>· Sustainable development roadmap</li> <li>· Products sustainable impact</li> <li>· Product assessment</li> </ul>	16 31 33
2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	<ul style="list-style-type: none"> <li>· Contributing to the social development of communities</li> <li>· Innovation together</li> </ul>	25 34

Relevant SDGs		Reference in 2023 sustainable development report	Pages
<b>SDG 8— Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b>			
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	<ul style="list-style-type: none"> <li>· Sustainable development roadmap 16</li> <li>· Growing and Developing Together 59</li> <li>· Social Diversity, equality, and inclusion 63</li> </ul>	
8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	<ul style="list-style-type: none"> <li>· Child and forced labour 79</li> </ul>	
8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	<ul style="list-style-type: none"> <li>· Occupational Health and Safety 65</li> <li>· Child and forced labour 79</li> </ul>	
<b>SDG 12—Ensure sustainable consumption and production patterns</b>			
12.2	By 2030, achieve the sustainable management and efficient use of natural resources	<ul style="list-style-type: none"> <li>· Sustainable development roadmap 16</li> <li>· Fulfillment of sustainability in business 18</li> <li>· Products sustainable impact 31</li> <li>· Product assessment 33</li> <li>· Water and Effluents 45</li> </ul>	
12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	<ul style="list-style-type: none"> <li>· Sustainable development roadmap 16</li> <li>· Water and Effluents 45</li> <li>· Waste 52</li> </ul>	
12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	<ul style="list-style-type: none"> <li>· Waste 52</li> </ul>	
12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	<ul style="list-style-type: none"> <li>· Participating industry association 24</li> <li>· Products sustainable impact 31</li> <li>· Product assessment 33</li> <li>· Responsible value chain management 82</li> </ul>	
<b>SDG 13—Take urgent action to combat climate change and its impacts</b>			
13.2	Integrate climate change measures into national policies, strategies, and planning	<ul style="list-style-type: none"> <li>· Sustainable development roadmap 16</li> <li>· Energy management 42</li> <li>· Water and Effluents 45</li> <li>· CO<sub>2</sub> and other GHG emission reductions 48</li> <li>· Waste 52</li> </ul>	
13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	<ul style="list-style-type: none"> <li>· Participating industry association 24</li> <li>· Energy management 42</li> <li>· Water and Effluents 45</li> <li>· CO<sub>2</sub> and other GHG emission reductions 48</li> <li>· Waste 52</li> <li>· Climate risk 75</li> </ul>	

# GRI Content Index 2023

## Statement of use

Adisseo has reported in accordance with the GRI Standards for the period from January 1, 2023 to December 31, 2023

GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission		
				Reason	Explanation	
<b>General disclosures</b>						
<b>GRI 2: General Disclosures 2021</b>	2-1	Organizational details	2,8			
	2-2	Entities included in the organization's sustainability reporting	2		Historical KPIs of emissions were restated, due to optimization in calculations following third party audit done in 2023	
	2-3	Reporting period, frequency and contact point	2			
	2-4	Restatements of information	51			
	2-5	External assurance			Information unavailable/incomplete	This will be reported on from 2024.
	2-6	Activities, value chain and other business relationships	7,9,83			
	2-7	Employees	61			
	2-8	Workers who are not employees	61			
	2-9	Governance structure and composition	72,74			
	2-10	Nomination and selection of the highest governance body	73			
	2-11	Chair of the highest governance body	72			
	2-12	Role of the highest governance body in overseeing the management of impacts	74			
	2-13	Delegation of responsibility for managing impacts	74			
	2-14	Role of the highest governance body in sustainability reporting	27			
	2-15	Conflicts of interest	72,73			
	2-16	Communication of critical concerns	77			
	2-17	Collective knowledge of the highest governance body	74			
	2-18	Evaluation of the performance of the highest governance body	73			
	2-19	Remuneration policies	74			
	2-20	Process to determine remuneration	61,74			
	2-21	Annual total compensation ratio	61			
	2-22	Statement on sustainable development strategy	16			
	2-23	Policy commitments	74,85			
	2-24	Embedding policy commitments	74,77,82			
	2-25	Processes to remediate negative impacts			Information unavailable/incomplete	This will be reported on from 2024.
	2-26	Mechanisms for seeking advice and raising concerns	77,78			
	2-27	Compliance with laws and regulations	81			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
	2-28 Membership associations	24			
	2-29 Approach to stakeholder engagement	19-25			
	2-30 Collective bargaining agreements	78			
<b>Material topics</b>					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27,28			
	3-2 List of material topics	28			
<b>Sustainable Strategy and management</b>					
* Ensuring responsible and sustainable strategy * Contributing to the social development of communities * Establishing open and transparent communication with stakeholders * Ensuring customer satisfaction					
Own disclosure	*Ensuring responsible and sustainable strategy	16			
	*Ensuring customer satisfaction	21-23			
	*Establishing open and transparent communication with stakeholders	24			
	*Contributing to the social development of communities	25			
<b>Developing sustainable products and technologies</b>					
*Developing sustainable products and technologies					
<b>Own disclosure</b>					
*Developing sustainable products and technologies 29-39					
<b>Reducing environmental impacts</b>					
*Reducing environmental impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	42			
GRI: 302 Energy 2016	302-1 Energy consumption within the organization	43,44			
	302-2 Energy consumption outside of the organization			Information unavailable/incomplete	
	302-3 Energy intensity	42			
	302-4 Reduction of energy consumption	43			
	302-5 Reductions in energy requirements of products and services			Information unavailable/incomplete	
GRI 3: Material Topics 2021	3-3 Management of material topics	45			
GRI: 303 Water and Effluents 2018	303-1 Interactions with water as a shared resource	46			
	303-2 Management of water discharge-related impacts	46			
	303-3 Water withdrawal	46,47			
	303-4 Water discharge	46,47			
	303-5 Water consumption	45,46			
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
GRI: 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	49,50,51			
	305-2 Energy indirect (Scope 2) GHG emissions	49,50,51			
	305-3 Other indirect (Scope 3) GHG emissions	50			
	305-4 GHG emissions intensity	50			
	305-5 Reduction of GHG emissions	49			
	305-6 Emissions of ozone-depleting substances (ODS)			Information unavailable/incomplete	
	305-7 Nitrogen oxides (NOx), sulfur	51			
GRI 3: Material Topics 2021	3-3 Management of material topics	52			

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI: 306 Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	52		
	306-2	Management of significant waste-related impacts	52		
	306-3	Waste generated	52		
	306-4	Waste diverted from disposal	52		
	306-5	Waste directed to disposal	52		
<b>Ensuring employee diversity, engagement and development</b> *Ensuring employee diversity, engagement and development					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	59,60,61		
<b>GRI: 401 Employment 2016</b>	401-1	New employee hires and employee turnover	59,62		
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Information unavailable/incomplete	This will be reported on from 2024.
	401-3	Parental leave		Information unavailable/incomplete	This will be reported on from 2024.
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	65		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	65,66		
	403-2	Hazard identification, risk assessment, and incident investigation	67		
	403-3	Occupational health services	67		
	403-4	Worker participation, consultation, and communication on occupational health and safety	65		
	403-5	Worker training on occupational health and safety	68		
	403-6	Promotion of worker health	68		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	65,68		
	403-8	Workers covered by an occupational health and safety management system	66		
	403-9	Work-related injuries	69		
	403-10	Work-related ill health		Information unavailable/incomplete	This will be reported on from 2024.
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	55,56,57,58		
<b>GRI: 404 Training and Education 2016</b>	404-1	Average hours of training per year per employee		404-1.a	Information unavailable/incomplete This will be reported on from 2024.
	404-2	Programs for upgrading employee skills and transition assistance programs	58		
	404-3	Percentage of employees receiving regular performance and career development reviews	58		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	63		
<b>GRI: 405 Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	64		
	405-2	Ratio of basic salary and remuneration of women to men		405-2.a	Information unavailable/incomplete This will be reported on from 2024.

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>Governance and compliance</b>					
*Responsible governance and compliance    *Adapting to geopolitical shifts and trade dynamics    *Reinforce cyber security *Ensuring reliable and responsible purchasing    *Guaranteeing market access					
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	8,61,75		
<b>GRI: 201 Economy 2016</b>	201-1	Direct economic value generated and distributed	8		
	201-2	Financial implications and other risks and opportunities due to climate change	75		
	201-3	Defined benefit plan obligations and other retirement plans	61		
	201-4	Financial assistance received from government			Refer to our 2023 Annual Report
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics		Information unavailable/incomplete	
<b>GRI: 202 Market Presence 2016</b>	202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Information unavailable/incomplete	
	202-2	Proportion of senior management hired from the local community		Information unavailable/incomplete	
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	82,83		
<b>GRI: 204 Procurement Practices 2016</b>	204-1	Proportion of spending on local suppliers	83,84		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	76		
<b>GRI: 205 Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	77		
	205-2	Communication and training about anticorruption policies and procedures	77		
	205-3	Confirmed incidents of corruption and actions taken	81		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	77		
<b>GRI: 206 Anti-competitive Behavior 2016</b>	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	77		
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	80		
<b>GRI: 207 Tax 2019</b>	207-1	Approach to tax	80		
	207-2	Tax governance, control, and risk management	80		
	207-3	Stakeholder engagement and management of concerns related to tax		207-3.a	Information unavailable/incomplete
	207-4	Country-by-country reporting			Information unavailable/incomplete
<b>GRI: 301 Materials 2016</b>	301-1	Materials used by weight or volume		301-1.a	Information unavailable/incomplete
	301-2	Recycled input materials used		301-2.a	Information unavailable/incomplete
	301-3	Reclaimed products and their packaging materials			Information unavailable/incomplete

GRI Standard	Disclosure	Location	Omission			
			Requirement(s) omitted	Reason	Explanation	
<b>GRI: 308 Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria		308-1.a	Information unavailable/incomplete	
	308-2	Negative environmental impacts in the supply chain and actions taken			Information unavailable/incomplete	
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				54,78
<b>GRI: 402 Labor/ Management Relations 2016</b>	402-1	Minimum notice periods regarding operational changes				78
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				63,64,77
<b>GRI: 406 Non-Discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken				77
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				54,78
<b>GRI: 407 Freedom of Association and Collective Bargaining 2016</b>	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk				78
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				54,79
<b>GRI: 408 Child Labor 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labor				79
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				54,79
<b>GRI: 409 Forced or Compulsory Labor 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor				79
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics			Information unavailable/incomplete	
<b>GRI: 414 Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria		414-1.a	Information unavailable/incomplete	
	414-2	Negative social impacts in the supply chain and actions taken			Information unavailable/incomplete	
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				85
<b>GRI: 416 Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories				85
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				85
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				85
<b>GRI: 417 Marketing and Labeling 2016</b>	417-1	Requirements for product and service information and labeling				85
	417-2	Incidents of non-compliance concerning product and service information and labeling				85
	417-3	Incidents of non-compliance concerning marketing communications				85
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics				81
<b>GRI: 418 Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data				81

\*Material topics

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