

SUSTAINABLE DEVELOPMENT REPORT

2024





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, 2024. You can find details of our list of subsidiaries in our 2024 Annual report. ⁽²⁻²⁾

REPORTING PERIOD AND FREQUENCY

Our Reporting time period is from 1 January to 31 December 2024, 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 SD Report publishing frequency is annual. You may access to Adisseo’s official website (www.adisseo.com) to browse the report online or download the digital version of the report. The report is published in simplified Chinese and English. ⁽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. The Double Materiality Matrix disclosed in the report has been developed following the requirements of the CSRD (Corporate Sustainability Reporting Directive) and so, the ESRS (European Sustainability Reporting Standards).

The structure of this report reflects an hybrid approach: while reporting in accordance with the GRI Standards, Adisseo has started its transition towards the CSRD reporting model. This transition marks the company’s commitment to publishing its sustainability disclosures in accordance with the ESRS (European Sustainability Reporting Standards) by 2026, based on 2025 data.

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.



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.

CONTACT US

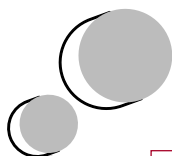
Adisseo Company

9 West Beitucheng Road,
Chaoyang District, Beijing

+86 10 61958799

Investor-service@bluestar-adisseo.com





GROUP

Adisseo in figures	5
Business Model	6
Sustainability highlights & Awards in 2024	10
Certification & standards	14
Governance	16
Sustainability Governance	21
Sustainable development roadmap - 2025/30	24
Engaging with our stakeholders	26
Double Materiality Assessment at Adisseo	31
Risk Management	34

ENVIRONMENT

Climate adaptation, resilience & transition	36
Products sustainable impacts	42
Life Cycle Assessment (LCA)	46
Pollution	48
Water Management	49
Biodiversity	51
Circularity & Waste Management	51

SOCIAL

Adisseo's commitment to Human Richness	54
Characteristics of Adisseo's employees	55
Values & Behaviors	55
Compensation, Benefits and Care	57
Collective Bargaining and Freedom of speech	58
Child and Forced Labor	59
Occupational Health and Safety	60
Social Diversity, equality and inclusion	63
Talent and People development for Human Richness	64
Value Chain Workers	67
Communities	68
Market access	70
Engagements with customers	71

BUSINESS CONDUCT

Ethics and compliance in business	74
Corruption	76
Anti-competitive practices	77
Whistleblowing Procedure at Adisseo	77
Cyber Security	79
Lobbying Activities	82
Responsible Purchasing Practices	82
Promotion of scientific and technological innovation	87
Adisseo products: Health & Welfare benefits	90

INDEX

ESG KPIs in Adisseo	92
Index UN SDGs	94
Index GRI	96

CHAIRMAN'S ADDRESS

Ladies and gentlemen,

Feeding the world in a safe, high-quality, affordable, and sustainable way remains at the heart of Adisseo's vision. This mission takes on different forms depending on the regions we serve, the customers we support, and the species we address. Yet, in every case, our teams are fully committed to delivering innovative and efficient solutions that enhance performance while minimizing environmental impact.

As part of this commitment, by the end of 2024, we have conducted the Life Cycle Assessments of Adisseo key products representing 95% of our sales, reinforcing our ability to provide transparent and science-based sustainability data to our customers.



Reducing our own environmental footprint is an equally important priority. We are on track to achieve our 2025 greenhouse gas (GHG) reduction targets for Scope 1 and 2, and we continue to integrate sustainability at the core of our operations. This ambition is further strengthened by the addition of the ESG dimension to the Strategy Committee at Board level, ensuring that environmental, social, and governance factors remain at the forefront of our strategic decisions.

In 2024, we also took a significant step by initiating preparations for the upcoming CSRD extra-financial reporting, a key milestone in enhancing transparency and accountability in our sustainability journey.

Looking forward, we are actively working on a comprehensive transition plan to support Adisseo's long-term decarbonization efforts.

I would like to express my deepest gratitude to all Adisseo teams worldwide: your dedication, resilience, and commitment to excellence continue to drive our progress and reinforce our ambition to shape and contribute to a more sustainable future for Livestock farming.

Sustainability is also deeply embedded in our innovation strategy, with **71% of our R&D investments dedicated to low-carbon projects**, paving the way for a more sustainable feed industry.

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

HAO ZHIGANG

CEO AND CHAIRMAN OF ADISSEO

GROUP

OUR COMMITMENT

Ensuring sustainable growth, innovation, and excellence to support our customers and stakeholders worldwide

ADISSEO IN FIGURES

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⁾



2024 Financial Year

In 2024, we experienced a strong recovery, particularly in the methionine business with significant growth in sales volume, revenue, and margin. The robust performance contributed to our strategic development throughout the year. Revenue increased by 17.83% to CNY 15,534 million primarily driven by strong performance of methionine. Total assets was CNY 22,257 million, up 3.46% from the prior year.

(in CNY million)	2022	2023	2024
Total Assets	21,343	21,513	22,257
Revenues	14,529	13,184	15,534
Operating costs	11,156	11,200	12,139
Economic value added	3,373	1,984	3,396
Employee wages and benefits	1,684	1,734	1,616
Payments to providers of capital	481	153	614
Payments to government	363	61	442
Community investments	1	0	1
Economic value distributed	2,529	1,948	2,673
Economic value retained	845	36	723

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 increased by 71 percent to CNY 3,396 million in 2024. The largest share of value added 48 percent (2023 ► 87 percent)-related to employee wages and benefits. 18 percent (2023 ► 8 percent) was paid to providers of capital. Furthermore, 13 percent (2023 ► 3 percent) was paid to government. The economic value retained was 21 percent (2023 ► 2 percent). ⁽²⁰¹⁻¹⁾

BUSINESS MODEL

The Business Model of Adisseo describes perfectly Adisseo's Vision, Mission, Values and Strategy as explained below: (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

Methionine SBU

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

Adisseo occupies a worldwide leadership position for this product:

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

As a fully committed team, the Methionine SBU develops and implements Adisseo's vision in terms of strategy and goals for the methionine business.

Specialties SBU

The SBU Specialties contributes to Adisseo's overall performance by offering unique nutrition & health solutions to shape the competitiveness and sustainability of animal 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. These developments will be done through in-house innovation, partnerships and M&A (acquisition of enabling products, technologies, services and competencies to complete our portfolio and offering).

The Specialties SBU business is divided in 4 categories:

- ▶ **Feed Integrity and Quality,**
- ▶ **Feed Digestibility,**
- ▶ **Animal Resilience,**
- ▶ **Product Quality and Value.**

These categories and the impacts of Adisseo products on Animal Health & Welfare will be developed later in the "Animal Health & Welfare" part.

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 and certification standards, dedicated and specific process audits and permanent quality assurance. Adisseo is producing 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.

Adisseo is a key player in the feed and food industry, producing high-quality feed ingredients essential for animal nutrition. Its upstream value chain relies on strategic procurement of fossil and vegetal raw materials, as well as energy and water for production and R&I centers.

Using advanced technologies, Adisseo transforms raw materials into efficient, sustainable nutritional solutions while minimizing environmental impact and ensuring workplace safety. Our R&I centers develop innovative solutions to meet industry needs.

Downstream, Adisseo's products enhance animal health and production efficiency, reducing environmental impact. The company also supports customers in optimizing product use.

Adisseo's value chain reflects its vision: **Feeding the planet in a high-quality, affordable, safe and sustainable way.**



Adisseo's Global Industrial Organization

A competitive advantage through well-balanced manufacturing approach/set up

In today's increasingly interconnected yet fragmented world, Adisseo has established a well-balanced and resilient industrial organization to deliver methionine and a diverse portfolio of products and services. This organization is designed to enhance the health, cost-efficiency, and sustainability of the global animal production supply chain.

Adisseo's Specialties SBU operates a network of smaller production facilities to support specialized products and services. These include six sites in Europe, one in the USA, one in Thailand, and one in China. This diversified industrial footprint enhances Adisseo's ability to provide tailored, high-value solutions to customers around the globe.

This global presence empowers Adisseo to ensure reliable delivery anywhere in the world while contributing to the sustainability and productivity of the animal nutrition industry.

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.

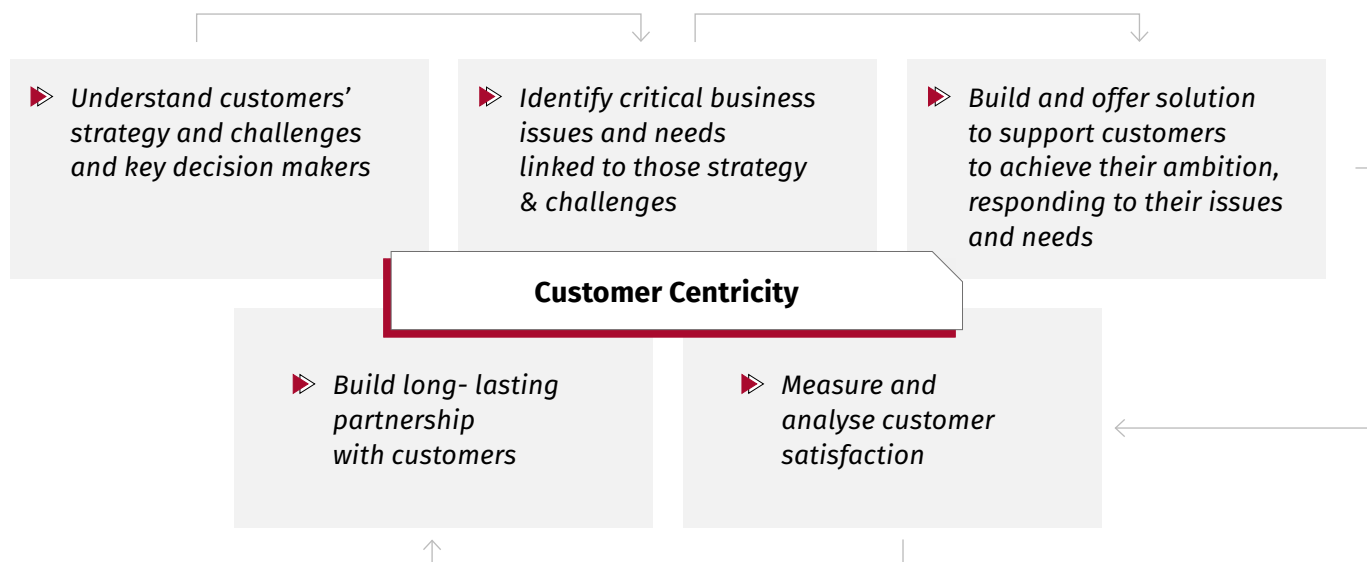
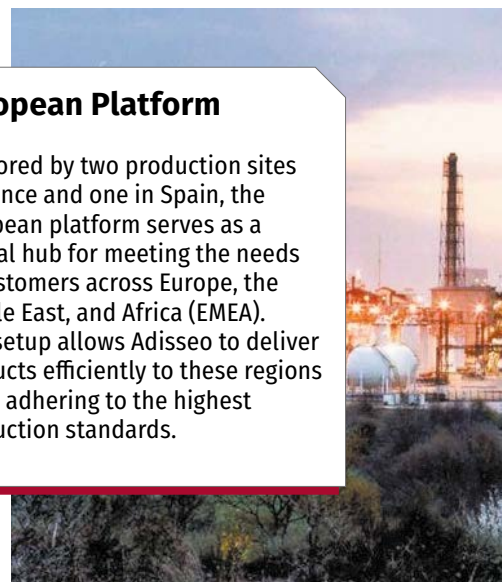
China Platform

Comprising a major industrial platform, the China operations strategically cater to the growing demands of the Asia-Pacific market. This enables Adisseo to maintain proximity to one of the world's largest and fastest-developing regions for animal production, ensuring timely delivery and tailored solutions for local needs.



European Platform

Anchored by two production sites in France and one in Spain, the European platform serves as a critical hub for meeting the needs of customers across Europe, the Middle East, and Africa (EMEA). This setup allows Adisseo to deliver products efficiently to these regions while adhering to the highest production standards.



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.



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.



DIM

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



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.



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.



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..



Predictor

PREDICTOR

An accurate algorithm 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.

SUSTAINABILITY HIGHLIGHTS & AWARDS IN 2024

EcoVadis Performance: A Continuous Journey of Improvement

Adisseo has demonstrated continuous improvement in its sustainability performance, as evidenced by the evolution of its EcoVadis scores:


► 2022: **61** ► 2023: **68** ► 2024: **70**
(ranked in the 92nd percentile)

SILVER | Top 15%

ecovadis

Sustainability Rating

JUN 2024



This achievement places Adisseo among the **top 5% of companies** rated by EcoVadis in the Manufacture of Prepared Animal Feeds industry.

The steady progress reflects our commitment to integrating sustainability into every facet of our operations. This includes enhancing our governance practices, improving environmental performance, fostering social responsibility, and strengthening our sustainable procurement practices.

Being recognized as a leader in our industry validates our efforts and inspires us to continue driving innovation and positive change in the animal production supply chain. Adisseo remains dedicated to maintaining its trajectory of improvement and contributing to a more sustainable future.

CDP

In 2024, we participated for the first time in the CDP questionnaire, a globally recognized sustainability rating for assessing environmental impacts, particularly those related to climate change. This comprehensive questionnaire is based on best practices and the most structured reporting standards worldwide for climate-related disclosures. By achieving a score of D, we have met our goal for **this first assessment**, marking a **significant milestone for Adisseo** and establishing a baseline for future improvements.



CDP
Discloser
2024

Adisseo wins 2024 “Outstanding Enterprise of the Year” award

On November 22, Bluestar Adisseo Company (Adisseo) received the 2024 “Outstanding Enterprise of the Year” award from the “CSO Forum and Sustainability Excellence Award Selection” and EY China for its outstanding performance in environmental protection, social responsibility and corporate governance.

The theme of this event is “Forging new quality productive forces for global sustainability”. It aims to discover and praise China’s best practices in low-carbon transformation and

sustainable high-quality development, with listed companies as the main body. The event is hosted by Ernst & Young, with Shanghai Environment and Energy Exchange, Guangzhou Emissions Exchange, Beijing Green Finance Association and Green Technology Bank as the guiding units.

An independent judging panel composed of well-known domestic experts, scholars, entrepreneurs, and institutional investors ultimately determines the selection results.



Nor-Feed: B Corp certification

Nor-Feed develops and markets botanical-based feed additives that support animal health and nutrition, offering alternatives to AGPs, natural coccidiostats, and solutions for stress management, gut flora balance, and ectoparasite control. Based in Angers Technopole, France, Nor-Feed is part of the Vegepolys competence cluster.

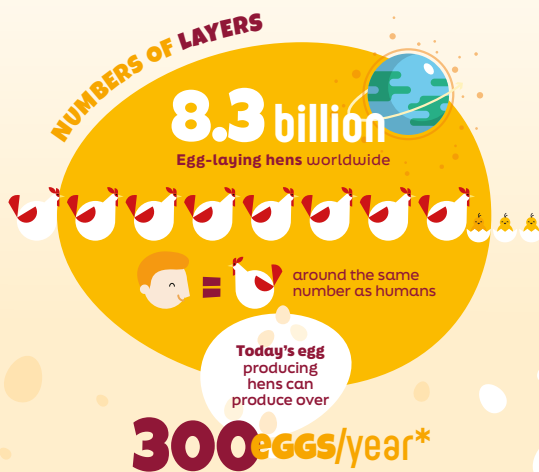
Awarded by B Lab™, the B Corp certification is a globally recognized standard for companies meeting stringent criteria for social and environmental performance, accountability, and transparency. Achieving this label after a two-year evaluation underscores Nor-Feed’s focus on innovation, sustainability, and responsible business practices.

This milestone highlights Nor-Feed’s leadership in environmental responsibility, social impact, and transparency, positioning it among a select group of feed companies globally to earn this distinction. By joining the B Corp movement, Nor-Feed reaffirms its dedication to aligning economic performance with sustainable practices, driving positive change in the animal nutrition sector.

World Egg Day

World Egg Day, celebrated every year on the second Friday of October, focuses on the nutritional value of eggs and their role in addressing global food challenges. It raises awareness of eggs as an affordable, high-quality protein source and emphasizes their importance in a balanced diet while promoting sustainable egg production practices.

Some key figures on the GLOBAL EGG market

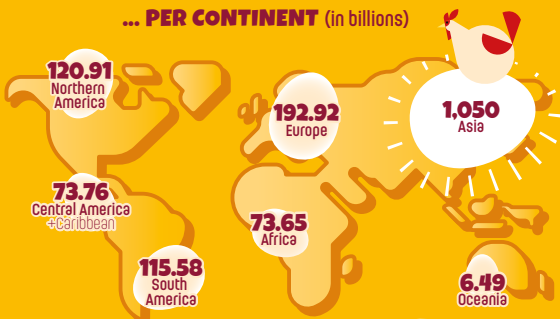


NUMBER OF EGGS PRODUCED ...

1,627 trillion

Eggs produced globally in 2022

... PER CONTINENT (in billions)



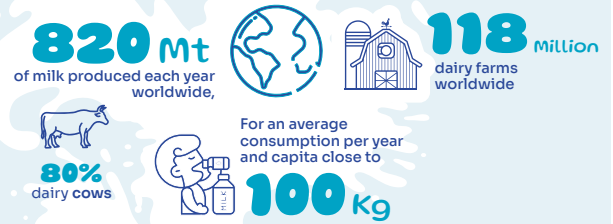
CONSUMPTION OF EGGS per continent & per capita

Mexico is the world's top consumer of eggs, with over **400 eggs** per person per year (International Egg Commission).



Eurostat & FAO

Some key figures on the GLOBAL MILK market



The milk consumed comes from



By **2030**

milk consumption will increase by

14%

the other half due to increased consumption per individual

Overall, the growth will correspond to

1.3 times

the current milk production in the USA. This will be possible with fewer farms (larger operations) and fewer animals (yield per animal increased by an average of 10%).

World Milk Day

World Milk Day, established by the FAO, is celebrated annually on June 1st. It highlights the importance of milk as a global food, showcasing the dairy sector's contributions to nutrition, livelihoods, and sustainability. This day promotes the vital role of dairy in providing essential nutrients and supporting communities worldwide.

Shanghai Stock Exchange Disclosure Evaluation

The “Evaluation Results of Information Disclosure by Shanghai Stock Exchange Listed Companies (2023-2024)” is an annual assessment conducted by the Shanghai Stock Exchange (SSE) to appraise the quality of information disclosure among its listed companies. This evaluation covers the period from July 1, 2023, to June 30, 2024, and categorizes companies into four grades: A (Excellent), B (Good), C (Qualified), and D (Unqualified).

In this cycle, 2,247 companies were evaluated, with 425 achieving an A grade, representing approximately 18.91% of the total. The assessment focuses on the timeliness, accuracy, completeness, and fairness of the information disclosed by companies, aiming to enhance transparency and protect investor interests.

Adisseo is proud to announce that it has been ranked in the highest category, Grade A, in the 2023-2024 evaluation. This recognition highlights Adisseo’s dedication to maintaining the highest standards of timeliness, accuracy, and completeness in its information disclosure practices.

Burgos – Inclusion laboral

Adisseo Spain has been recognized by the INSST Instituto Nacional de Seguridad y Salud en el Trabajo as a healthy and sustainable company. From 2020, our Burgos site received the Recognition of Good Practices in Health Promotion at Work. This new award highlights the success of our BEST program and our ongoing commitment to promoting health and healthy habits. On June 14th, the HR Manager and the HS Engineer of our Burgos plant, accepted this honor on behalf of all Adisseo employees. This recognition reinforces our dedication to fostering a healthy workplace.



Innovation award

At the 7th China International Import Expo (CIIE) and on the 60th anniversary of diplomatic relations between France and China, the Comité France Chine (CFC) awarded the 2024 Franco-Chinese Innovation Award to Adisseo for its project to improve the quality of ammonium sulfate produced at the Nanjing plant. This project enhances the competitiveness and profitability of the plant, which is the largest liquid methionine production facility in the world. Initiated in 2014, this award recognizes the most innovative projects developed by Franco-Chinese teams or in a global context encompassing France and China. It highlights the quality and scientific basis of the innovation, the generation of profit, and the benefits of cooperation between Franco-Chinese teams.



China Listed Companies Association award: 2024 Best practices for culture construction

To advance the integration of cultural development with Chinese characteristics into corporate operations and showcase exemplary practices in corporate culture among listed companies, the China Association of Listed Companies initiated the “Collection of Best Practice Cases in Cultural Construction of Listed Companies”.

Adisseo is proud to have been ranked 5th in this prestigious initiative, recognizing its dedication to embedding strong cultural values into its operations. The company’s efforts in compliance, trustworthiness, operational excellence, and societal contributions have set a benchmark within the chemical and feed additive industries.

Overall, **30 companies**, were honored as “**Best Practice Cases**”, while **90 companies**, received the distinction of “**Excellent Practice Cases**”.

CERTIFICATION & STANDARDS

Certifications are an acknowledgment by a third party of our compliance with accepted standards. Thus, they represent a certain level of maturity in the application of best practices with regard to governance, corporate performance management, and decision-making. They are sought by Adisseo when required by customers or because they are a source of improvement and a measure of trust for our stakeholders.

ISO certifications

ISO certification is a seal of approval from the International Organization for Standardization, indicating that a company's management systems, manufacturing processes, services, or documentation procedures meet all the requirements for standardization and quality assurance.

Certifications	Objective	Areas Certified
ISO 9001 (Quality)	➤ Ensure and improve the quality of our products and services to increase customer satisfaction.	100% of Major industrial sites/Marketing & Sales/R&I
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.	100% of Major industrial sites/R&I
ISO 45001 (Health & safety)	➤ Prevent and manage health and safety risks in all our activities.	100% of Major industrial sites/R&I
ISO 50001 (Energy)	➤ Manage energy and continuously improve energy efficiency	100% of Major industrial sites

FAMI-QS certification

FAMI-QS is a globally recognized Quality and Safety System certification specifically designed for specialty feed ingredients and their mixtures. Its primary objective is to ensure feed safety by minimizing unsafe practices and preventing hazardous ingredients from entering the food chain. The FAMI-QS Code of Practice provides comprehensive requirements for implementing measures necessary to ensure the safety and quality of specialty feed ingredients.

➤ **Quality:** FAMI-QS certification enhances Adisseo's overall quality by mandating sustainable practices in waste management, water efficiency, pollution control and also in Adisseo's feed safety and quality management system. It also ensures operational excellence through well-documented processes, regular audits, and continuous improvement mechanisms.

➤ **Risk analysis:** FAMI-QS certification strengthens Adisseo's HACCP*, VACCP**, TACCP*** programs by enforcing rigorous standards for feed safety, hazard identification, and risk control. This system ensures that all critical points in the production process are monitored and managed, preventing contamination and guaranteeing the safety of products delivered to customers.

* Hazards prevention of unintentional, accidental adulteration (science based and feed borne illness). ** Vulnerabilities prevention of intentional adulteration (economically motivated). *** Threats prevention of intentional, adulteration (behaviorally or ideologically motivated).

Certifications	Objective	Areas Certified
FAMI-QS (Health, Safety and Quality)	➤ <i>Manage food safety and quality by implementing a code of best practices.</i>	Manufacturing Major industrial sites/ Marketing & Sales

All animal feed products that ADISSEO markets are covered, as it is a product certification. However, sulfur products (co-products: carbon disulfide, sulfuric acid), which are not for animal nutrition, are not included.

Operationally, certification is managed centrally by Market Access and at industrial sites by the FAMI-QS guarantors/quality managers.



Internal control and reporting standards

Standard	Objective
C-SOX (internal control)	➤ <i>Improve internal controls with regards to financial regulations</i>
GRI (Global Reporting Initiative) Standards (extra-financial reporting)	➤ <i>Devise and communicate measures of economic, social and environmental performance.</i>



Adisseo also refers to other international standards in managing its operations

Standard	Objective	Functions
ISO 20400 (Responsible procurement)	➤ <i>Incorporate social responsibility in the procurement process</i>	Procurement
ISO 26000 (Social responsibility)	➤ <i>Access the vision, strategy and governance of corporate sustainability policies</i>	Sustainable Development
ISO 27001 (Information security management)	➤ <i>Implement an information security management system - Requirements</i>	Information Systems
ISO 31000 (Risk management)	➤ <i>Identify opportunities and threats, allocate and use resources efficiently to manage risks</i>	Governance
ISO 31001 (Anti-corruption)	➤ <i>Implement an anti-corruption management system - Requirements and recommendations</i>	Legal

GOVERNANCE

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

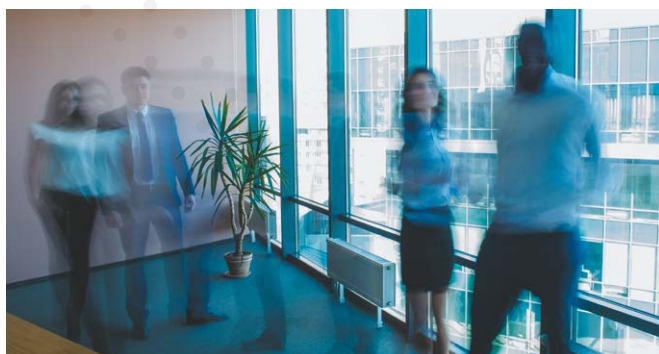
The operation and management of the Company meets the requirements of the relevant documents on standardization of governance for listed companies issued by the CSRC.

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⁾

General Shareholders’ Meetings

The Company managed to organize and convene an Annual General Meeting of shareholders and an Interim Meeting of shareholders, performed the proposals according to the requirements of applicable Corporate Law, the Articles of Association, and the Rules of Procedure of General Shareholders’ Meetings. The Company published its announcements, including all notices, meeting materials and meeting resolutions via China Securities Journal, Securities Daily and on the official website of the Shanghai Stock Exchange (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 were witnessed by the Company’s lawyers, and they issued a legal opinion about the validity thereto. ⁽²⁻¹⁶⁾



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⁾

Organization of the Board

The Board of Directors set up four special committees:

- ***Audit, Risk and Compliance Committee***
- ***Strategic and ESG Committee***
(please revert to the ESG Governance part)
- ***Nomination Committee***
- ***Remuneration and Appraisal Committee***

Three of the committees are headed by independent directors, except for the Strategic & ESG 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 9th 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)

Audit, Risk and Compliance Committee

Chaired by one independent director having professional accounting proficiency, 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 and extra-financial reports of the Company;
- Coordinates the communication among the management, internal audit and external audit institutions.
- Review any part of the ESG report that is subject to audit by a third party.

Strategic & ESG Committee

The Strategic & ESG Committee, which reports to the Board of Directors, has various missions described below:

- Evaluate and make recommendations on the Company's ESG development strategic planning, ESG work system and ESG performance appraisal mechanism;
- Review the Adisseo's ESG development policy, objectives and measures, supervise the implementation and work progress of the company's ESG strategy, and regularly review the company's achievement of ESG goals;
- Supervise the Adisseo's ESG policies to ensure their compliance with applicable national policies, laws and regulations, international standards and mainstream ratings, etc;
- Supervise the Adisseo's commitments and performance in respect of ESG-related key topics, such as adaptation to climate change, safeguarding of health, safety and environment protection and fulfillment of social and governance responsibilities;
- Review the Adisseo's annual ESG Report and submit to the board of directors for review and approval to the board of directors;
- Deliberate other ESG-related major topics to and make recommendations to the Board as necessary.

Remuneration and Appraisal Committee

Consisting of 3-5 members with independent directors over 1/2 of total members,, this committee mainly: (2-19, 2-20)

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

Nomination Committee

Consist of no less than 3 members, with independent directors over 1/2 of total members, 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)

Organization of the executive team

► CEO Executive Meeting

Under the leadership of the CEO, the CEO Executive Meeting are convened, when necessary, with the presence of COO, CFO, Deputy General Managers, Senior Executives and Board Secretary to decide on critical issues related to Investments, Nominations and Financings. For more information related to collective knowledge, skills and experience of its members, please revert to our Annual Report 2024.

► Executive Committee (EXCOM)

The ExCom is a CEO executive committee focusing on the Group's operational matters. Under the leadership of the CEO, the Deputy President & COO prepares and coordinates all topics to be examined by the ExCom. The ExCom meets and decides monthly on all major operational matters aiming at supporting the Group's operations. The ExCom is mainly in charge of deciding on all Group's operational matters notably in relation to human richness, sales, marketing, supply chain, procurement, production, sustainability and R&I, ensuring the implementation of such decisions. Every month, the environmental key performance indicators are reviewed at EXCOM level.

► Compliance and ESG Committee

At executive level, under the chairmanship of the CEO, a Compliance & ESG Committee examines and follows-up all Group's matters relating to Ethics, Compliance, Internal Control, Risk, Audit and Sustainable Development. The Compliance & ESG Committee is chaired by the CEO and composed of the COO, the CFO, the EVP Human Richness, Ethics & Transformation, the EVP Strategy & Sustainable Development and is coordinated by the Chief Compliance Officer. The ESG matters revert to the Strategic & ESG Committee while the Compliance revert to the Audit, Risk and Compliance Committee.

Group 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 consists of the Group's internal Management Book, Code of Ethics and Group Policies.

The Management Book (internal document) is a comprehensive guide developed for all Adisseo employees to understand the company's operations, standards and policies, providing a clear framework for decision-making and communication.

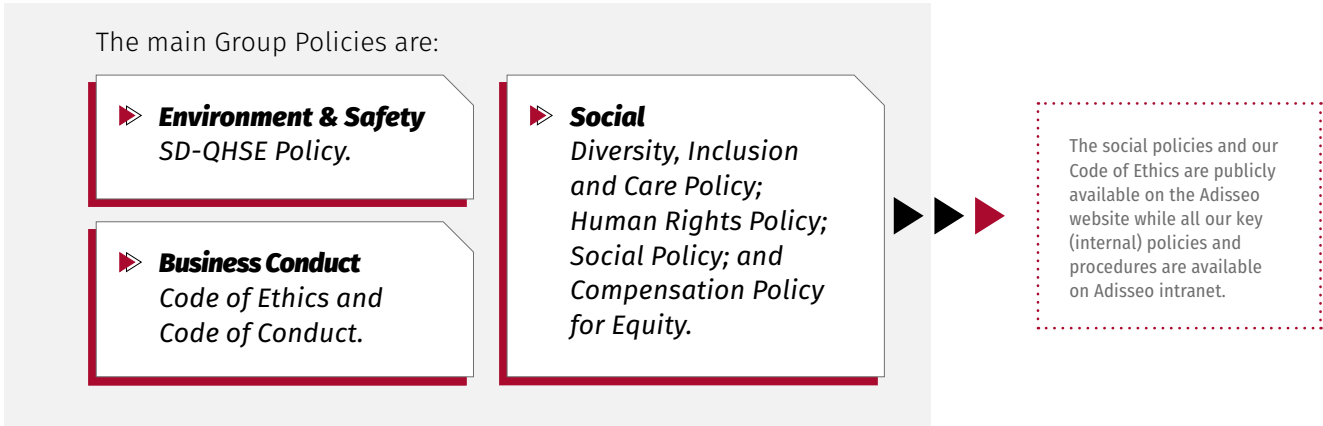
The Code of Ethics sets out the principles and rules of conduct that every Adisseo employee, regardless of their job title or position, commits to complying with and applying daily in the course of their duties. This Code reflects Adisseo's commitment to fostering fair and ethical relationships with its Business Partners, including suppliers, customers, and all other Third Parties.



The Code of Ethics encompasses group policies, procedures, and supporting documents, covering topics such as corruption, anti-competitive practices, bribery and corrupt payments, money laundering, fair competition and compliance with competition laws, conflicts of interest, personal data protection, proprietary information, respect for human rights and the environment, and whistleblowing.



Adisseo has established a set of Group Policies to effectively manage ESG matters across the organization. Group policies are approved by the Audit, Risk and Compliance committee. The key topics of these policies (and others group policies) will be presented in the relevant sections of the report.

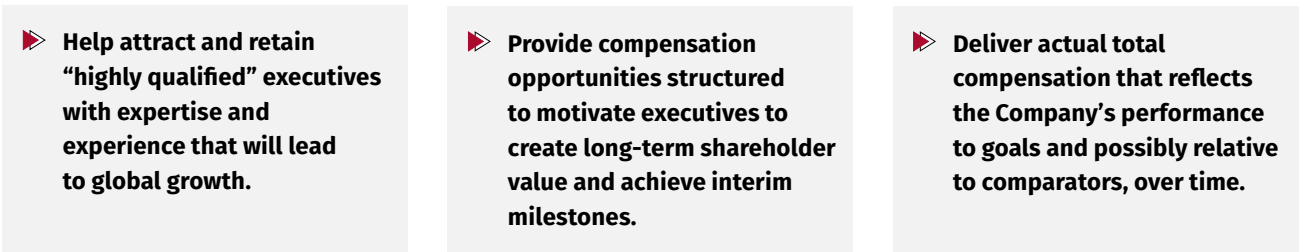


Over the past years, significant efforts were made in updating and improving the Group’s governing documents to make them easily available to all employees. A global information campaign for all new employees ensures a common baseline knowledge of the governing documents. In addition, regular rehearsal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

All Adisseo group companies and operational units, regardless of division and geography must comply with the requirements indicated in the group governing documents. ⁽²⁻²³⁾

Remuneration of senior executives

The compensation policy for senior executives at Adisseo is designed to:



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 at the board of directors. For more information on the compensation policy for senior executives, please revert to Annual Report 2024. [\(2-19, 2-20\)](#)

Adisseo EXCOM members

have their annual variable remuneration structured as follows:

60%

based on company goals

40%

based on individual goals.

Within the company goals,

20%

are specifically related to SD objectives, which include:

Total Recordable Injury Rate (TRIR)

10%

GHG reduction

Scope 1,2 & 3 intensity

5%

Ecovadis & CDP

Labels Rating

5%

By aligning our remuneration policies with these SD objectives, we ensure that our top management is not only aware of but also actively engaged in driving sustainable development. These incentives are instrumental in progressing toward long-term goals, such as achieving Adisseo's emissions targets and ensuring that the company maintains a leadership position in sustainability within the industry. This strategic alignment of goals and incentives fosters a culture of sustainability that permeates all levels of the organization, ultimately contributing to a more sustainable future for all. [\(2-19, 2-20\)](#)

Management incentive plan

In addition to the yearly bonus scheme, Adisseo has implemented a mid-term retention plan in order to retain, motivate key talents and secure the 3-year business plan execution. This Management Incentive Program (MIP) assigns a 3-year plan based on financial and sustainable objectives to all recipients. This discretionary variable cash settled compensation based on Adisseo performance is assigned in Year Y and paid based on the performance of years Y, Y+1 and Y+2 and paid Y+3. The list of beneficiaries as well as their respective percentages are reviewed every year by Adisseo Executive Committee and validated by BAC CEO Meeting. Each beneficiary is getting an attribution letter and the plan rules specifying the main conditions.

The plan award is split between phantom shares (2/3 of the award) and cash (1/3). The Cash award includes SD objectives for 20% (10% on Safety, 5% on GHG emissions and 5% on EcoVadis and CDP ratings for the period). The Awards payment is subject to a strict respect of Adisseo Code of Ethics by the Employee granted.

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, Securities Daily, 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.

SUSTAINABILITY GOVERNANCE

(2-27)

ESG Governance

► Board level: Strategic & ESG Committee

Adisseo's Environmental, Social, and Governance (ESG) governance structure is organized to ensure a robust and comprehensive approach to sustainability management. The governance system features key levels, demonstrating a seamless integration of sustainability into Adisseo's overall strategy and operations.

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.

As presented in the previous section, the Strategic & ESG Committee evaluates and recommends Adisseo's ESG strategic planning, supervises policy implementation, and ensures compliance with relevant standards. It also oversees key ESG topics, reviews the annual ESG Report, and makes recommendations to the Board on major ESG issues. (2-12,2-17)

► Executive Level: ESG & Compliance and EVP Strategy & Sustainable Development

As presented in the previous section, the Executive team has set up a Compliance & ESG Committee to manage ESG related matters at Executive level.

The EVP Strategy & Sustainable Development, who serves as EXCOM Member, is responsible for ESG and sustainability related topics at Adisseo and reports directly to the CEO. This role ensures that ESG considerations are embedded into the strategic decision-making processes and reflects the company's unwavering commitment to sustainable development at the executive level. The direct involvement of the EVP Strategy & Sustainability ensures that sustainability remains a top priority at the executive level, driving long-term strategic alignment. 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.

► Operational level

SD Core Team

Directly reporting to the EVP Strategy & Sustainability, the SD Core Team is composed of the CSR & Energy Manager and the Sustainable Development Reporting Manager. This team plays a pivotal role in developing the ESG strategy, monitoring performance, and coordinating sustainability initiatives across the organization. The SD Core Team's strategic oversight ensures that Adisseo's ESG objectives align with industry best practices and international regulatory standards.



Transversal SD Team

The Transversal SD Team operationalizes Adisseo's ESG strategy. This team's strength lies in its cross-functional composition, with high-level or director-level representatives from nearly every major department. Each member is responsible for integrating sustainability into their specific domain, ensuring a unified approach across the company. Moreover, this transversal team is responsible for coordination of interdepartmental measures and implementation of Adisseo sustainable development roadmap. (2-13,2-24)

The team includes the following department:

- | | | |
|--------------------------------|---------------------------------|----------------------------|
| ▶ SBU Methionine | ▶ HSE | ▶ IT |
| ▶ SPU Specialties | ▶ Legal & Compliance | ▶ Human Richness |
| ▶ SBU Vitamins | ▶ Purchasing | ▶ Production plants |
| ▶ Sales & Marketing | ▶ R&I | |

This decentralized yet cohesive structure allows tailored sustainability initiatives to be implemented efficiently while ensuring alignment with global ESG goals. This transversal team is responsible for coordination of interdepartmental measures and implementation of Adisseo sustainable development roadmap.

Adisseo's ESG Governance: a lever to accelerate

The Transversal SD Team's composition ensures that sustainability considerations are seamlessly integrated across all operational areas, from research and development to plant-level activities. Moreover, Adisseo has designated sustainability leaders at every plant to ensure that ESG initiatives are implemented locally, enabling site-specific adaptations and fostering a culture of accountability.

The SD Core Team ensures meticulous monitoring and transparent reporting of ESG performance, aligning with international frameworks such as GRI, UN SDGs, and CSRD. This governance structure demonstrates Adisseo's commitment to meeting stakeholder expectations for robust ESG management, reinforcing its reputation as a sustainability leader in the industry. (2-13)

In conclusion, Adisseo's ESG governance framework exemplifies a strategic, multi-level approach to embedding sustainability into the core of its business operations. With robust oversight by the Board of Directors, dedicated committees for strategic alignment, and operational excellence ensured by the SD Core and Transversal Teams, Adisseo demonstrates its commitment to driving impactful sustainability initiatives.

This integrated governance model not only enables efficient implementation of ESG strategies but also reinforces **Adisseo's position as a leader in sustainable development, ensuring resilience, innovation, and value creation for all stakeholders.**

► **ESG awareness initiative: the SD Thursdays!**

In 2024, Adisseo launched the “SD Thursdays”, a unique initiative designed to raise awareness among employees about key ESG (Environmental, Social, and Governance) topics. Over five consecutive weeks (October & November), each Thursday was dedicated to a specific theme, emphasizing the company’s commitment to integrating sustainability into its corporate culture and operations. These awareness sessions, which were on videoconference, not only educated employees on critical issues but also strengthened their engagement in Adisseo’s broader sustainability strategy.



For each session, two Adisseo’s employees were appointed to present certain ESG topics on which they are expert on. Throughout these 5 sessions, the following topics were addressed:

► **World Egg Day**

Focused on World Egg Day, highlighting Adisseo’s initiatives in sustainable egg production and the nutritional benefits of eggs, with 344 employees participating.

► **Pâques Project**

Showcased the Pâques Project, an industrial decarbonization initiative at Adisseo’s Nanjing plant, with 256 employees learning about Adisseo’s efforts to reduce greenhouse gas emissions.

► **CSRD Compliance**

Centered on the CSRD and Adisseo’s compliance journey, emphasizing the importance of transparent ESG reporting, attended by 283 employees.

► **Life Cycle Assessment & Customer’s Requests**

Explored LCAs and its role in meeting customer sustainability demands, with 218 employees participating.

► **Diversity and Inclusion**

Was dedicated to D&I, focusing on fostering an inclusive workplace, with 211 employees engaging in discussions on equity and belonging.

The SD Thursdays’ initiative demonstrated Adisseo’s commitment to aligning employee engagement with its strategic ESG objectives. By fostering education, dialogue, and active participation, the program enhanced awareness and empowered employees to champion sustainability within their roles, reinforcing Adisseo’s reputation as a global leader in sustainable animal nutrition.

SUSTAINABLE DEVELOPMENT ROADMAP - 2025/30

(2-22)

Vision

Feeding the planet in a high-quality, affordable, safe and sustainable way.

Values & Behaviors

- Integrity
- Result orientation
- Commitment
- Team Spirit
- Creativity
- Respect
- Customer centricity
- Engagement
- Courage
- Simplicity

Mission

- Contribute to the planet's sustainable development.
- Deliver innovative products and services to the animal feed and food industries.
- Commit to fairly distributing the value created among customers, employees, and shareholders.

Focus SD GOALS



Ambition

- Embed sustainable development at the core of Adisseo's strategy to enhance the group's sustainable growth.
- Drive innovation to develop sustainable production processes, minimize our environmental footprint, and contribute to the sustainable evolution of animal production.

SUSTAINABLE DEVELOPMENT GOALS

Priorities



Reducing Adisseo's Environmental Footprint

- ▶ Achieve our 2030 emissions reduction targets GHG (scope1&2), energy and water consumption.
- ▶ Define new ambitious GHG (including Scope 3), energy and water reduction targets for trajectory 2035.
- ▶ Leverage R&I, Industrial and supply chain projects to minimize environmental footprint.



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

- ▶ Take the lead in the deployment of the LCA methodology as an industry best practices.
- ▶ Be recognized as a leader on Livestock Sustainability.
- ▶ Quantify Adisseo contribution to the decarbonation of its value chain.
- ▶ Integrate Sustainability objectives and KPIs in all Innovation projects.



Ensure a responsible behavior towards employees, stakeholders and the society

- ▶ Guarantee safety and appropriate working conditions for all employees & contractors.
- ▶ Ensure fair compensation and benefits for all employees.
- ▶ Develop Adisseo's Inclusion commitment in application of our Diversity Policy.
- ▶ Improve the structuration of Adisseo's societal engagement.



Strengthen Adisseo Governance

- ▶ Ensure responsible ESG governance, with ethics and compliance at its core.
- ▶ Integrate Sustainable Development criteria into the selection of suppliers and business partners.
- ▶ Use ESG reporting to align practices and structure processes.
- ▶ Implement a CO₂ pricing to integrate sustainability in investment decisions.

ENGAGING WITH OUR STAKEHOLDERS

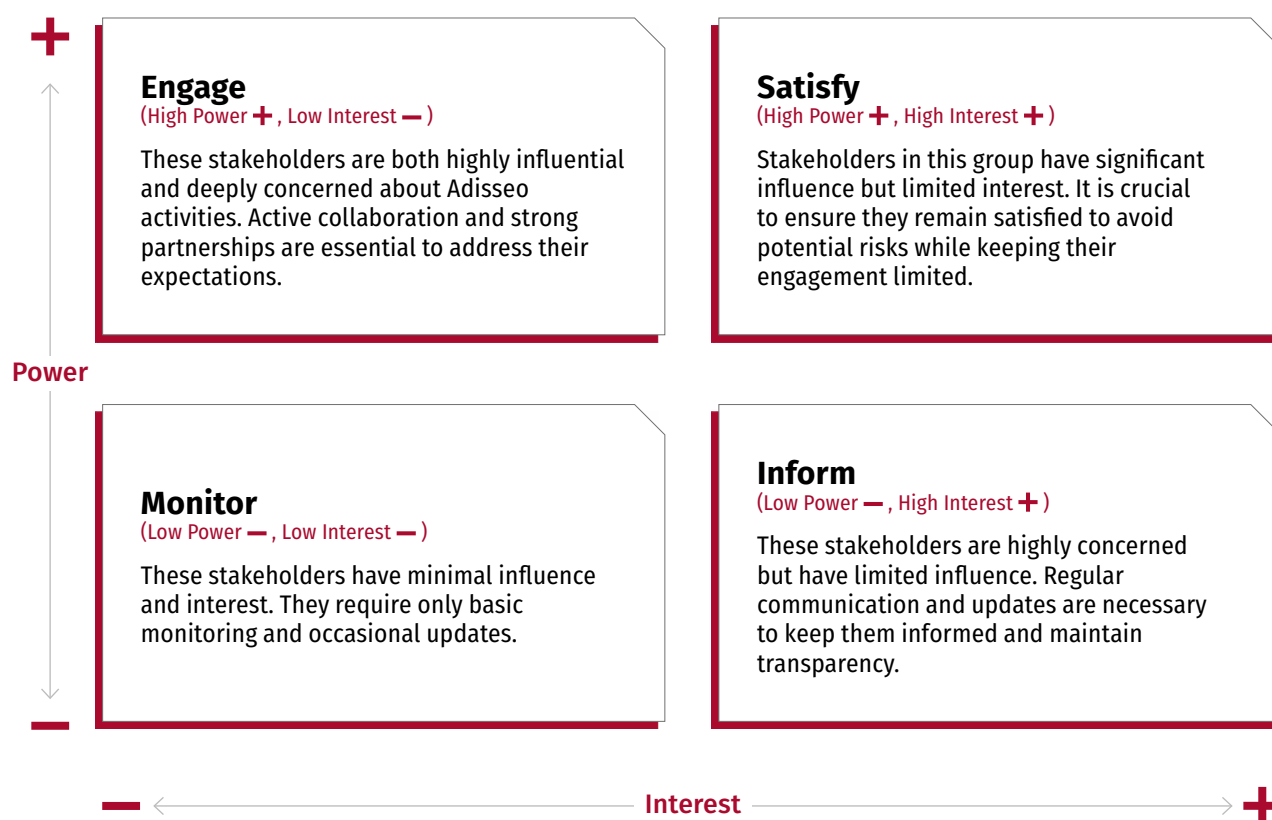
(2-29)

Stakeholders relevant to our organization are identified using the PESTEL method. This comprehensive approach evaluates the external environment across **Political, Economic, Sociocultural, Technological, Environmental, and Legal dimensions**.

It enables us to map stakeholders by analyzing their influence and interaction within these key areas.

Our stakeholders can be categorized into two main groups: **internal and external**.

To effectively identify and engage stakeholders, we use a methodology based on their influence and interest in our organization's activities. This approach is illustrated through a stakeholder mapping matrix, which categorizes stakeholders into four key groups:

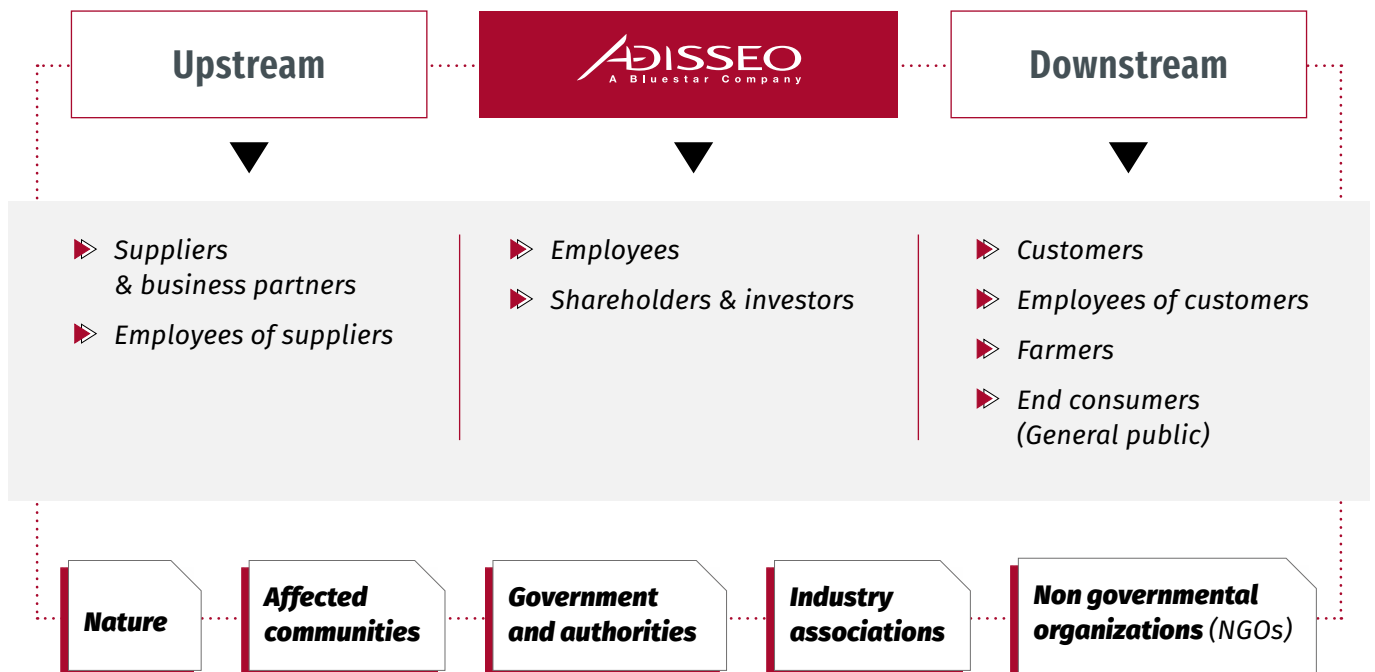


By systematically assessing each stakeholder's position within this matrix, we can prioritize our engagement strategies to address their needs and ensure alignment with our sustainability objectives.

In the process, we define the relevant expectations/requirements of each stakeholder, as well as the expected outcome for each purpose, the monitoring methods, and the responsible parties. This ensures that every stakeholder's needs and interests are taken into account, and clear goals and responsibilities are established. Adisseo's stakeholder mapping has been updated and refined through the DMA process (please refer to the DMA part for more information).



▼ The result of this process is a stakeholder's map as shown in the figure below.



Stakeholders	Main Concerns	Key engagement	Communication channel
Customers & end-consumers	<ul style="list-style-type: none"> ➤ Product quality and safety ➤ Customer information ➤ Product Efficiency ➤ Product ROI 	<ul style="list-style-type: none"> ➤ Quality management system ➤ Customer centricity: <ul style="list-style-type: none"> • safety • quality, • on time in full. 	<ul style="list-style-type: none"> ➤ Face-to-face visits ➤ Customer service feed back ➤ Professional expos ➤ Customer Complaints channel ➤ Customers satisfaction survey ➤ Whistleblower portal (linked to code of Ethics) ➤ Product after-sales hotline ➤ Public email addresses, etc
Employees	<ul style="list-style-type: none"> ➤ Health and safety ➤ Employee rights protection ➤ Employees benefits & care ➤ Diversity, inclusion & people development 	<ul style="list-style-type: none"> ➤ FORUS system ensuring the health and safety of employees ➤ Equal treatment & opportunities for Adisseo employees ➤ Fair compensation ➤ Access to training programs 	<ul style="list-style-type: none"> ➤ Employee satisfactions survey ➤ Whistle-blower portal ➤ Employee representative work council
Suppliers & business partners	<ul style="list-style-type: none"> ➤ Safety ➤ Accordance with local environmental laws ➤ Promote and respect the ILO ➤ Respect code of ethics 	<ul style="list-style-type: none"> ➤ Responsible & Reliable purchasing practices ➤ Procurement management system ➤ Establish good cooperative relationships ➤ Strengthen business ethics training and anti-corruption management 	<ul style="list-style-type: none"> ➤ Self Assessments ➤ Suppliers audits ➤ Whistle-blower portal ➤ Supplier communication meetings
Communities	<ul style="list-style-type: none"> ➤ Community health and environmental protection 	<ul style="list-style-type: none"> ➤ Ensuring environmental protection and pollution control ➤ Rural revitalization ➤ Charity/ Local association donations 	<ul style="list-style-type: none"> ➤ Local Events ➤ Social media communication

Stakeholders	Main Concerns	Key engagement	Communication channel
Shareholders & Investors	<ul style="list-style-type: none"> ➤ Stable governance and operational risk control ➤ Satisfactory ROI 	<ul style="list-style-type: none"> ➤ Accelerate the integration of ESG into corporate strategy ➤ Continuously strengthen investor relationship management and information disclosure 	<ul style="list-style-type: none"> ➤ Announcements and reports ➤ Top management reviews: <ul style="list-style-type: none"> • QBR, • Committees, • mid-annual report
Government & authorities	<ul style="list-style-type: none"> ➤ Environment protection ➤ Pollution prevention ➤ Energy & Water consumption ➤ Waste & emission management 	<ul style="list-style-type: none"> ➤ Compliance with local regulation ➤ Openness and transparency ➤ Environment & Energy management systems ➤ Continuously improving in own operations for reducing biodiversity impacts 	<ul style="list-style-type: none"> ➤ Official communication channels ➤ Supervision and inspection ➤ Periodic communication & report
Industry peers	<ul style="list-style-type: none"> ➤ Convergence of regulatory frameworks across jurisdictions ➤ Precompetitive Knowledge sharing 	<ul style="list-style-type: none"> ➤ Contribution to the establishment and alignment with the industry best practices ➤ Adisseo leadership in integrating sustainability into its business operations 	<ul style="list-style-type: none"> ➤ Industry associations ➤ Local forums ➤ Social media communication ➤ Industry channel media communication

Each activity in Adisseo has its own Stakeholder map to ensure collaboration and communication at the appropriate level. These activities can range from ordinary dialogue, site visits, etc., to more structured methods such as questionnaires, surveys, and other forms of engagement. The objective is to tailor the communication approach to each stakeholder group, ensuring that information is shared in a way that is both effective and relevant.

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





At ADISSEO, we place great importance on maintaining a **trustful relationship** with local authorities.

To achieve this, we ensure compliance with current regulatory requirements. We communicate transparently about any identified discrepancies and work diligently to address them as quickly as possible.

By adopting this approach early in the project phases, we ensure proper consideration of regulatory requirements, environmental impacts, and effects on residents. This cooperative approach allows us to successfully address challenges encountered during project execution.

For example, in the rehabilitation of the old lagoons in the Commeny plant (France), –that will be completed in the beginning of 2025 –, the needed to treat additional sludge volumes led to numerous discussions and site visits with local authorities and the companies responsible for the studies and work. These meetings addressed new issues related to sludge dehydration and containment operations.

These highly constructive exchanges resulted in a technically and regulatory-compliant solution, ensuring the project's timely completion



Photos from top to bottom:
1. A DREAL site visit during the work phase,
2. The initial work on Lagoon,
3/4. Preparing the sludge containment cell
for the old lagoons at STER.

DOUBLE MATERIALITY ASSESSMENT AT ADISSEO

(23-1, 3-2, 3-3)

In 2024, ADISSEO carried out a Double Materiality Assessment (DMA) aligned with the CSRD requirements, addressing the dual dimensions of financial and impact materiality. This assessment encompasses environmental, social, and governance topics in accordance with the ESRS.

Principles of the DMA & dedicated team

The Double Materiality Assessment focused on identifying sustainability matters that are material for Adisseo, including risks, opportunities, and impacts across the value chain considering is two key dimensions: (201-2, 201-3)

Financial Materiality

Evaluating risks and opportunities with potential financial effects on ADISSEO due to acute or chronic external events.

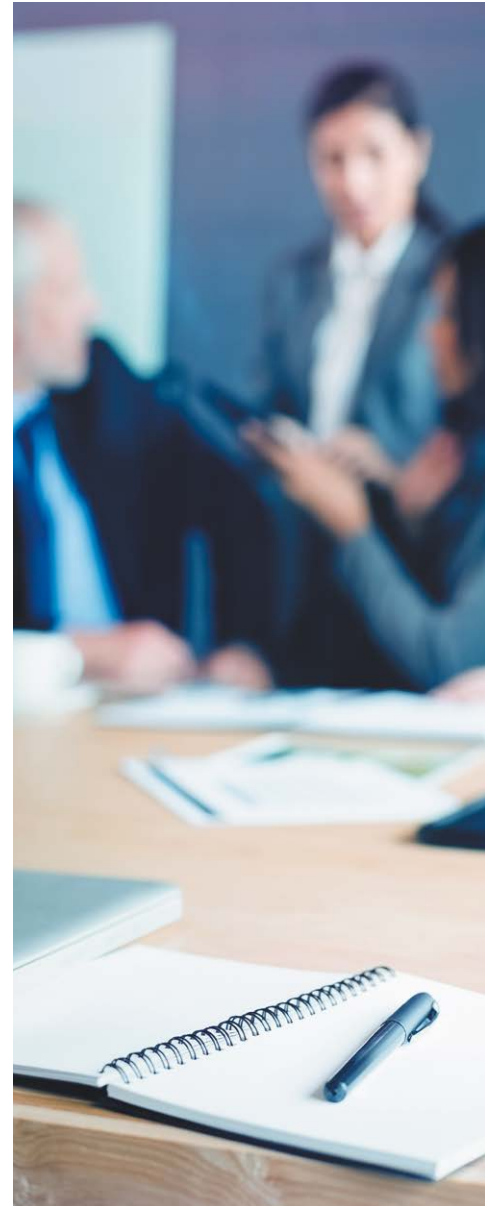
Impact Materiality

Assessing the potential and actual impacts, positive or negative, of ADISSEO's activities and its value chain on society and the environment.

The DMA process was led by Adisseo SD Core Team supported by a globally recognized consultancy firm in financial and extra-financial matters. This partnership ensured methodological rigor, alignment with industry best practices and compliance with the ESRS standards. The SD Core Team managed the process in collaboration with multiple departments experts, including Legal & Risk, Procurement, Environmental, Health & Safety (EHS), Sales, Human Resources, Market Access, Operations, and Supply Chain.

Scope

The analysis was conducted at the level of Bluestar Adisseo Company (BAC), Adisseo holding company, comprising all Adisseo's entities. It encompassed the entire value chain, segmented into three parts: upstream, own operations, and downstream.



Workshops and quotation

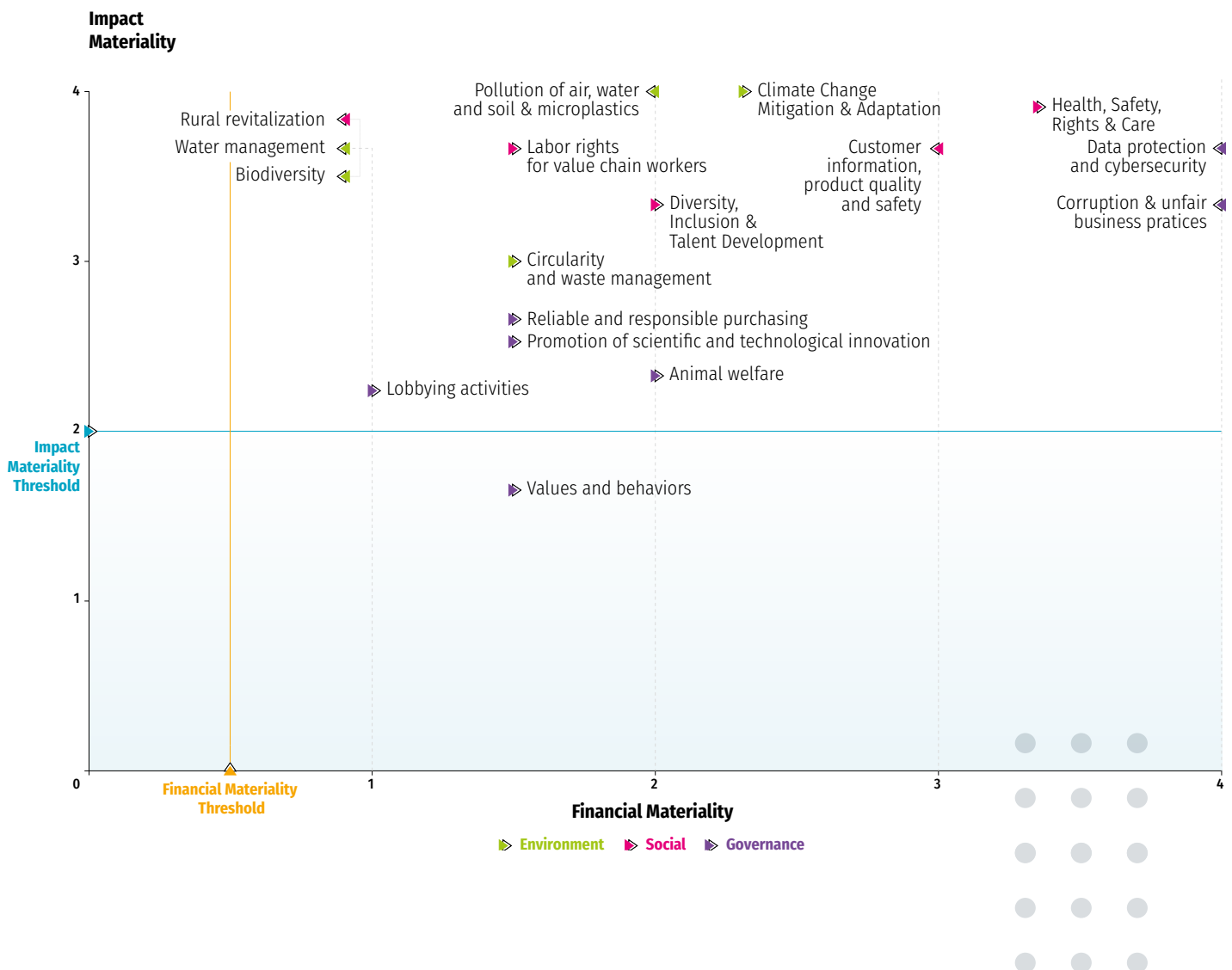
Adisseo conducted a series of interactive workshops with internal experts, each tailored to specific sustainability matters for the company's operations and covering a specific part of the value chain. During these workshops, Adisseo experts assessed and adjusted the formulation and the quotation of the IROs to ensure relevance and precision in the context of Adisseo's activities.

Validation process

Once the workshops were completed, the Double Materiality Matrix underwent a thorough review process. The EVP Strategy & Sustainable Development and the General Counsel of Adisseo reviewed the matrix twice to ensure accuracy and alignment with Adisseo's strategic priorities. Subsequently, the updated matrix was presented to the Executive Committee for review and feedback. Finally, it was submitted to the Board Strategic & ESG Committee, where it received formal validation. (2-12, 2-14)

Results

The Double Materiality Assessment represents a pivotal/strategic step in Adisseo's sustainability journey. By engaging internal experts, leveraging external consultancy, and aligning with high-level extra-financial reporting standards, Adisseo has set a strong foundation for impactful, transparent, and future-oriented sustainability reporting. This matrix highlights the material topics that will shape Adisseo's strategy and reporting:



Adisseo is pleased to share its 17 material topics, which will allow us to enhance and develop in-depth knowledge on the impacts, risks, and opportunities related to ESG matters throughout its value chain, and deploy appropriate action plans.

Environment

At Adisseo, we are dedicated to mitigating **climate change**, enhancing energy efficiency, and reducing pollution across air, water, soil, and microplastics. Our initiatives include adopting energy-efficient technologies, transitioning to renewable **energy**, optimizing production processes, and investing in low-carbon projects. We prioritize effective **water** management by reducing consumption, recycling, and preventing pollution. Additionally, we focus on **biodiversity** conservation, sustainable land use, and engaging with communities to enhance ecosystem sustainability. Embracing circular economy principles, we aim to minimize **waste**, promote recycling, and contribute to a resource-efficient economy. Through these efforts, we strive to protect ecosystems, improve environmental quality, and support global climate goals.

Social



► **Own Workforce**

We prioritize occupational health and safety to ensure a safe working environment for all employees.

We are committed to providing comprehensive Benefits and Care to support the well-being of our team members.

We actively promote Diversity and equal opportunities, ensuring fair treatment for all employees. Additionally, we focus on People Development to foster growth and engagement within our organization. Through these efforts, we aim to create a supportive and inclusive workplace for everyone.

► **Labor Rights for Value Chain Workers**

Adisseo is committed to ensuring that labor rights are respected throughout our operations. We treat our subcontractors with the same standards as our own employees. For both upstream and downstream value chain workers, Adisseo implements various actions to ensure that their labor rights align with our policies. Through these efforts, we aim to uphold fair and ethical labor practices across our entire value chain.

► **Affected Communities & Rural Revitalization**

Adisseo recognizes the importance of the local communities neighboring our production plants. We are committed to engaging with these communities and supporting their well-being. Additionally, Adisseo plays a role in rural revitalization through our downstream value chain, allowing livestock farmers to improve their revenues while reducing their environmental impact at the same time.

► **Customer information, product quality and safety**

Adisseo prioritizes providing accurate customer information and ensuring high product quality and safety standards. The company is committed to transparency and reliability, ensuring that customers receive precise information about our products. By maintaining stringent quality and safety standards, Adisseo aims to build trust and deliver exceptional value to its customers.

Governance

► **Business Conduct**

Adisseo fosters a culture of integrity and ethical behavior, guided by its core values. The company engages in transparent and responsible lobbying activities to advocate for policies that align with its goals. Committed to combating corruption and unfair competitive practices, Adisseo maintains a fair and transparent business environment. Additionally, the company emphasizes reliable and responsible purchasing practices to support sustainable and ethical supply chains, and ensures high standards of animal welfare in its operations and supply chains.

► **Data Protection & Cybersecurity**

Adisseo prioritizes data protection and cybersecurity to safeguard sensitive information and ensure privacy. The company implements robust security measures to protect against data breaches and cyber threats, maintaining the confidentiality and integrity of its data. This commitment helps build trust with stakeholders and ensures compliance with regulatory requirements.

► **Promotion of Scientific & Technological Innovation**

Adisseo actively promotes scientific and technological innovation to drive progress and sustainability. By fostering a culture of innovation, the company aims to develop cutting-edge solutions that enhance efficiency and reduce environmental impact. This commitment to innovation supports Adisseo's long-term goals and contributes to a more sustainable future.

RISK MANAGEMENT

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.

In line with these objectives, Adisseo conducted a Global Risk Mapping in 2022, partnering with a third-party expert. This mapping serves as a critical tool for identifying, evaluating, and prioritizing risks across the Group. The findings are reviewed annually by internal Risk Owners to ensure ongoing alignment with the evolving risk landscape and operational priorities.

Looking ahead, Adisseo is planning to launch a new Global Risk Mapping in 2025, once again collaborating with a third-party expert. This future exercise aims to further enhance the Group's understanding and management of risks, ensuring the robustness of its risk mitigation strategies and the sustainability of its operations.



During the reporting period, no material risks have been identified that will have a substantial impact on the operations of the Company. The Company has disclosed the relevant kinds of business and production risks as well as their corresponding solutions.

For more information on Risk Management Practices at Adisseo, please revert to our Annual Report 2024.

Climate risk (201-2, 201-3)

Adisseo recognizes the growing importance of addressing climate-related risks, which can have significant impacts on supply chains, energy production, and infrastructures. Rising temperatures, water scarcity, extreme weather events, are just a few of the factors that could affect business continuity. In response to these challenges, Adisseo has nominated an ESG & Strategy Executive VP who is leading a transversal ESG team in charge of the establishment and the deployment of the Sustainable Development roadmap of the group: for more information regarding the ESG governance bodies, please revert to the ESG Governance part. This high-level leadership ensures the company remains resilient, adapting to potential risks while pursuing long-term sustainability goals.

Transitional climate risks and opportunities

At Adisseo, we acknowledge the transitional climate risks associated with our energy-intensive production plants, which contribute to greenhouse gas emissions. , we are committed to reducing our carbon footprint through energy optimization programs, investment in cleaner technologies, and exploring renewable energy alternatives.

At the same time, Adisseo views this transition as an opportunity. Our innovative products are essential for driving the sustainable development of the animal production industry. By enhancing resource efficiency in feed production and lowering the environmental footprint of livestock farming such as reducing nitrogen excretion, our solutions enable our customers to achieve their own sustainable development goals. This positions Adisseo as a key enabler in the agriculture global green transition , reinforcing our leadership in creating sustainable value within the livestock sector.

Our products help our customers achieve their own climate goals by reducing greenhouse gas emissions, making Adisseo an important player in the global green transition of the livestock sector. These effects are developed in the Adisseo's products Environmental impacts section.

Physical climate risks

Adisseo is currently in the process of developing an action plan to better understand and manage physical climate risks. In the initial phase, we will focus on assessing risks within our operations and the first-tier upstream supply chain, considering factors such as extreme weather events, resource availability, and potential disruptions. Our downstream focus will be on evaluating how physical climate risks affect our direct customers' operations, rather than directly addressing end-consumers. This approach will enable us to proactively identify and mitigate risks, ensuring the resilience of our operations and supply chain.

Climate related metrics & targets

Adisseo's ambition is to significantly reduce the company's fossil CO₂ footprint, aiming for a measurable and impactful contribution to the global fight against climate change.

Our targets and metrics are an integral part of our SD Report 2024, enabling our stakeholders to track our progress over time. For detailed information on climate-related metrics, please refer to the section on GHG emissions.



Adisseo is committed to **reducing climate risks and supporting the green transition** in the livestock sector through sustainable solutions.

ENVIRONMENT

CLIMATE ADAPTATION, RESILIENCE & TRANSITION

In 2020, Adisseo presented its global climate roadmap for a five-year period. The Adisseo roadmap outlines a strategy to mitigate global warming, focusing on 2 key pillars:

- **Reduce Adisseo Environmental footprint:** *structuring action plans to achieve ambitious targets.*
- **Provide downstream support for the green transition and enabling circular economies:** *Leading the development of industry-wide guidelines for environmental impact reduction & LCA.*

Reduce Adisseo Environmental footprint

For Adisseo's business, 2024 has been a very productive year with an increase of production by 19% compared to 2023. The activity index reflects changes in the quantities produced at our major industrial production sites.

..... ►►►

The increase in production leads to higher GHG emissions, energy, and water consumption, making it more challenging to meet our 2025 sustainability targets. Adisseo continues to implement action plans and investments to reduce its environmental footprint.

In 2024, Adisseo has been able to absorb production growth by **mitigation actions on absolute GHG emissions.**

Activity index

(baseline 2019)

2019



2020



2021



2022



2023



2024



Since 2023, with increasing momentum in 2024, Adisseo has been developing its next GHG emissions roadmap. A multidisciplinary team is leveraging advanced software to define new GHG reduction targets for 2025-2035. Using a multi-period approach, the software models a clear trajectory under environmental constraints, setting targets based on the optimization of technologies and raw material

choices identified by the team. The Scope 1, 2, and 3 emissions will be addressed with this tool, which will streamline the selection of a decarbonization roadmap. The reduction of scope 1&2 will be tackled through the investment on innovative technologies and the energy efficiency, whereas the scope 3 reduction will be driven mostly by the purchase of raw materials with a lower carbon footprint.

GHG emission reductions (305-1, 305-2, 305-4, 305-5)

In 2021, Adisseo has committed to an absolute GHG (Scope 1+2²) reduction by 21% in 2025 (reference 2020): An intensity GHG¹ (Scope 1+2²) reduction by 20% in 2025 (reference 2015).

The absolute GHG emissions trajectory represents a reduction of 4.2% per year, aligned with the recommendations of the Science-Based Targets initiative (SBTi) to limit global warming to 1.5°C.

	Metrics	2015	2020	2022	2023	2024
Scope 1	Absolute ktCO ₂ e	-	426	396	399	429
Scope 2 location based	Absolute ktCO ₂ e	-	131	156	226	151
Scope 2 marked based	Absolute ktCO ₂ e	-	120	27	48	19
Scope 1+2 marked based	Absolute ktCO ₂ e	-	546	423	447	448
Evolution <small>Baseline 2020</small>		-	-	▼ - 22.5%	▼ - 18%	▼ - 17.9%
Scope 1+2 marked based¹	Intensity tCO ₂ e/t	0.79	0.69	0.53	0.55	0.46
Evolution <small>Baseline 2015</small>		-	▼ - 12.1%	▼ - 32.3%	▼ - 30.1%	▼ - 40.9%

Adisseo's GHG emissions calculation methodology was thoroughly assessed in 2023 by a specialized third-party expert in the field, Carbone 4. The assessment confirmed that the methodology is robust and accurate, ensuring reliable and precise measurement of greenhouse gas emissions.

Absolute GHG Scope 1+2² KPI, in 2024, is stable compared to 2023 and close to the 2025 fixed target (a 21% reduction compared to the reference). Concretely, in 2024, Adisseo has been able to absorb production growth by mitigation actions on absolute GHG emissions. This is an outstanding performance considering the increase in production level.

To better illustrate this, the 2024 GHG intensity KPI for Scope 1+2² has decreased by 16% compared to 2023 (and by 40.9% compared to 2015), significantly exceeding the -20% target.

Adisseo's GHG emissions
calculation methodology is robust & accurate,
ensuring reliable and precise measurements.

1. GHG (scope 1+2 market based) intensity: total CO₂ emissions (scope 1+2 market based) per ton of manufactured products. Calculation has been reviewed to consider scope 2 market-based in our KPI. The market-based approach considers the country's residual mix in the event there is no purchase agreement for energy (in France with low carbon electricity footprint, it represents less than 1/3 of Adisseo's electricity purchases).

2. Market based.

► Scope 1

The scope 1 at Adisseo are mainly related to methionine production and is coming from thermal oxidizers. Toxic effluents are burnt before release to atmosphere. As a result, CO₂ emissions arise from both the carbon content of the effluents and the natural gas used for combustion.

In 2024, total Scope 1 emissions reached 428,796 tons of CO₂e, reflecting an 8% increase compared to 2023. This rise is primarily due to a 19% increase in production. However, the increase in Scope 1 emissions remains lower than the production growth, despite their direct correlation. Several measures have already been implemented, reducing production disruptions and contributing to GHG emissions savings.

The PAQUES project in China has started its construction phase in 2024. The goal is to replace a thermal oxidizer by an innovative wastewater treatment. It is expected to save 45,000 tons/year of CO₂ emissions. The same technology is under studying in Europe for a potential implementation in 2027.

Consortium of Rhône Valley companies (France) started, the ZIBAC DECLYC projects where Adisseo is part of the CO₂ capture and reuse lot. After a year achieved with legal agreements among all companies involved and the definition of the specification, 2025 will be the year of the study, with a kick-off done end January.



► Scope 2

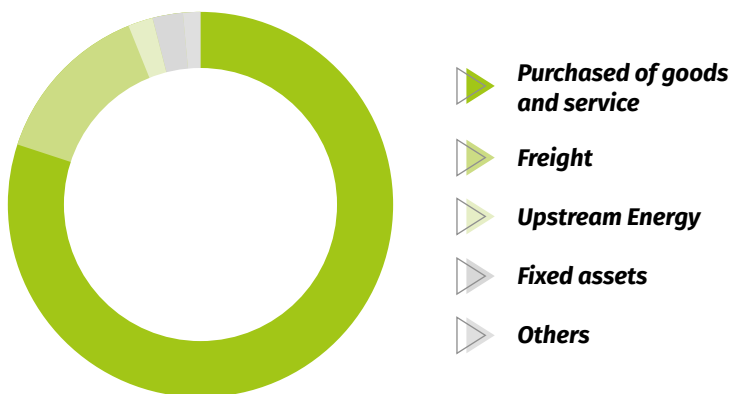
Scope 2 emissions refer to indirect GHG emissions from the consumption of purchased electricity, steam, heat, and cooling. They can be reported using a market-based approach, highlighting the efforts of procurement teams in securing low-carbon or renewable energy agreements. For plants without a specific decarbonization purchase agreement, the carbon footprint of the residual mix is used, as recommended by the Carbon Disclosure Project.

In 2024, the global Scope 2 absolute location based has decreased by **33%** compared to 2023 mainly due to the start-up of a steam turbine in **Nanjing plant**, that produces electricity using extra steam coming from heat recovery on the methionine process.

The global Scope 2 market based has decreased by 60% compared to 2023 as a result of the hereabove mentioned steam turbine and continuous daily work on energy savings (see part Energy) done overall Adisseo's industrial plants.

➤ **Scope 3** (305-3)

After the external review done in 2023 on Adisseo carbon footprint (reference year 2020: 2,000 tCO₂e for 2020 with a scope 3 representing 74%), the company has started to monitor its scope 3 but limited to the raw material purchase.



This work will continue in 2025 with the objective to meet the CSRD requirements in 2026.



➤ **Energy management**

Energy management remains a cornerstone of Adisseo's sustainability roadmap. All Adisseo methionine plants in Europe and China are ISO 50001 certified. Specialty production sites, while not certified, manage energy in alignment with practices and standards akin

to those outlined by ISO 50001. In 2024, for example, the Barbastro Plant conducted an energy audit to identify opportunities for improvement. This comprehensive assessment uncovered some areas for optimization, which, when implemented, are expected to result in measurable reductions in energy consumption.

Energy efficiency is an integral part of energy management across all Adisseo industrial plants. This is reflected in daily routines for monitoring energy performance through digital tools and in significant annual investments aimed at reducing energy consumption.

In parallel, Adisseo is working on adopting greener energy sources; however, shifting energy sources alone will not reduce overall energy consumption.

In addition, and in compliance with ISO 50001 guidelines, technical requirements issued for the purchase of equipment or industrial services shall include – whenever possible – (i) a reduction of direct consumption of the concerned equipment or (ii) a contribution to the reduction of our overall energy consumption. This commitment is embedded in our Responsible Purchasing Charter (chapter 3 – Environmental protection).



➤ Energy consumption

Adisseo continues to grow, with a 22% increase in production since 2020, driven notably by the startup of a new plant in China in mid-2022. Despite this expansion, energy consumption has risen by only 13%, highlighting the company's ongoing efforts in energy efficiency. While energy use remains closely linked to production, the slower increase demonstrates Adisseo's commitment to optimization. However, it remains a challenge to achieve absolute energy savings considering multiple parameters such as: business expansion, changes on industrial process or efficiency of new non-fossil energy equipment.

On the other hand, the intensity energy consumption KPI is continuously improving, showing the efforts made since 2015, with less energy consumed to produce one ton of final products.

Over the past three years, more than 10 energy reduction projects have been implemented, leading to a total reduction of approximately **288 TJ/year.** (302-4, 302-5)

	Metrics	2015	2020	2021	2022	2023	2024
Energy consumption Absolute (302-1)	TJ	4,762	5,037	4,475	5,090	5,440	5,709
Evolution Baseline 2020		-	-	▼ - 9.2%	▲ + 1.0%	▲ + 8.0%	▲ + 13%
Energy consumption Intensity (302-3)	GJ/t	7.69	6.38	6.03	6.40	6.68	5.92
Evolution Baseline 2015		-	▼ - 17.1%	▼ - 21.6%	▼ - 16.8%	▼ - 13.1%	▼ - 23.1%



This year, at the Nanjing plant, a new energy recovery system downstream of the Oxidation Furnace has been installed. It enhances the flue gas heat exchanger and feedwater preheater, recovering heat from the flue gases. This system can produce 24 kT (15.6 GWh) of low-pressure steam (0.3 MPa, 150°C) per year.

Heat recovery projects have been carried out across all plants, resulting in decreased imported steam, reduced natural gas consumption for steam boilers, and increased internal electricity production, particularly at the Les Roches and Nanjing plants. In 2024, the Nanjing plant commissioned a turbine designed to recover steam and generate electricity. This initiative has significantly decreased electricity purchases by 101 GWh per year. Minimizing steam losses by capturing steam previously unused or unsold from production processes.

	Metrics	2021	2022	2023	2024	Comments
Share of green electricity purchased	%	14.7	13.4	20.2	24.4	Green electricity in Nanjing and Burgos
Share of low carbon electricity purchased	%	39.8	44.6	48.4	35.2	Nuclear energy in China
Share of electricity purchased non-certified	%	45.5	42.0	31.4	40.4	France electrical mix (approx. 95% nuclear)
Energy consumption – electricity	TJ	1,362	1,485	1,623	1,489	Electricity produced by new steam turbine in NJG plant (auto consumed) + increase of energy efficiency
Consumption of electricity by energy recovering	TJ	178	157	119	255	
Consumption of purchased electricity*	TJ	1,184	1,328	1,504	1,233	
Sold electricity*	TJ	-138	-96	0	0	
Consumption of natural gas non-renewable*	TJ	3,455	3,675	3,824	4,031	
Consumption of purchased steam non-renewable*	TJ	202	236	407	483	Higher level of production
Consumption of purchased steam, renewable*	TJ	527	490	272	261	
Consumption of generated steam by process	TJ	5,651	6,163	5,706	6,383	Higher level of production
Sold steam*	TJ	-757	-648	-659	-410	Steam is now turbine in NJG instead of sold
Consumption of natural gas non-renewable*	TJ	101	106	92	111	Higher level of production
Consumption of generated steam by process	TJ	10,226	11,253	11,146	12,092	
Sold steam*	TJ	4,475	5,090	5,440	5,709	

* Internal indicator: Energy consumption (absolute) comprises the consumption of purchased natural gas + electricity + cooling + steam - energy sold (steam & electricity).

PRODUCTS SUSTAINABLE IMPACTS

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. Adisseo product range improves the sustainability of livestock farming in different ways. Ensuring sustainability within the animal nutrition industry requires a multifaceted approach as described below.

Adisseo 4 key sustainable livestock enablers:

► **Reformulation of the feed**

Enabling the use of local feedstuffs instead of imported raw materials (Enzymes, amino acids, palatants, NIR analysis).

► **Improving feed efficiency**

Better feed conversion (Enzymes, feed preservatives).

► **Reducing soil and water pollution from manure**

Less nitrogen and phosphorus emission (Enzymes, amino acids, sodium sulfate).

► **Improving animal health status**

Reinforce immunity and gut health; improve fertility and longevity (Probiotics, selenium, vitamins, butyrate, mycotoxin deactivators, amino acids).

Adisseo's products and services contribute to more sustainable livestock farming by optimizing nutrient utilization, reducing waste, and minimizing dependency on imported feedstuffs. Enhanced feed efficiency allows higher meat, milk, and egg production with fewer inputs, thus reducing the environmental impact of livestock production. The focus on animal health helps

decrease mortality rates while addressing antimicrobial resistance. Adisseo's solutions also mitigate nitrogen and phosphorus excretion, lessening soil and water pollution. By participating in the reduction of greenhouse gas emissions of the downstream of its value chain and promoting resource efficiency, Adisseo aligns with global sustainability goals such as the UN SDGs.

Some products effects

► **Rhodimet AT88 is a methionine source that helps to balance digestible amino acids supply and avoids nitrogen waste.**

Rhodimet AT88

A methionine source that can help to reduce nitrogen excretion.

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 feedstuffs do contain methionine however, in order to formulate balanced, cost-effective and sustainable diets, synthetic methionine and other amino acids (lysine, threonine...) sources are required.

Balancing diets with synthetic amino acids enable to reduce protein sources inclusion rate, decrease protein waste and nitrogen excretion.

► **Rhodimet AT88 is a methionine product that allows additional nitrogen excretion saving:**

Rhodimet AT88 is a L-Methionine precursor called Hydroxy-Methionine or HTMBa 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 positive nitrogen balance. 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 two scientific trials run at Adisseo experimental center (CERN) with broiler fed balanced diets, 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 nitrogen recycling leading to reduce uric acid. This apparently low level per bird becomes important in commercial broiler flocks, i.e. in a farm with 800,000 broilers, this is equal to 520 kg less nitrogen excreted per cycle.



► **Specialties**

**Rovabio
(enzymes)
in poultry**



In monogastric animals, feed accounts for approximately 60-80% of their total carbon footprint, highlighting the importance of optimizing diets by incorporating impact raw materials. Simultaneously, enhancing feed efficiency is crucial to reducing waste and minimizing the environmental impact of animal production.

Feed additives contribute significantly to improving feed efficiency and, in some cases, enable reformulation of diets. A study conducted in a university in Brazil on broilers, assessed the environmental benefits of incorporating Adisseo's Rovabio enzyme complex for feed optimization strategies. The findings revealed that the enzymatic complex facilitated diet adjustments, allowing for a reduction in the inclusion of ingredients with high environmental and economic costs. This approach not only improved animal performance through a better feed conversion ratio (FCR) but also reduced the diet's carbon footprint by up to 9%, while enhancing profitability. Additionally, the increased feed efficiency significantly lowered nitrogen and phosphorus excretions into the environment. These results underline that effective nutritional strategies can simultaneously reduce the environmental footprint of feed and maintain or enhance production outcomes and economic viability, achieving a balance between environmental and economic sustainability.

Smartamine (rumen protected methionine) in ruminants

Smartamine® M (rumen-protected methionine) reduces nitrogen excretion and the carbon footprint while improving ruminant health and reproduction, further contributing to the reduction of greenhouse gas emissions.

To promote sustainable development, dairy production aims to optimize the use of available resources, including feed, to achieve two key objectives: minimizing environmental impact and maintaining high production levels. The inclusion of rumen-protected methionine helps balance diets, maximizes nitrogen use efficiency, and reduces nitrogen excretion into the environment, thereby enhancing the production efficiency of dairy cows. Additionally, improved health and

reproduction, supported by Smartamine® M, enable ruminants to achieve greater productivity by reducing the calving interval, increasing the longevity of cows in the herd, and ultimately resulting in a lower carbon footprint per kilogram of milk produced.

An Life Cycle Assessment (LCA), based on a scientific study conducted in France, demonstrated that reformulating animal diets with Smartamine® M results in a 15% reduction in climate change impacts and a 22% reduction in freshwater eutrophication. Furthermore, its 80% bioavailability enhances protein levels and milk yield, contributing to a more sustainable and efficient dairy production system. Furthermore, its 80% bioavailability enhances protein levels and milk yield, contributing to a more sustainable and efficient dairy production system.

Aquaculture



Adisseo's portfolio of aquaculture specialties offers functional feed additives to address problems faced by the sector, such as high raw material costs or disease risks.

Scientific studies conducted in Indonesia on shrimp have demonstrated the effectiveness of the GM Sanacore® additive in promoting good animal health, significantly improving survival and harvested biomass. In addition, the Aqualyso® digestive enhancer promotes growth by improving the efficiency of feed conversion.

The application of these two functional additives improves the productivity of shrimp farms, thereby reducing the carbon footprint of farming. Sanacore® GM and Aqualyso® contributed to reducing the carbon footprint by 16-39% and 7-20% respectively.

**Sanacore®
and Aqualyso®**
help reduce the
environmental
footprint of
shrimps.

► Vitamins

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.

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 production, purchase, quality control, transport and 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.

Sustainability Services - SustainWay

Adisseo has recently built a service supporting customers managing feed and livestock Sustainable Development. This service includes four different steps, from basic to expert level:

- **SustainBeginner:** *On request of our customers, Adisseo provides the LCA of its solutions and presents how the calculation was done. This basic approach enables the raising of awareness on LCA methodology.*
- **SustainGrower:** *On request of our customers, Adisseo experts propose trainings on Sustainability, with several levels: “Basic of Sustainability”, “What is an LCA?”, “Sustainability in feed formulation”, “LCA from cradle to farm gate”, and others.*
- **SustainPioneer:** *Adisseo has integrated, into its ADICT tool, the environmental values (climate change, eutrophication, acidification, water use) for several ingredients, according to their origin. Thanks to ADICT, customers can easily know the most impactful ingredients in their diets on various environmental indicators. This will help them to work on lowering their environmental impact in the future.*
- **SustainMaster:** *Adisseo is able to conduct an LCA from “cradle to feed gate” or from “cradle to farm gate” for customers who are looking for a certified study on that topic, on which they could communicate. This is organized as a co-project between Adisseo and its customer, since the amount of data needed to do it is substantial.*

As a pioneer in nutrition, Adisseo offers various tools that are part of the solution for more sustainable food production (precise nutrition, waste decrease, etc.) as described in the Business Model section. Three of them have a specific role in helping our customers to improve their sustainability performance and goals:

PNE and Adict

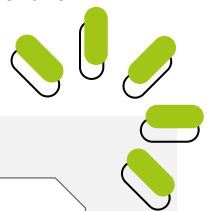
Management of feedstuffs quality and variability from Raw Material sample to feed formulation software.

Nestor

Management of animal requirements, based on species, physiological stages, performances, etc.

Mycoman

Management of mycotoxins risks and contamination of feedstuffs.



LIFE CYCLE ASSESSMENT (LCA)

In the 2023 ADISSEO Sustainable Development roadmap, one of the priorities set was to contribute to the reduction of the environmental footprint of the feed and food value chain. The objective of the TRACE project, launched in 2023, is to address this priority.

The 2-years pathway of TRACE project has been cut into two stages:

► **From cradle to plant gate:** Evaluate the environmental impacts of the production of ADISSEO feed additives.

► **From cradle to grave:** Evaluate the final environmental impacts including the entire livestock production value chain, including feed impacts as an intermediate step and on-farm emissions.



For the second stage step, internal studies as well as collaborative projects with customers are used to address the ambition.

We have selected this 2-stages approach because we are convinced that we cannot dissociate the impacts of producing our feed additives with their proven benefits on the global value chain. (see part - Pollution)

LCAs Management System

As explained before, Adisseo LCA program is driven by ADISSEO Sustainable Development roadmap. In addition, we are noticing an increasing interest from our customers who are requesting ADISSEO feed additives' LCAs in order to calculate their Scope 3.

ADISSEO is also preparing the future with new feed additives more environmentally friendly, answering customers' expectations. This commitment is embedded in the 2023-2025 R&I roadmap which includes an environmental assessment required at each step of the innovation process.

To give some consistency to the TRACE project, ADISSEO has been supported by third parties with specific expertises such as the standard LCA methodology (EVEA company), or the cradle to grave approach dedicated to agri-food sector

(BLONK, Merieux NutriSciences company). Furthermore, ADISSEO is in close contact with the Global Feed LCA Institute (GFLI), a feed industry initiative with the aim to develop a freely and publicly available feed LCA database and tool.

From these supports, 13 ADISSEO employees (from different organization in order to cover the global value chain) have been trained to LCA in 2023 and an internal program of e-learning (about sustainability and LCA) have been created to raise awareness among ADISSEO employees. Around 30 employees completed the e-learning on LCAs. There is also a more detailed pathway dedicated to sales and technical support teams to support sustainability projects with customers.

Managing Environmental Impacts of Adisseo Products

Based on the external support and experiences, ADISSEO is now able to make internally Cradle-to-Plant Gate LCAs, following standards (ISO 14040/44) and following guidelines of feed additives:

PEFCR

Product Environmental Footprint. Category Rules from European Commission.

FAO LEAP

Food and Agriculture Organization Livestock Environmental Assessment and Performance for Feed additives.



ADISSEO is now able to provide a LCA report for each product, the whole products concerned are covering 95% of our turnover. This report contains confidential and essential information to understand the results of the LCA:

- **Standards & Guidelines**
- **Scope and environmental methodology**
- **Databases**
- **Validity of the LCA**
- **Data Quality Rate**
- **Environmental categories results**

Since beginning of 2024, in the LCA report provided by ADISSEO, the Data Quality Rate (DQR) is available. This standard evaluate the results based on the PEF methodology. ADISSEO believes that this information is a proof of credibility and accuracy of the results. On ADISSEO feed additives LCAs, the DQR varies between “Excellent” to “Very good quality”.

Engaging with our business partners

Adisseo has established some collaborations with our value chain stakeholders in order to promote LCA methodology as a best practice of the feed and food industry, following the guidelines coming from FAO and European commission.

It was done with several of its suppliers to enhance the quality of its LCA data. These collaborations involve working closely with suppliers request the setup of LCA methodology to calculate the environmental footprints of the products they supply to Adisseo, working also together to refine data accuracy and ensure comprehensive environmental assessments. By leveraging the expertise and resources of its partners, Adisseo can achieve more precise and reliable LCA results, ultimately contributing to better-informed sustainability strategies.

The same approach is implemented downstream with our customers through a full range of services offering support on sustainability matters as described in the Environmental impacts of Adisseo products & Services section of the report.

In addition to improving LCA data, these co-projects are a way to guide our business partners (notably our suppliers) towards a sustainable transition of the Animal Production industry. By actively engaging with them and promoting sustainable practices, Adisseo helps them reduce their environmental impact and align with broader sustainability goals. This proactive approach not only supports partners in their journey towards sustainability but also reinforces Adisseo's dedication to driving positive change across the entire value chain.

KPIs

LCA coverage

Coverage of Adisseo business: meaning that 95% of Adisseo's turnover is covered by LCAs

2023



2024



Numbers of products covered by LCA

2023



2024



POLLUTION

Substances of High/ very High Concerns

Adisseo complies with numerous rules and regulations, including REACH registrations and safety data sheets (GHS-CLP) and associated transport standards, ensuring its products meet all legal obligations.

Adisseo focuses on identifying safer alternatives to hazardous substances, encouraging their replacement and minimization wherever applicable. The company actively explores strategies to address identified risks, including the possibility of substitution or implementing measures to reduce exposure to SVHC substances when substitution is not an option.

We have implemented SVHC management practices to ensure regulatory compliance and proactive risk management. This includes regular monitoring in collaboration with an external desk, Bureau Veritas (global certification leader for pollution compliance), and close coordination with our suppliers and purchasing department. Together, we identify substances that may be included in the candidate list of SVHCs and initiate evaluations as needed. Once a substance is identified, we analyse the reasons for its inclusion in the candidate list and notify the purchasing and relevant industrial departments when necessary. This process is conducted internally, with the continued support of external desk.

Our goal is to determine:

- ▶ *Whether the hazard and associated uses pertain to our activities.*
- ▶ *If immediate or long-term substitution is feasible.*
- ▶ *In cases where substitution is not possible, whether an action plan to obtain authorization is required.*

According to REACH regulations, suppliers must notify European downstream users if SVHC substances are present at concentrations above 0.1% (w/w). Adisseo does not produce or emit substances of very high concern (SVHC). However, one of our production sites uses one SVHC, 1-Methyl-2-pyrrolidone (NMP, CAS: 872-50-4), which is subject to authorization. This substance is sourced from various suppliers and consumed in quantities inferior to 10T per month. Additionally, another substance used in one of our sites, pentane 1.5-dial, is listed as a candidate SVHC. Its use continues for now, pending ECHA consultations on possible exemptions and derogations.



Nox & Sox ⁽³⁰⁵⁻⁷⁾

Metrics		2021	2022	2023	2024
NOx	t	501	454	341	428
SOx	t	350	357	340	401

In 2024, NOx (nitrogen oxides) emissions and Sox have increased by 26% and 18% respectively, due to higher level of production in all our industrial plants.

WATER MANAGEMENT

(303-1, 303-2)

Water Consumption & Scarcity

Adisseo relies heavily on water for various aspects of its production and aligns its environmental policies with the goal of minimizing its impact by reducing water usage and consumption. Water is primarily used for cooling in the production process, and to a lesser extent, as a raw material for production, cleaning purposes, and emergency preparedness.

In 2024, water consumption intensity has reached its lowest level in the past ten years, enabling the company to achieve its target of a 20% reduction in intensity over the last decade.

	Metrics	2015	2022	2023	2024
Water intensity (303-3)	m ³ /t	35.6	32.1	29.9	28.9
Evolution Baseline 2015		-	▼ - 9.9%	▼ - 16.1%	▼ - 19%

The effort will need to be doubled over the next years. Key drivers for achieving water-related strategic goals will include:

- ▶ *Adoption of efficient housekeeping practices.*
- ▶ *Ongoing development of processes that reduce water consumption.*
- ▶ *Implementation of advanced control programs.*
- ▶ *Improved wastewater management through recycling and reuse.*

Some areas where Adisseo operates are water-scarce and monitored closely, though they are not classified as water-stressed.

The majority of water withdrawn is used for cooling purposes and is directly returned to the natural environment. Specific monitoring and control measures are implemented to ensure the quality of discharged water and full compliance with local environmental regulations.

The Les Roches production plant, which accounts for 70% of Adisseo's total water withdrawal, benefits from abundant water resources. Withdrawal and discharge volumes are reported monthly to regulatory authorities, along with specific parameters outlined in permits.

Indirect water used within the value chain, beyond Adisseo's direct operations, has yet to be fully evaluated. This has been identified as a potential risk in Adisseo's mapping of physical climate risks and action plan will be built and implemented next years.

Water Withdrawal	Metrics	2022	2023	2024
Surface water	Mm ³	0	0	0
Groundwater	Mm ³	24.67	23.65	27.03
Seawater	Mm ³	0	0	0
Produced water	Mm ³	0	0	0
Third-party water	Mm ³	0.990	0.838	0.912
Total	Mm ³	25.66	24.49	27.95

Water Discharge and Reuse

Most of our major production facilities are located near significant water bodies, requiring careful water resource management to prevent lasting environmental impacts. This entails a thorough evaluation of the environmental implications of all water discharges, alongside robust monitoring and treatment systems to ensure compliance with regulatory permits. Moreover, we report our wastewater analytical results to public institutions on a monthly basis and are subject to unannounced audits mandated by the authorities throughout the year, achieving a compliance rate of over 98%. In 2024, a significant improvement was observed at the Commentry site due to the effective operation of the new treatment system, leading to better results compared to 2023.

In the new butyrate production unit, in Spain, special attention is given to water reuse, particularly for utilities requiring “clean water”. This strategy delivers two key benefits.

► **Reduction of waste treatment needs**
Reusing water significantly decreases the volume of concentrated waste that requires processing.

► **Energy efficiency**
With fewer waste streams to treat, energy consumption related to waste treatment processes is notably reduced.

Water discharge <small>(303-4)</small>	Metrics	2022	2023	2024
To surface water	Mm ³	16.64	19.53	22.80
To groundwater	Mm ³	0	0	0
To seawater	Mm ³	0	0	0
To third-party water	Mm ³	18.91	1.90	1.84
Total	Mm ³	18.91	21.43	24.64
COD (Chemical Oxygen Demand)	t	298	222	283
BDO5 (Biological Oxygen Demand)	t	11	30	36
SM (suspended matter)	t	49	36	152
Total Nitrogen	t	12	39	47
Total Phosphorus	t	5.1	3.5	6.6

BIODIVERSITY

(304-1, 304-2)

Biodiversity is a key priority for Adisseo, reflecting our commitment to preserving the ecological value of the environments in which we operate. For major production plants, environmental impact assessments, including on biodiversity, are conducted for new industrial projects or significant modifications. In Europe, these studies are submitted to the relevant authorities for review.



Burgos (Spain)

The habitat is composed of agricultural crops (wheat, barley) and wooded areas (Fuente Buena pine trees). Vegetation along riverbanks and roadways enriches the landscape. Dominant faunal community is composed of granivorous birds associated with cereal crops and their predators; mammals: Insectivorous micro-mammals (shrews, field voles), influenced by agricultural activities and serving as prey for larger predators (weasels, foxes) and some reptiles (lizard species) playing an important role in controlling agricultural insect populations. Green lizards, which are rarer, are associated with the surrounding wetlands.

Saint-Clair-du-Rhône (France)

This ecosystem supports remarkable biodiversity, including dragonflies (Mercury bluet), mammals (European beaver), and a rich bird population (herons and common terns). The alluvial forest formations also house rare plants such as the autumn ornithogalum and long-bract orchids.

Commentry (France)

1.3-hectare area located to the east of the plant is classified as a regulatory wetland. This ecosystem harbors significant biodiversity including a protected European toad (Bufo calamita); wall lizards and green lizard, a rich population of beetle (The Great Capricorn) a protected species, and terrestrial mammals (roe deer).

Roussillon and Nanjing Sites

The Roussillon and Nanjing sites, among the largest facilities of Adisseo, represent strategic hubs for our industrial activities. Both are integrated into industrial platforms, ensuring coordinated management and rigorous monitoring of environmental and industrial challenges at this level.

In 2025, Adisseo is committed to evaluating the key risks and impacts related to climate and biodiversity across its value chain, including industrial operations. This initiative reflects our proactive approach to addressing future environmental challenges. Additionally, we are actively preparing the first adaptation actions to enhance the company's resilience and sustainability over the long term.

CIRCULARITY & WASTE MANAGEMENT

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

Adisseo is committed to reducing waste from its activities through a three-level approach: source reduction, recycling, and, as a last resort, waste treatment with an emphasis on minimizing landfill use and promoting energy recovery.

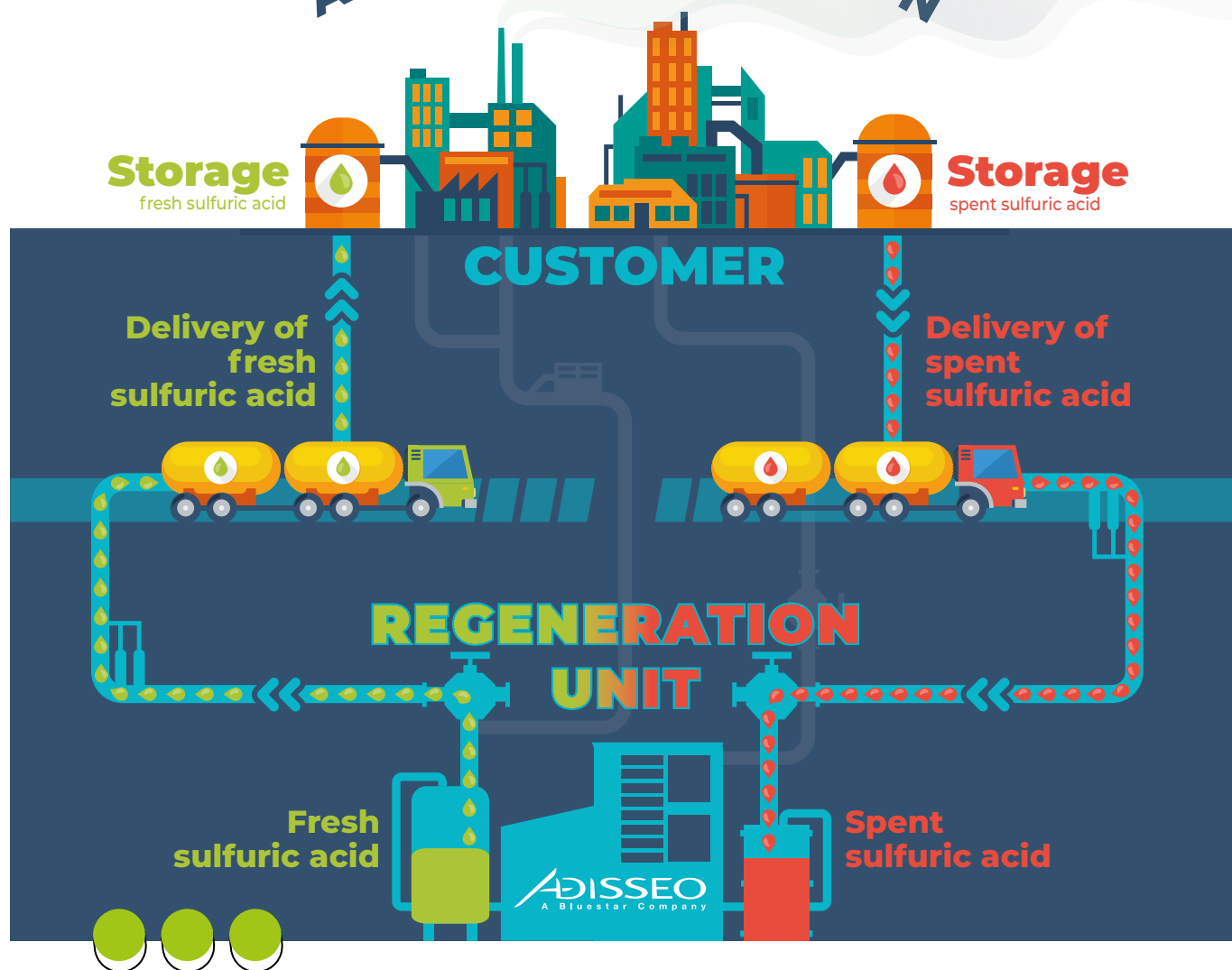
All our production processes are designed to recycle or reuse effluents through recovery operations or incorporate internal effluent treatment units. In compliance with local regulations, these effluents—primarily off-gas or liquid solutions containing impurities from chemical reactions—are not classified as waste. Our goal is to consistently minimize the generation of residual waste destined for disposal.

Waste management indicators		Hazardous waste			Non Hazardous waste			Total		
		2022	2023	2024	2022	2023	2024	2022	2023	2024
Recovery	Preparation for reuse (t)	23	16	17	0	0	0	23	16	17
	Recycling (t)	3,155	3,187	3,296	397	359	3,637	3,553	3,546	6,933
	Other recovery operations (t)	530	779	749	6,042	5,333	5,004	6,572	6,112	5,753
Disposal	Incineration (t)	12,090	10,738	14,170	18	29	0	12,107	10,767	14,170
	Landfill (t)	150	111	56	439	234	307	589	345	363
	Other disposal operations (t)	408	661	166	2,399	377	782	2,807	1,038	948
	Non-recycled waste (t)	13,200	12,305	15,158	8,898	5,974	6,093	22,098	18,279	21,251
	Non-recycled waste	81%	79%	82%	96%	94%	63%	86%	84%	75%
	Radioactive waste (t)	0	0	0	0	0	0	0	0	0
	Total amount of waste generated (t)	16,356	15,492	18,453	9,295	6,333	9,730	25,651	21,824	28,183

As part of its activities, Adisseo is committed to reducing its environmental impact by providing sulfuric acid regeneration services. A key compound for many industries, sulfuric acid is produced both for Adisseo own needs and for external customers. In Europe, Adisseo plays a major role in the recovery of used sulfuric acid streams through its regeneration unit in Saint-Clair-du-Rhône, France. This production site fully embodies the circular economy model, where industrial streams are purified and transformed

into reusable resources. By recovering sulfur from external waste sulfuric acid and internal effluents, from the methionine production chain, and converting it into concentrated sulfuric acid, Adisseo minimizes effluents, secures its supply, and reduces the consumption of virgin raw materials, contributing to a more sustainable industry. This approach supports a circular economy while reducing its customers' environmental footprint. This activity accounts for 14% of the global revenue from Adisseo's co-product sales.

SULFURIC ACID CYCLE AND ITS REGENERATION



In Europe, **Adisseo** plays a leading role in the recovery of spent sulfuric acid, converting it and reducing consumption of virgin raw materials.

In addition to its internal activities, Adisseo actively works to lessen its ecological footprint promoting the recovery and recycling raw materials such as catalyst and solvents.

Currently, 50% of the catalysts used by Adisseo are recovered by our suppliers, who recycle the metals and use them to produce new catalysts. As part of our action plan, our goal is to reach 75% recovery in the coming years.

For intermediate bulk containers (IBCs), a global collection system is in place through our supplier, ensuring their reuse, resale, or integration into other recovery circuits. Our empty IBCs are reused to manage our waste at Les Roches and Commentry plants as well as the A-DRY unit. For the transport of products packaged in big bags to an external company for repackaging into smaller bags, the BBs are reused for multiple shipments. New big bags are not sent with each transport, further supporting circularity and resource optimization.

In 2024, 30% of the plastic used in Methionine powder packaging is made from 50% recycled plastic. We have also implemented an action plan to increase this proportion of recycled plastic in our secondary packaging by 2027.



SOCIAL

OUR COMMITMENT

At Adisseo, people are valued for their unique richness, with talent development at the heart of our vision.

ADISSEO'S COMMITMENT TO HUMAN RICHNESS

First and foremost, Adisseo endorses the International declaration of Human Rights and the Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work as stated in our Code of Ethics and in our Group HR Policies. Adisseo has operations all over the world and is committed to comply with the laws applicable in the countries where it operates.

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. ⁽²⁻²³⁾


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, implement a motivating compensation scheme, and develop quality workplaces.



Adisseo endorses the International declaration of Human Rights and the Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work as stated in our Code of Ethics and in our Group HR Policies.

CHARACTERISTICS OF ADISSEO'S EMPLOYEES

Adisseo's employee's distribution per region and gender (headcounts)



	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
APAC	43	41	46	46	53	49
CHINA	530	107	553	115	647	143
EUROPE	1,241	446	1,290	451	1,338	459
IMEA	41	12	50	10	55	10
NAM	56	29	57	30	53	30
LATAM	56	28	57	29	59	33
Sub-Total	1,967	663	2,053	681	2,205	724
TOTAL	2,630		2,734		2,929	
Production personnel	33%		42%		53%	

(2-7)

Adisseo's employees' full-time/part-time distribution

	2024
Part-time ²	3%
Full-time	97%

1. Adisseo employees are employees who have a direct contractual link with Adisseo (open-ended, fixed-term contract, apprentice, etc...).

2. A part-time employee is someone whose working hours are less than the legal working hours or if they are less than the working hours fixed by agreement.

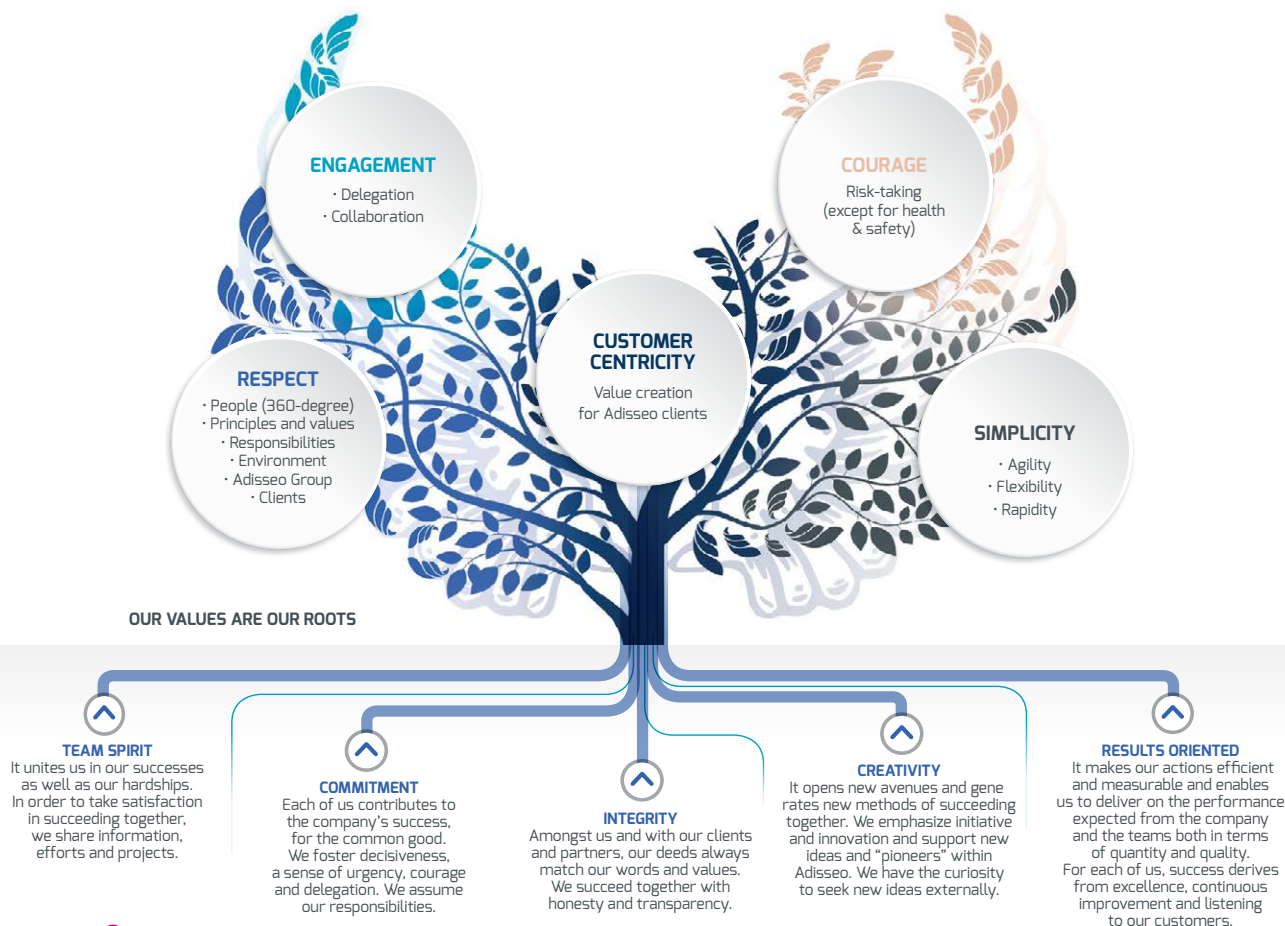
VALUES & BEHAVIORS

The values are Adisseo's strong roots; these values exist since the creation of Adisseo. They are part of our identity. Our five behaviors are our "wings" to put our values into concrete actions to achieve Adisseo's strategy.

At Adisseo, all employees are expected to act in accordance with our Values and Behaviors. The consistency of each Adisseo employees' actions is discussed with their manager and assessed during the yearly Performance & Development review. Indeed, the three aspects are taking into account during the Performance Review: the Individual performance, the Ability to do the job and Behaviors during the period (for more information on compensation scheme and performance review, please revert to the Own Workforce part).



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

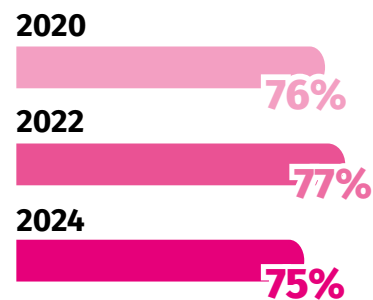


Adisseo & I: to measure the employees' satisfaction and commitment

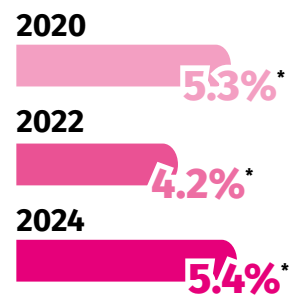
Every two years, Adisseo organizes a global internal survey, "Adisseo & I", among its employees to assess their satisfaction and commitment. The 2024 survey shows a high sustainable employee commitment rate compared to similar industry benchmark³.

The overall engagement rate of the Adisseo Group is 75%, one point less than in 2022, and the well-being at work index is 74%, an increase of one point compared to 2022. Overall, our sustainable engagement rate is stable. We see an increase of 4 points on two specific topics: your "feeling of being treated with respect" and the "ability to maintain a good level of energy".

Commitment rate in %



Adisseo Employees turnover (voluntary attrition) rate (401-1)



* Headcounts

3. Chemical industry. Source: Willis Towers Watson

COMPENSATION, BENEFITS AND CARE

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

The Adisseo Compensation and Benefits policy is based on **two key principles:** ⁽²⁻²³⁾

► The international dimension with the ambition to support the sustainable development of the business.

► The willingness to attract, motivate and retain talents.

The EVP Human Richness & Transformation is accountable for this policy. At operational level, HR Director Group Strategy is responsible for the implementation and the application of the policy. ⁽²⁻¹³⁾

A motivating Compensation, Benefits and Care scheme

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.

Our approach to total compensation is multifaceted, encompassing*: Fix salary and Annual bonus, Exceptional bonuses and profit sharing, MIP (Management Incentive Plan) based on the achievement of company long term targets, Care program Health and Family Protection, Balance & well-being Flex office and Remote Work.

Comprehensive health care coverage is in place for all eligible employees, particularly in key locations such as China, France, Spain, and other regions, encompassing 92% of all Adisseo's employees worldwide. This ensures that our workforce is supported across diverse regions.

By prioritizing recognition schemes such as profit sharing and exceptional bonuses, we ensure that employee contributions are valued both in times of growth and during challenges.

Adisseo offers defined benefit plans in many countries where it is customary to do so. In some countries, 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)

We ensure that all remuneration processes and policies are clearly explained and communicated to all our employees through our website and intranet, awareness sessions, and training and e-learning to ensure comprehensive understanding among all employees.

Annual total compensation ratio ⁽²⁻²¹⁾

Annual total compensation* ratio for the organization's highest-paid individual to the median annual total

2023

10:37

2024

9:79

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)

2023

2:08

2024

3:80

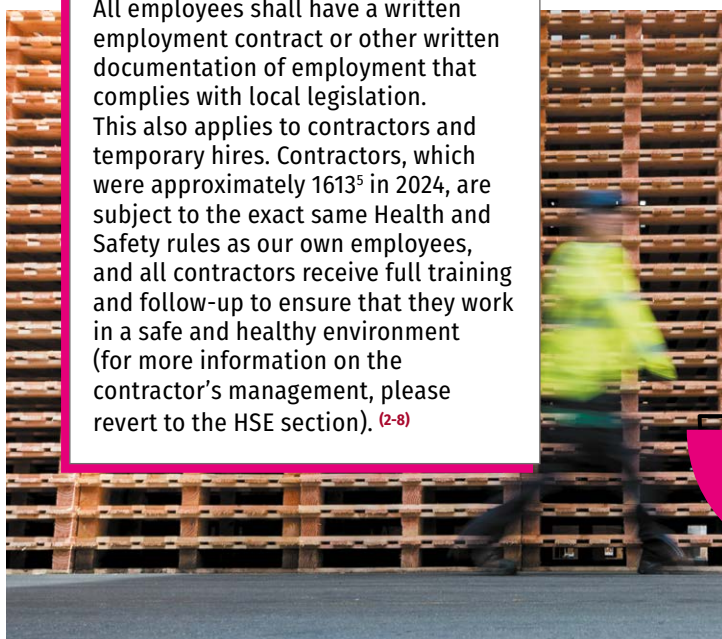
* Annual total compensation includes salary, bonus and incentive plan compensation

4. Part-time employees receive the same compensation rate as full-time employees, with their pay being prorated based on hours worked.

Working conditions

Adisseo's commitment for 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, which were approximately 1613⁵ in 2024, 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 (for more information on the contractor's management, please revert to the HSE section). (2-8)



Flexibility and work-life balance

Adisseo is committed to foster a flexible work environment and work-life balance, in line with local laws and regulations. The company supports flexible hours and remote work upon request, if it does not prevent or hinder the employee in performing its job tasks. This reflects Adisseo's dedication to a healthy and sustainable workplace culture.



5. Based on the number contractors' worked hours.

COLLECTIVE BARGAINING AND FREEDOM OF SPEECH

Adisseo's commitment and policies

Adisseo strives to have a good, regular and constructive dialogue between employees and the management. Therefore, Adisseo complies with local statutory requirements regarding freedom of association and freedom of speech in all countries where we are present. Our relationships with our Unions and employees are based on our fundamental principles as described in **Adisseo Social Policy**. The Human Richness department and local management are responsible for ensuring full compliance with local laws to guarantee employment rights. (2-13, 2-23)

Management of collective bargaining agreements

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. Moreover, Adisseo encourages moments of exchange during which employees are informed of Company developments, authorized to discuss, raise concerns and influence decisions that affect them. We have regular team meetings, held weekly to disseminate information and collect feedback, and monthly or quarterly Q&A sessions. Additionally, our "Talk & Share" sessions with the

ExCom and other top management occur annually, providing a platform for sharing priorities and receiving feedback and questions from employees.

In 2024, all French and part of the Spanish entities have been represented by such system of freedom of association. That means that around **54%** of all Adisseo employees globally were covered by collective bargaining agreements (58% in 2023). Adisseo operations are not at risk in terms of freedom of speech and collective bargaining, as we comply with the principles of our Code of Ethics. In certain countries, the collective agreements are generalized which mean that all employees who work in a profession or business have, as a minimum, a claim to the pay and working conditions that appear in the collective agreement that has been generalized.

► **French collective** bargaining agreements cover employees' health and safety, working conditions, diversity, discrimination and harassment (gender equality, right to disconnect and prevention of psychosocial risks). (403-4)

► **Spanish collective** bargaining agreements cover career management, training, diversity, discrimination and harassment. Even if the Spanish agreements don't cover employees' health and safety and working conditions, Adisseo has put in place and Health and Safety Committee that meets every three weeks and a voluntary Psychosocial Risks Committee.

According to local 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. Therefore, there is a legal notice. (2-26,2-30,402-1,407-1)



Adisseo's commitment and policies

Adisseo has operations all over the world and is committed to comply with the laws applicable in the countries where it operates. Our **Code of Ethics** and **Human Rights Policy** are designed to meet the needs and values of our business and demonstrates our commitment to respecting human rights on a global scale. (2-23)

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.

At Adisseo, we are firmly committed to respecting fundamental human rights including prohibition on forced, involuntary and child labor in all our operations and interactions, whether local or global. We expect the suppliers and customers with whom we do business to uphold the same standards (for more information, please revert to the Value Chain Workers section).

Management and details on child and forced labor

To ensure that our above commitments are properly implemented, we have appointed **Group Ethics and Compliance Officers** to oversee the implementation and monitoring of this policy and to provide ongoing training for our employees. In both 2023 and 2024, there were no reported incidents of child or forced labor in our operations. (2-13, 408-1)

The minimum working age in Adisseo is set at 18 years, with two exceptions aligned with local laws:

1. Vacation substitutes and vocational students aged 16 and above may perform light, non-hazardous tasks that do not interfere with school attendance.
2. Apprenticeships or educational programs involving individuals under 16 are permissible only if they demonstrably enhance the child's education and comply with stringent safety guidelines.

To ensure compliance and best practices, Adisseo has implemented the following measures:

- **Awareness & Training:** All employees undergo an awareness session or training on the Code of Ethics, which includes modules on the prevention of child and forced labor.
- **Age Verification:** Robust hiring practices, including age verification, ensure all candidates meet the minimum age requirements as defined by local legislation and Adisseo policies.
- **Protection of Minors:** While Adisseo employed no minors in 2024, we are committed to implementing strict measures to protect them in the future. These measures include full compliance with relevant national and international laws, as well as the application of global safety standards specifically tailored to the needs of minor workers.

OCCUPATIONAL HEALTH AND SAFETY

(403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9)

Adisseo Commitment to Health and Safety

Ensuring the health and safety of people, facilities, products, transportation and the environment is a priority for Adisseo. Weak points have been identified and, where needed, reinforced action plans have been deployed to guarantee safety, through innovative systems and ongoing awareness-raising activities.

Dealing with chemicals and operating in sensitive locations, 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 COMMITMENT

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

The Company Health and Safety 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. Signed by our CEO, 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.

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 could be injured or put their lives at risk at work.

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

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

ADISSEO'S HSE POLICY IS BASED ON THE FOLLOWING SIX PRINCIPLES

Ensure the health and safety of people through prevention, risk monitoring and control, contributing to well-being at workplace.

Demonstrate leadership by exemplarity.

Require subcontractors to manage safety in accordance with this policy.

Consider risks related to processes, products and occupational in risk analysis, right from the design stage, to guarantee the safety of people and processes at workplace.

Reduce risk by investigating incidents and near misses.

Help the organization to manage unplanned events and, in particular, emergency situations.

This HSE Policy applies to anyone entering our sites meaning

▶ **All Adisseo employees & temporary workers,**

▶ **All contractors**

▶ **All visitors**

It is the responsibility of all managers to make sure that this policy is implemented everywhere as stated in our management manual.

Management system and organization

Safety management is based on FORUS, the HSE management system of Sinochem holdings. Based on a continuous improvement approach, the ten elements of FORUS cover Leadership, Planning, Risk Identification/Control/Monitoring, Competence Development, Compliance, Communication, Learning from events and Continual improvement. All these elements are described in a dedicated Manual and Guidelines.

FORUS addresses all our employees and contractors. In 2024, our Golden Rules which are a direct emanation of FORUS apply to everyone in the Group, including our visitors. A dedicated booklet for employees and contractors and a video for visitors describes the rules.

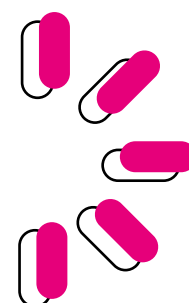
The Group HSE director reports to the COO and is responsible for promoting Health and Safety, and Environmental protection. Monthly HSE reports follow up on the implementation of major HSE initiatives and key indicators within the different organizations; the HSE information system supports well HSE data collection (such as Process Safety events, Occupational incidents, Pollutant emissions, etc...).

In addition to the monthly Executive HSE Council Chaired by our CEO and COO, performance, events and action plans are monitored 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...).

The HSE organization relies on a network of HSE managers and representatives covering 100% of our locations. Monthly HSE Forum led by the Group HSE Director give opportunity to share return on experiences and work as a group on different topics and documents related to HSE. A similar Forum dedicated to Process Safety is also in place.



	Employees and Temporary Workers	Contractors
Covered by HSE management system	100%	100%
Covered by HSE management system that has been internally audited	75%	90%
Covered by HSE management system audited or certified 3rd party	35%	50%



Actions & processes ensuring Adisseo best Safety practices

All of our industrial sites are evaluated every year through dedicated surveys and action plans are prepared based on these audits.

The roll out of FORUS is supported by a task force on our major EU platforms. In China, Sinochem team is supporting and auditing our plants. Organization for the deployment is ongoing on our lower risk plants with the support of this task force. After a first survey performed this year with the help of a third party, an action plan is being developed for these plants.

Thanks to the ten elements of our FORUS management system, the key actions and processes regarding HSE are ensured.

- Risks at workplace are systematically reviewed and workers are trained adequately,
- Process Risk Analyses are performed using a dedicated procedure,
- Risk due to changes are managed according to a specific Directive,
- All significant industrial projects are reviewed by HSE corporate (Indusdev process),
- All significant developments/ innovations are reviewed by SD Corporate with HSE support when needed (Innodev process),
- Communications around HSE rules and return on experiences is roll out on all industrial sites,
- Cross communication of HSE directives and return of experience is ensure through the Executive HSE Council that gather Top Management, Plant Managers and HSE Managers, and during the monthly HSE and Process Safety Forums that gather HSE managers and Process Safety managers.



In addition, Adisseo complies with various specific mandatory local safety regulations on all sites. On the top of that, the ISO 45001 certifications (HSE management) of our major industrial sites, cover around 78% of Adisseo's production employees.

Safety performance

After 2023, during which Adisseo recovered good performance, actions taken to reinforce our policies and HSE networks helps to divide by more than 4 the recordable injuries rates, conducting to a TRIR of 0.12 compared to the target set at 0.4.

Change in the mindset of the company from the very top management to the first line was the main driver of this performance. The evolution

of the organization, reinforcement of HSE at corporate level and newcomers in the past two years at key positions have strongly supported this change.

The challenge for 2025 is to make this performance sustainable. In addition, considering numerous new activities in 2025 like new platforms construction and start up, the 2025 target is set at 0.3.

Employees and Temporary Workers



Contractors



2024
Total TRIR*
0.1

* (Total Recordable Injuries Rate) for all populations combined (employees, subcontractors, temporary workers)

SOCIAL DIVERSITY, EQUALITY AND INCLUSION

(405-1)

Adisseo's commitments and policies

Through our **Diversity, Inclusion and Care Policy**, Adisseo expresses its desire to recognize and promote all talents, regardless of their beliefs, age, disability, parenthood, ethnic origin, nationality, sexual or gender identity, sexual orientation, religion, minority group, or any other characteristic that could lead to discrimination. This policy emphasizes that Adisseo promotes Equal Opportunities for all, enhance an Inclusive recruitment and provide D&I Training & awareness session.

For Adisseo, it is essential to encourage and promote diversity and inclusion, particularly in view of the diversity of our talent, which is present in nearly 40 countries and includes more than **60 nationalities**. Promoting diversity and inclusion within our organization means fostering cohesion and team spirit among all our employees.

Management and Actions on Diversity and Inclusion

Our managers and Global/Local HRBPs are responsible for ensuring that these principles are respected and applied fairly in the management and monitoring of our employees, wherever they are in the world.

We are committed to making our workspaces, tools and communications accessible to all employees, paying particular attention to the needs of people with disabilities. We facilitate reasonable accommodation to enable all employees to participate fully in their roles, recognizing the diversity of abilities and challenges associated with disability.

Adisseo aims to ensure gender diversity in its hiring practices by including at least one woman in all recruitment processes. Moreover, during the final session of the SD Thursdays, employees engaged in meaningful discussions on fostering an inclusive workplace that values diversity as a driver of collaboration and some local HR shared actions at plant level on this topic. Around 211 Adisseo's employees participated.

Mutual Respect training: Adisseo offers comprehensive training on "Mutual Respect", with specific modules dedicated to fostering understanding and promoting Diversity and Inclusion within the workplace but also discrimination and harassment issues.

Region	Assigned	Completed	Completion
APAC	9	7	78%
CHINA	28	28	100%
EUR	115	96	83%
IMEA	7	5	71%
LATAM	5	5	100%
NAM	15	12	80%
Total	179	153	85%

In 2023, the total completion rate was 91%.



KPIs

Gender distribution	2022	2023	2024
Female share in Company	25%	26%	25%
Female share in management ¹	31%	31%	39%*
Female share in Top management ²	9%	9%	9%
Female share of new hires (open-ended contract)	31%	35%	28%
Female share of leavers (open-ended contract)	30%	32%	33%

	2022	2023	2024
Age < 30 years	11%	12%	13%
Age 30-50 years	69%	68%	65%
Age > 50 years	20%	20%	22%
Nationality distribution	49	55	62

* Management: N-1 ExCom members

1. Calculation methodology changed

2. Top management: Executive Committee members

TALENT AND PEOPLE DEVELOPMENT FOR HUMAN RICHNESS

(404-2)



Adisseo's commitments

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

Attracting talents is becoming increasingly complex, given the tight market for very specific skills. We must be more demanding in retaining talents by offering them development paths and internal career opportunities and grow the best talents (leaders and experts) to support transformations required by our sector. From this reality and critical facts, we have built a "Talent and HR development strategy".

In 2024 (404-3)

59%

**of the employees had
a performance review,**

60% in 2023

25%

of employees had an IDP

25% in 2023

Development and performance of our employees

We have set up performance and development reviews for all. We encourage everyone to adopt a "continuous feedback" approach starting with the annual review to discuss the year's achievements and future objectives. 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 worklife balance.

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 the hierarchy):

Individual Development Plan (IDP)

Its main objective is to develop employees' competencies throughout:

- ▶ **1.** learning by doing through assignments and developmental tasks.
- ▶ **2.** learn from others through exposure to professionals within Adisseo and external professional networks as well as individual and team coaching.
- ▶ **3.** learning from content through training.

People Review:

to detect high potential and top talent. This talent process (done quarterly) is key to support Adisseo in its development and business challenges.

Succession Planning:

to ensure the continuity of the company, particularly in the key positions identified, and to open up opportunities for development through career paths. All job offers are published on Adisseo Job center and employees can apply directly on the platform.

People development and learning strategy

Enabling our employees to keep their positions and achieve their goals as effectively as possible, or helping them move towards new opportunities, is a priority. We have set up development paths focusing on 3 major axes:

► Professional

► Leadership

► Expert

These respond to very specific needs and challenges.

The Professional path

Adisseo has set up academies (e-learnings and on-site trainings) designed to professionalize employees:

- the Sales Academy;
- the Project Management Academy;
- the Sustainable and Development Academy;
- the HR Academy.

These academies have been developed to meet the needs of our employees and our customers. As part of our approach to developing the skills of our employees, since 2022 we have set up a digital learning platform that will allow us to build professional training courses. We went from 10 ambassadors (internal content developers) in 2022 to more than 20 ambassadors in 2024. This platform is accessible to all our employees (with internal and external learning content).

The Leadership path

The industrial sector is changing faster and faster, the number of competitors with even more aggressive competitive approaches is increasing and consumers are becoming more demanding. Faced with these business challenges, we are committed to identifying and developing our Key Leaders capable of imagining and anticipating changes, through the development of soft skills, to lead the necessary changes in a moving world.

Throughout 3 main leadership levels, each year, Adisseo develops exemplary leaders aligned on leadership and management framework and the Company's Values and Behaviors.

► FIRST LEVEL

The Core Management Program aims to get managers groomed for a management role within Adisseo and using effectively Adisseo's management tools and processes.

► SECOND LEVEL

Adisseo Advanced Management Program (tailor-made with ESSEC Business School) is designed for high potentials talents, lasting 6 to 9 months.

► THIRD LEVEL

Strategic Leadership Program: The goal of this program is to prepare ExCom members (current & future) to think, act and influence strategically, to build trust and trigger change in the organization.

Expert path

The main objectives are to: secure scientific and technical expertise, ensure transfer of critical knowledge and skills, retain highly skilled employees, propose career development, play an ambassador role for our brand for customers, authorities, potential partners & candidates. These experts are identified through a selection process carried out by representatives of different entities and the ExCom. In 2024, **the community of Experts consists of 20 members** (including 7 new experts this year) **around the world.**



People development and Training strategy

Adisseo's learning and training strategy extends to all areas and addresses all employees; these are directly linked to the needs of the business. Adisseo develops a learning culture by continuously expanding learning opportunities. Our employees' development paths are designed to help them navigate a highly uncertain environment, which requires capacity and resilience, empathy and attention, adaptability, transparency and intuition.

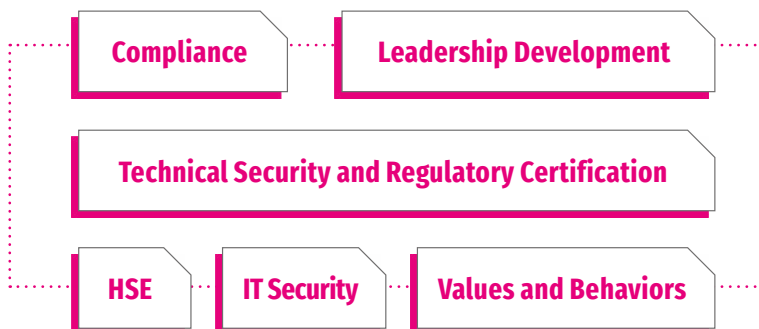
To strengthen, develop and transmit key skills (mainly scientific, technical and soft skills)? to secure our activity in the medium and long term, we decided, in 2022, to invest in a Digital Learning platform (called "WeConnect Digital Learning"). The use of this digital learning platform has allowed us to strengthen and develop internal training carried out internally (Ambassadors) and to offer 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.

Adisseo offers a wide range of internal training courses (Project Management -Languages-General Skills), which are continuously updated. The increased use of digital channels allows for a faster and wider deployment of skills development.

Mandatory training categories include:



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



As part of our ambitions to develop key skills, we invest in employee training, for all, to meet the needs of businesses:
2% of the total payroll is dedicated to training each year.



Training KPIs (404-1)

2024

Average hours of training per employee*

79

Classroom

81%

Digital

19%

* This KPI covers 78% of Adisseo's employees



VALUE CHAIN WORKERS

Adisseo is committed to ensuring the health, safety, human rights, and ethical treatment of all workers throughout its value chain—upstream, within its own operations, and downstream. This commitment reflects the company’s dedication to fostering responsible practices across its operations and beyond. By embedding ethical and sustainable principles into its value chain management, Adisseo ensures compliance with international labor standards and regulation while promoting a resilient and fair value chain.

UPSTREAM: Suppliers and Procurement

Adisseo upholds stringent standards for its suppliers by requiring them to comply with the principles outlined in its Responsible Purchasing Charter. This charter explicitly mandates respect to the Adisseo **Code of Ethics** and the **International Labour Organization** (ILO) Declaration on Fundamental Principles and Rights at Work. The respect of the Code of Ethics is integrated into all supplier contracts to ensure alignment with Adisseo’s ethical standards.

To ensure compliance with these commitments, Adisseo conducts on-site and virtual **CSR** and **HSE audits**, mapping and assessing suppliers’ adherence to health, safety, and ethical standards. Additionally, suppliers participate in self-assessments, providing further visibility into their operations and allowing Adisseo to identify and address risks proactively. Through ongoing evaluations and partnerships, Adisseo drives continuous improvement, prioritizing the well-being and safety of workers in its upstream value chain.



For more details on Purchasing practices, please revert to the “Reliable & Responsible Purchasing” part.

OWN ACTIVITIES

Within its own operations, Adisseo ensures that all employees, subcontractors, and temporary workers are subject to rigorous health, safety, and human rights policies. Every individual entering an Adisseo site, whether it is a production plant, research center, or administrative office, must adhere and follow to the company’s safety standards, fostering a culture of zero accidents.

Adisseo respects and protects the human rights of all its workers within its operations (Adisseo employees, sub-contractor working on Adisseo’s sites and interim/temporary workers), ensuring fair treatment, freedom from forced labor, and wages that meet or exceed applicable legal requirements. Employees benefit from comprehensive health and safety training, equipping them to identify and mitigate workplace risks effectively. These measures collectively underscore Adisseo’s dedication to maintaining a safe and equitable workplace across all its entities.

DOWNSTREAM

Adisseo extends its ethical principles to its customer relationships through its General Terms and Conditions of Sale or specific sales agreements. These agreements require customers to adhere and comply with the Adisseo Code of Ethics, ensuring that ethical practices and human rights compliance are upheld throughout the downstream value chain.

In Europe, Adisseo has already standardized its agreements & General Terms and Conditions of Sale to include these requirements (Code of Ethics compliance). However, recognizing the need for a global approach, the company is actively working to harmonize its conditions of sales worldwide in 2025.

By implementing a global framework, Adisseo aims to ensure that **its principles of human rights, ethics, and safety are consistently applied** across all markets and customer partnerships/business partners.

COMMUNITIES

Relations with communities

Adisseo considers “communities” to be the local residents living near its production plants. Operational activities involve interactions with these neighbors through dedicated communication channels, with the frequency varying by platform.

At our Nanjing plant, we engage with the local community through quarterly discussions and exchanges covering topics such as safety, environmental protection, and economic developments. These meetings, held in the conference room of the Nanjing Chemical Industry Park (NCIP), bring together company representatives and government officials to ensure transparent communication and collaboration.

In France, local residents, elected officials, and associations are invited to annual events such as the “Sustainable Development Day” at the Roussillon platform. These events provide an opportunity to discuss topics relevant to the surrounding communities and strengthen ties with stakeholders. Additionally, interactions with municipal offices near our operational sites serve as another channel for dialogue.

Beyond these initiatives, we are also active in other local engagement efforts. In Spain, as members of an Industrial Park, we participate in projects promoting sustainability, such as waste reduction, recycling, and worker well-being. Moreover, we maintain direct relationships with key local institutions, such as the Burgos City Strategic Plan Council and the regional government of Castilla y León, to facilitate exchanges on industrial, regulatory, and environmental matters. We also contribute to discussions on efficiency and sustainability within the FAE Industrial Council (Federation of Business Associations). Finally, we conduct annual meetings with Residents’ Associations to address local concerns related to our activities.



The school sessions educated children about the importance of eggs in their diet and sustainable practices in egg production.

World Milk Day and World Egg Day ▲

World Egg Day, celebrated every year on the second Friday of October, highlights the nutritional value of eggs and their role in addressing global food challenges. Adisseo marked World Egg Day with local initiatives, including awareness sessions in schools (in France), a visit to an egg production plant for Singapore employees, and other local actions to promote the nutritional benefits of the egg and the benefits of Adisseo’s products on egg production. The visit to the egg production plant provided our Singapore employees with firsthand experience of sustainable practices, which they can share within their communities, fostering a culture of sustainability and awareness.

Through these multiple channels, we ensure continuous engagement with communities surrounding **our operations, fostering transparency, sustainability, and local development.** (413-1)



World Milk Day, established by the FAO, is celebrated annually on June 1st. It highlights the importance of milk as a global food. On the occasion of World Milk Day, Adisseo organized an internal milk collection campaign during the month of May, across all its entities. We successfully collected 1,858 liters of milk and 25 kilos of milk powder. This campaign benefited the local communities near our facilities or in the region where our facilities are. The collected milk and milk powder were distributed to local food banks, supporting families in need. Additionally, Adisseo donated 77,183 CNY to the World Food Program which supported broader efforts to combat hunger and malnutrition, reinforcing our commitment to global food security and community support.

Adisseo's Rural Revitalization and Societal engagement

In China, Adisseo China launched "Responsibility Care" initiatives in 2024. One of these is aiming to fulfill corporate social responsibility by purchasing products from poverty-stricken areas to aid poverty alleviation and implementing localized Responsibility Care initiatives. This initiative directly supports the economic development of rural areas by sourcing products from these communities, helping to uplift local economies and improve living standards.

Adisseo America had an offsite volunteer day where our entire team went to Feed My Starving Children, a non-profit organization dedicated to providing nutritious meals to children worldwide. During this experience, our team hand-packed rice, soy, dried vegetables, and a nutritionally complete blend of vitamins and minerals into bags. These bags were then sealed, boxed, placed on pallets, and prepared for shipment.

In response to the devastating DANA storm in Valencia, Adisseo Spain employees have shown remarkable solidarity by voluntarily bringing essential goods to support the affected community. Their heartfelt contributions included diapers, medicines, clothes, masks, food, and water.

Additionally, Adisseo China engages in various charitable activities, such as the "Education and Dream" action of Sinochem, where 68 employees participated in a donation drive, contributing a total of 43,800 yuan. BANC also donated 10,000 yuan to the Nanjing Charity Federation to support ex-servicemen, and female staff at BANC donated over 150 pieces of clothing to the Nanjing Red Cross Society. Our social public benefit activities included voluntary blood donation, with 27 people from BANC participating in unpaid blood donation in 2024. Furthermore, BANC conducts environmental laboratory activities at Jiulong Primary School as part of our school-enterprise co-construction activities.



This collective effort highlights the team's commitment to helping their Valencian neighbors during this challenging time, demonstrating **a strong sense of community and compassion.** (413-1)

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.

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. The Market Access Department deploys the activities required to facilitate market access and to remove any trade barriers for the company's products and services throughout their lifecycle at global level. Its mission is to ensure compliance with regulatory and feed safety requirements as well as anticipating emerging regulatory developments in key jurisdictions to support our competitiveness.

Actions

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.

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.

Adisseo manages its market access processes and documentation through the integrated Product Lifecycle Management (PLM) Adisseo tool. This system centralizes all product-related information, including certifications, standards, regulatory statements, and technical documentation. The PLM platform supports key processes such as product creation, specific customer requests, and product registration, while enabling efficient monitoring through defined indicators and ensuring alignment with Adisseo's business objectives.



The **FAMI-QS** certification ensures that ADISSEO meets stringent requirements for product and service information and labeling. It encompasses key aspects such as the sourcing of components, providing detailed documentation to ensure transparency and traceability within the supply chain. It mandates clear identification of product content, particularly substances that might have environmental or social impacts, aligning with sustainability and safety standards. The certification also emphasizes guidelines for the safe use of products, ensuring that comprehensive information is available for handling and application throughout the product's lifecycle. ⁽⁴¹⁷⁻¹⁾

100% of Adisseo products is compliant with the types of information that need to be communicated and labelled (sourcing of components of the product, substances that might produce an environmental or social impact, safe use of the product, disposal of the product and environmental or social impacts). Moreover, Adisseo ensures compliance in terms of information and labelling of our products with country-specific regulations by preparing both standard and specialized labels tailored to adapt seamlessly to local requirements. ⁽⁴¹⁶⁻¹⁾

	416-2	417-2	417-3
Total number of incidents of non-compliance with:	Concerning the health and safety impacts of products and services	Concerning product and service information and labeling	Concerning marketing communications
► regulations resulting in a fine or penalty	0	0	0
► regulations resulting in a warning	0	0	0
► voluntary codes	0	0	0

KPIs

2024

Response time to customer

3.6 days

Time to set up specific customers requests

8.1 days

Number of Sanitary crisis

0

Total number of identified leaks, thefts, or losses of customer data ⁽⁴¹⁸⁻¹⁾

0



Adisseo's commitment to regulatory compliance and safety, supported by FAMI-QS certification, ISO certification and LCAs, ensures transparent communication on product information, including sourcing, content, usage, and environmental impact. By proactively managing feed ingredients and adhering to international standards, Adisseo prevents issues and ensures compliance while safeguarding the environment, workers, and animals.

ENGAGEMENTS WITH CUSTOMERS

Commitment
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, Adisseo, implement this business model and 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.

- Understand customer's strategy and challenges and key decision makers.
- Identify critical business issues and need linked to those strategy and challenges.
- Build and offer solution to support customers to achieve their ambition, responding to their issues and needs.
- Measure and analyze customer satisfaction.
- Build long-lasting partnership with customers.

Customer Claims Handling Procedure

Our Customer Claims Handling Procedure (Standard Operating Procedure) is designed to address and resolve customers' requests through a structured, efficient, and standardized approach. The scope of application of this Procedure covers all Adisseo group entities ensuring consistency and alignment in customer satisfaction practices globally. This includes Production Sites led by Strategic Business Units (SBUs), the Global Supply Chain, and regional teams under Sales and Marketing

leadership. Each concerned department in the scope is responsible for the good application of the procedure.

By following these standard operating procedures, Adisseo not only resolves immediate concerns but also fosters long-term trust and collaboration with its customers, reinforcing our position as the preferred partner in the animal nutrition industry.

How do we treat customers' claims?



▶ Investigation and Root Cause Analysis

Every customer claim is investigated to identify the cause. Statistical analysis allows identification of root causes ensuring that the underlying issue is fully understood and addressed.

▶ Timely Compensation

We are committed to resolving customer dissatisfaction within two weeks, with compensation or other remedies delivered promptly to maintain customer trust.

▶ Corrective Action Plans

Based on the findings of the root cause analysis, corrective action plans are implemented to prevent recurrence, enhance operational excellence, and improve product and service quality.

▶ Measuring Action Efficiency

The effectiveness of corrective actions or action plans are tracked through performance metrics and dashboards, ensuring continuous improvement and accountability.

Management system in place



The pilot of the Customers Claims Process is the Leader of the Quality System for Sales and Marketing. The pilot owns the Procedure, maintains the Claims Dashboard and reference documents, sets KPIs and global annual targets on KPIs, organizes Quarterly Customer Satisfaction Reviews, for the Quality Community to communicate directly with stakeholders. Production and Order Preparation are owned by SBUs, Supply Chain and Sales are owned by Sales & Marketing.

Change management and communication are led by the Claims Process Pilot: full claims data are made accessible to all Adisseo's employees permanently (via the Power BI Dashboard) allowing each stakeholder to analyze evolution and main trends to improve. Monthly report is made to Supply Chain manager. Top management is invited to the Quarterly Customer Satisfaction Reviews. SAP is the main tool to record and treat customers' claims and ACE/Salesforce (Adisseo's CRM) allows the sales team to have a view on the current claims from a specific customer.

Ensuring quality & customer's satisfaction

Continuous improvement

Adisseo's Sales Management System and Customer Request Management System are ISO 9001 certified, showcasing our commitment to Quality and Operational Excellence.

- ▶ **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.
- ▶ **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 allows analysis of Claims Frequency evolution, showing efficiency (or non-efficiency) of actions.

Adisseo, guided by its core value of "Customer Centricity", prioritizes seamless and effective communication with its global customer base. Our dedicated Sales and Customer Support teams operate across six strategic regions, ensuring a robust global presence while tailoring interactions to local markets and specific customer needs. Adisseo's commitment to excellence in service delivery is reflected in its diverse communication channels, fostering trust and collaboration with over 4,200 customers worldwide.

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.



1. The Track and Trace tool (SAP) takes into consideration all the local rules on this matter and makes the calculation based on it. This KPIs covers all Adisseo entities and activities.

KPIs: Customer satisfaction Metrics

Measuring customer satisfaction is a priority for us. This step is key to developing a truly customer centric business model. ACE/Salesforce (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 measure customer satisfaction.

We measure and follow-up Customer Claims Frequency* and report to Adisseo Top Management monthly, quarterly and annually, This KPI covers all Adisseo entities, products and activities.

Customer Claims Frequency*

2020	2021	2022	2023	2024
9.8%	10.1%	10.2%	8.4%	6.4%

* Number of customer's claims/1000 invoices

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

After Claims customer satisfaction**

2020	2021	2022	2023	2024
4.3/5	4.2/5	4.6/5	4.5/5	4.5/5

** Global Average

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

OTIF

2021	2022	2023	2024
86.6%	90%	94%	92%

Thanks to our Track and Trace tool¹, we have the possibility to compare the actual time of arrival for sea freight or when available, for route flows as well. This allows us 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 (Expected Time Arrivals) powered by machine learning and hundreds of data points. (2-29)



BUSINESS CONDUCT

OUR COMMITMENT

We uphold integrity at our core, ensuring ethical and compliant business practices to sustainably nourish the planet.

ETHICS AND COMPLIANCE IN BUSINESS

Ethics and compliance are at the heart of the way Adisseo manages its activities, to feed the planet with quality, affordability, safety and sustainability. This strong commitment is based on one of Adisseo's fundamental values: integrity. Adisseo's Code of Ethics and other compliance policies describe our commitment to complying with applicable laws and regulations, as well as our commitment to sharing values and ethical standards for conducting business worldwide and guiding the actions of each and every one of us.



Governing documents

Our key policies and procedures are available on Adisseo website, and all Ethics & compliance governing documents are also made available to the employees on the intranet. This accessibility ensures that every employee can easily refer and adhere to the guidelines set forth, promoting a consistent and ethical approach to business operations across the entire group.

Adisseo has implemented multiple initiatives to ensure that newcomers understand the company's Code of Ethics. One of the key measures is the Newcomer Seminar, which includes sessions specifically dedicated to explaining the content and rules of the Code of Ethics. Additionally, Adisseo has

developed two e-learning called Mutual Respect (please revert to the Social part of the report) and Anti-Trust (disclosed later in this part) covering the topics of the Code of Ethics. To further reinforce this knowledge, a global information session on Ethics & Compliance was organized twice during the 2024 reporting year. These sessions, aimed to establish a common baseline understanding of the group's ethics and compliance governing documents and principles, particularly the Group's Code of Ethics. Furthermore, Adisseo regularly organizes rehearsal programs on key ethics and compliance policies to ensure continuous awareness and adherence. To conclude, all Adisseo employees must read and acknowledge the Code of Ethics.

Along with Code of Ethics and Management Book*, Adisseo has adopted and implemented other policies related to “Ethics & Compliance in business”:

► **The ANTI-CORRUPTION CODE OF CONDUCT**

aims to raise all of our employees’ awareness about the risks of corruption, reduce those risks by means of internal control processes and prevention efforts. It especially focuses on specific at-risk situations related to gifts and invitations, conflicts of interest, relationships with public officials and facilitating payments, donations and sponsorships or use of intermediaries. The Code explains what is expected from each director, officer or employee, aims at helping to make the right decisions and earn and maintain the trust of our group’s shareholders, clients, business partners and employees.

► **The KNOW YOUR CUSTOMER (“KYC”) PROCEDURE**

is part of the third-party due diligence process designed to prevent the Adisseo Group from being used by criminal elements for money laundering activities and is part of the due diligence process aiming at verifying the third party’s compliance profile, notably with regards to international sanctions, bribery or antitrust laws and regulations.

► **The RESPONSIBLE PURCHASING CHARTER**

which outlines our commitment to ethical and sustainable procurement practices, also contributes to ethics & compliance awareness and is further detailed in the “Responsible & Reliable Purchasing” section.

► **The ANTI-MONEY LAUNDERING POLICY**

aims to ensure compliance with anti-money laundering laws by outlining employees’ responsibilities and providing guidelines for third party due diligence and identifying suspicious transactions.

► **The GIFTS AND ENTERTAINMENT POLICY**

aims to ensure that Adisseo conducts business with clients, vendors, and contractors, in an environment where decisions are made with independence and integrity.

► **The PAYMENT MANAGEMENT POLICY**

outlines the procedures and guidelines for managing payments within the organization to ensure financial control, risk of fraud prevention, and efficiency.

These policies apply to all Adisseo entities and employees.

*See p18 Governance part



Management System

Adisseo Compliance program and framework are designed towards the notion of sustainability and their implementation relies on a community of Local Compliance Officers, covering all geographical zones in which Adisseo carries out its operations, in charge of monitoring compliance risks and issues under the supervision of the compliance and ethics governance bodies.

The community of Local Compliance Officers is made up of the Regional Finance directors and the SBU Finance directors. In addition, for each entity of the Group, there is an HR referent for

ethics and human resources related topics, as well as referents for Antitrust topics, covering all geographical zones in which Adisseo carries out its operations, who are most often Regional Sales Managers.

In addition to standard reporting channels, involving HR managers, direct managers or the General Management, Adisseo has set up a confidential whistleblowing procedure to report any serious breach of the public interest or of the provisions of its Code of Ethics and other compliance policies. For more information, please revert to the Whistleblowing section.

CORRUPTION

In accordance with the Group Code of Ethics and other compliance policies, Adisseo has a zero-tolerance policy against any corruption acts. 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 as well as training sessions provide important information to maintain and improve its antibribery and corruption program.

Actions & KPIs

► Corruption risk assessments performed

A global risk corruption assessment has been performed 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.

In this regard, the output of the Global Risk Corruption Assessment is embedded in the anti-bribery framework and policies, procedures, and compliance programs to reduce the level of risks identified.

There were **none significant risks** related to corruption reported (205-1) in 2023 and 2024.

In terms of ethical risks, the main risks identified are discriminations, harassments, corruption, non-compliance with competition rules, fraud, infringements to Code of Ethics and breaches of personal data (privacy). Any breach of any ethical

principles of Adisseo in its operations or through its supply chain could constitute a legal, judicial and reputational risk. Adisseo carries out due diligence on its customers and

suppliers through independent and reliance source of documents, data or information. It involves conducting sanctions and compliance checks, performing third-party due diligence, assessing risk profiles, obtaining necessary good standing certificates, and ongoing monitoring of transactions. These measures ensure regulatory compliance, mitigate risks, and maintain the integrity of business operations.

Adisseo also requires all employees to comply with applicable laws and regulations in the countries where they operate, as well as with the values and behaviors of Adisseo as described in our Code of Ethics and governing documents.

To prevent any risk of corruption or bribery, Adisseo has set up an online training program 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 Adisseo employees most exposed to the risk of corruption.

On a yearly basis, Adisseo performs a C-SOX audit to ensure that internal controls are effective and compliant with regulations, thereby enhancing the reliability of financial reporting and safeguarding against fraud.

Conflicts of interest & Money Laundering

► Conflicts of interest

In accordance with our Code of Ethics, 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. Adisseo employees must also withdraw from any and all processes involving decisions, recommendations or opinions that could be affected by a conflict of interest.

► Money laundering

In accordance with our Code of Ethics and our Anti-money laundering policy, Adisseo prohibits the persons or entities acting on its behalf from engaging or assisting in money laundering. There should be no attempt to conceal or disguise the nature, location, source, ownership or control of money through financial transactions or the movement of funds from one financial institution or jurisdiction to another.



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. The Anti-corruption Code of Conduct and the Code of Ethics presented above covers these subjects.

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.

Adisseo attaches the utmost importance to the respect by its employees of the rules of competition law applicable in all countries where Adisseo is present. To prevent risks for antitrust transgressions, employees can refer to antitrust guidance notes for participation in meetings with competitors, trade associations and industry gatherings.

In addition to the Legal & Compliance Department and the Local Compliance Officers, the Regional Sales Managers of Adisseo are also the referents for any antitrust related matters (see above). To prevent risks of anti-competitive practices Adisseo organizes, on a regular basis, training sessions on antitrust rules and regulations to sales managers

and new employees. These sessions are conducted either through e-learning, internal trainings or with the assistance of external counsel.

Employees involved in negotiations with customers and suppliers, in contacts with competitors, and in marketing and sales promotion are trained in the risks and challenges of free and undistorted competition in the markets in which Adisseo operates.

See above-described Antitrust guidelines including "do's & dont's" for participation in meetings with competitors, trade associations and industry gatherings.

WHISTLEBLOWING PROCEDURE AT ADISSEO

Adisseo is deeply committed to fostering an environment of integrity and transparency by providing employees, business partners, and stakeholders with an easy and confidential way to raise concerns about any legal infringements, misconduct, or other violations of Ethics or Compliance rules or policies, without any fear of retaliation.

This commitment is formalized through the Whistleblowing Procedure, which details the process, rules, and operational guidelines for using Adisseo whistleblowing portal ensuring that any individuals can report their concerns in a secured and anonymous manner.

The principles outlined in the Code of Ethics and the guidelines of the Whistleblowing Procedure apply uniformly to all Adisseo entities and employees worldwide, ensuring a consistent approach to whistleblowing governance across the organization. These two documents are widely accessible via Adisseo's intranet and website.

Encouraging Open Communication

Adisseo encourages all employees, agents, contractors, advisers, customers, suppliers and other stakeholders to voice concerns about any misconduct or legal infringements at the earliest possible stage. Adisseo's whistleblowing framework ensures a secure channel for such communications, promoting transparency and accountability.

Concerns can be reported through multiple secure channels:

A dedicated whistleblowing website:
<https://adisseo-ethics.signalement.net>

Direct contact with the Compliance Officer via phone, email, or in person

These channels enable individuals to report any breaches to laws or policies with supporting evidence, ensuring the reporting process is straightforward and accessible. Reports may encompass a broad spectrum of violations, including:

► *Corruption, fraud, embezzlement, tax evasion, or money laundering.*

► *Collective bargaining, Freedom of speech, Child Labour, Forced Labour.*

► *Environmental protection violations or unsafe practices.*

► *Harassment, discrimination, or breaches of human rights.*

► *Misconduct or breaches related to Adisseo's Code of Ethics and other Ethics and Compliance governing documents.*

Confidentiality, Protection & Investigation

Adisseo strictly adheres to confidentiality standards. The identity of whistleblowers, targeted individuals, and any related information remains confidential, only shared with judicial authorities when required. To enhance privacy, reporters are encouraged to use non-company communication tools and mark their notification as confidential or anonymous. Retaliation against whistleblowers is strictly prohibited.

Reports are processed promptly and discreetly by the Ethics & Compliance Team, in accordance with applicable legislation. The whistleblower is informed of the report's receipt, progress, and

resolution within a reasonable timeframe. Regular updates are provided, on a strict anonymous basis, to the Audit, Risk & Compliance Committee and to the Board of Directors, as the case may be. Critical concerns are escalated to the highest levels of governance.

Adisseo's whistleblowing framework complies with international, regional, and national laws, ensuring alignment with regulations such as the EU Directive on Whistleblower Protection and the applicable French legislation.

Through this robust whistleblowing system, Adisseo continues to uphold its values of transparency, integrity, and responsible governance while creating a safe platform for stakeholders to contribute to its ethical operations.



CYBER SECURITY

At Adisseo, we recognize that cybersecurity is not just a technical requirement but a foundational pillar of sustainable operations and corporate governance. In an increasingly digital world, safeguarding information systems and data integrity is critical to maintaining trust with stakeholders and ensuring business continuity.

Our cybersecurity framework integrates policies, procedures, and technologies designed to protect against evolving cyber threats. Key highlights of our cybersecurity strategy include:

- ▶ **Global Cyber-Security Policy**
ensuring consistency and coherence across Adisseo's global operations.
- ▶ **Collaborative Leadership**
to implement and continuously improve cybersecurity measures.
- ▶ **Employee Engagement**
Mandatory training for all employees and external stakeholders using Adisseo's systems.
- ▶ **Proactive Threat Management**
A Security Operation Center (SOC) responsible for 24/7 monitoring, risk identification, and response to active threats.

Adisseo's commitment to safeguarding its digital ecosystem is reflected in its Global Cyber-Security Policy. We continually assess and adapt our measures to stay ahead of emerging risks, ensuring that our digital ecosystem remains a cornerstone of trust and sustainability.

To complement this policy, Adisseo has developed a suite of globally applicable referential documents designed to address specific cybersecurity needs:

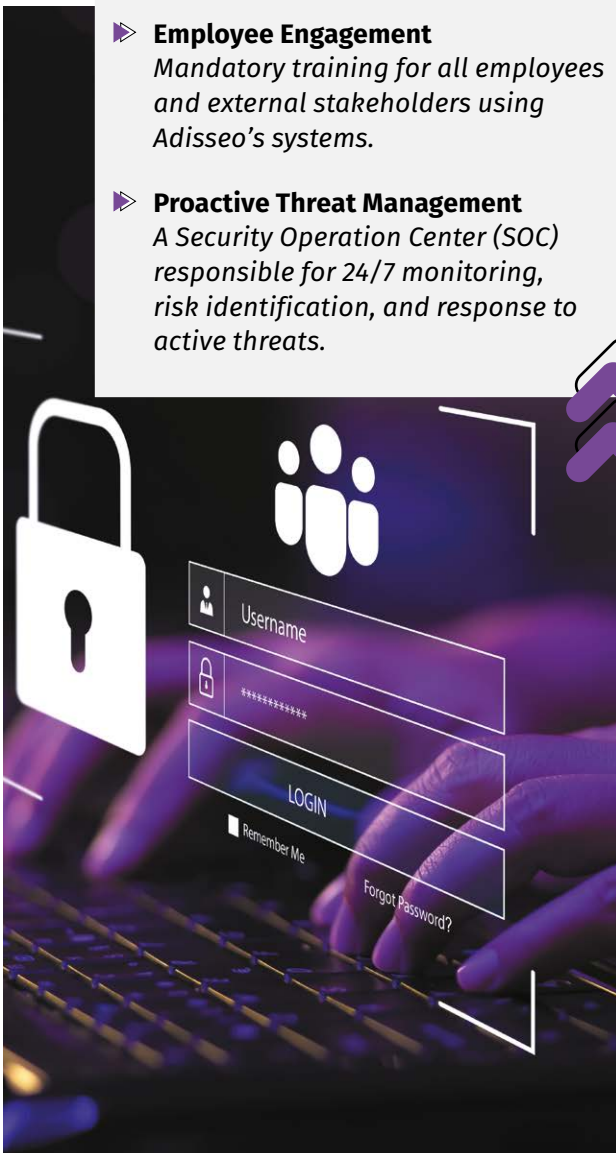
- ▶ **The User Charter** outlines the rights and responsibilities of Adisseo employees regarding the use of IT solutions.

- ▶ **The Travel Guideline** focuses on identifying risks and implementing mitigations associated with the use of IT systems during travel. By providing clear instructions while away from regular work environments.

- ▶ **The Servers and Workstations Compliance Rules** set forth comprehensive technical guidelines and standards for Adisseo's servers and workstations.

The scope of application for these documents is global, encompassing all Adisseo entities and applying uniformly to all Adisseo employees.

Cybersecurity is also integral to our commitment to sustainability, aligning with **Adisseo's values of responsibility and resilience.**



Management System

The CIO is responsible for the Global Cyber Security, in delegation from the CFO. An Information Security Leader, reporting to the CIO, is responsible operationally for the execution of the plan together with the IT Infrastructure Leader. The CIO owns the definition and execution of an annual Cyber Security action plan which is reviewed with the EXCOM twice a year.

Our IT security organization includes a central Security Operation Center which monitors in real-time all Adisseo Information Systems and is responsible for identifying and dealing with risks and issues and reacting in case of active threats.

Monthly Leadership and Weekly Operational Meetings are held between CIO, IT Infrastructure Leader, Information Security Leader and the Security Operation Center.

Actions enhancing a Cybersecurity culture in Adisseo

Adisseo adopts a robust and proactive approach to cybersecurity by implementing comprehensive monitoring and awareness initiatives.

The number of security incidents is tracked and reviewed on a monthly basis to identify trends and ensure swift mitigation of potential risks. Additionally, the compliance of servers and workstations is meticulously monitored against established security policies, ensuring alignment with the company's rigorous standards.

To further strengthen our cybersecurity posture, regular phishing simulation campaigns are conducted, fostering user awareness and maintaining a high level of attentiveness to potential threats across the organization.

Adisseo has an on-line Cyber-Security training which is mandatory for all employees when they join the company, and for all external parties that are using Adisseo systems. In 2024, 98,7% of the targeted population (90,6% in 2023) have been trained on Cybersecurity. Moreover, we are regularly communicating about new risks through our Company Intranet.

We are using E-Bios Risk Assessment methodology on our industrial sites to identify key risks and define mitigation plans. This is an on-going process in the group.

All third parties that handle personal data or stakeholder information are subject to an initial cyber security assessment before the service is contracted: on all major contractual agreements, with the help of our Security Operation Center.

In the context of C-SOX internal control, external auditors are yearly checking our compliance with C-SOX rules related to the access to the key financial systems, and management of changes.

An ISAE 3402 report is issued annually by the company hosting our Corporate systems to prove the existence and efficiency of their internal controls. Moreover, we are regularly running global Password Strength audit to ensure the solidity of our users' passwords, and we are running regular global Intrusion tests via 3rd parties experts.



**In 2024,
98.7% of the
targeted
population
have been
trained on
Cybersecurity.**



Incident Response procedure (IRP) in case of a cyber attack: to effectively manage and mitigate the impact of cyber-attacks. Our IRP is built on two key principles:

► **Business Continuity**

We have defined business process continuity measures to ensure the uninterrupted continuity of our key business processes in case of system unavailability. These measures are designed to maintain critical functions and minimize disruption to our operations.

► **IT Recovery Plan**

We have developed an IT recovery plan to restore our IT systems to full functionality following a cyber-attack.



Protection of personal data

Adisseo pays close attention to the protection of the personal data of its customers, partners and employees.

As mentioned in our Code of Ethics, the Company respects the privacy and integrity of its stakeholders and employees and aims to apply strict standards when processing personal data.

All personal data collected and held by the Company will be processed fairly, lawfully and carefully and in a way that protects the privacy of its personnel and other individuals.

When processing personal data, Adisseo ensures 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.*

Adisseo collects and retains **only that personal information that is allowed by law and is appropriate for its effective operations**, including the collection, processing and storage of personal data.

Legal complaint due to the loss of data

2023 ► 0 2024 ► 0

LOBBYING ACTIVITIES

Adisseo is an active member of several key industry organizations to align its strategy with industry-wide regulatory developments and best practices in terms in different matters such as Safety and Sustainability. Adisseo serves as a board member of FEFANA (European Association of Specialty Feed Ingredients) and IFIF (International Feed Industry Federation), helping to shape industry-wide initiatives. Adisseo is also a member of the Global Feed LCA Institute (GFLI), where it contributes to the development of sector specific Life Cycle Assessments (LCA) for feed ingredients. At the European level, Adisseo collaborates with France Chimie, the French representative of CEFIC (European Chemical Industry Council) and engages with ICCA (International Council of Chemical Associations) globally.

Adisseo's external engagement activities are carefully managed to ensure alignment with its strategy, competitiveness and sustainability objectives. The company's downstream lobbying activities in the Feed sector are overseen by the EVP Strategy and Sustainable Development. Upstream, for the Chemical sector, these lobbying activities are overseen by the COO. They both ensure that advocacy efforts are consistent with Adisseo's global goals. Internal cross-functional teams collaborate regularly to assess policies, technologies, and market trends, providing a comprehensive approach to strategy, competitiveness and sustainability advocacy. Various Adisseo's employees are nominated or appointed in trade associations.

Funding figures in CNY

2024

GFLI

88,760 CNY

88,760 in 2023

France Chimie

912,164 CNY

954,947 in 2023

FEFANA

308,732 CNY

308,732 in 2023

IFIF

131,211 CNY

131,211 in 2023



The supervision of their engagement and is overseen and assessed regularly by the above-mentioned Executives.

When participating in trade associations, Adisseo regularly reviews their positions on ESG issues to ensure alignment. In cases of misalignment, the company would engage with the trade associations to promote better alignment or reevaluate its involvement. This approach reflects Adisseo's commitment to transparency, accountability, and continuous improvement, reinforcing its role as a responsible leader in the animal nutrition and chemical industries.

RESPONSIBLE PURCHASING PRACTICES

Adisseo purchases goods and services from more than 3,000 active suppliers – with a total procurement spent that is approximately **115,774,50 kCNY/year**. Main categories of purchases are:

- ▶ Strategic raw material – purchased from a limited number of key partners,
- ▶ General purchases – which may include consulting and IT services,

- ▶ Industrial equipment and services – purchased from a wide array of partners – from local mid-sized suppliers to global companies,
- ▶ Transportation services.

Those purchases are made through several possible arrangements – which range from long-term agreements to punctual purchases orders. Selection and management of suppliers fall under the responsibility a network of 37 purchasers – under the central coordination of our Executive Vice-President Global Competitiveness.

Purchasers' main responsibility is to challenge, select and assess our upstream business partners but also to be the voice of these partners within Adisseo, and to make sure that their interests are understood and taken into consideration.

Purchasers shall ensure that the processes insuring on-time payment of suppliers are complied with – and shall react swiftly to any incident raised a supplier. Name and email address of the purchasing leader who is responsible for the performance of the transaction is indicated on each purchase order issued by Adisseo – and this purchasing leader is available to manage any claim that the suppliers may have.

Adisseo's Responsible Purchases Strategy

A Responsible Purchases Committee has been set up in 2020, and is responsible for the definition and implementation of our Responsible Purchasing Initiative. Meetings that are held on a regular basis (at least two meetings a year), in the presence of Adisseo EVP Global and Competitiveness. At least once a year, specific initiatives are presented and discussed during regular purchasing committees held with all the managers of the purchasing network.

Over the year, the Responsible Purchases Committee has built and implemented a comprehensive Responsible Purchases Strategy – which is based on these 6 pillars:

PILLAR	RESPONSIBLE PURCHASES CHARTER	SELECTION OF SUPPLIERS	ASSESSMENT OF SUPPLIERS	TRAINING OF PURCHASERS	MEASUREMENT OF OUR PROGRESSES	DUAL MATERIALITY MAP
PURPOSE	Our Responsible Purchasing Charter is the expression of Adisseo's core values. This Charter defines the principles that our suppliers are expected to follow, and set forth our commitments to these partners. This document is available to all on our corporate website (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 ¹ .	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, along other criteria such as competitiveness and quality of technical proposals, "Sustainable Development criteria" (i) that are intended to ensure that supplier complies with the core principles expressed in the Responsible Purchasing charter and (ii) to measure the contribution of Supplier the Sustainable Development Goals that are the most relevant to Adisseo.	Assessment of suppliers shall allow Purchasing Leaders to assess suppliers' contribution to the Sustainable Development Goals that are the most relevant to Adisseo. Such assessment is managed through (i) questionnaires and (ii) on-site audits.	Regular trainings shall guarantee that all buyers understand the core tenets of our Responsible Purchasing Strategy, and are in a situation to apply our Responsible and Reliable purchases processes. Trainings are supported by a Responsible Purchases Manual – which is made available to all Purchasers.	See Below	See Below
KPI	Share of contracts with a clause whereby supplier confirms that its own principles and commitment are consistent with the principles expressed in the Charter.	Tenders that include specific and verifiable Sustainable Development criteria. Specification Document Purchase Requirements (SDPR) that include sustainable development criter	Number of Purchasing SHE audits (at Adisseo plant). Number of Safety and CSR audits (at suppliers).	Percentage of buyers who received a training within the past 3-years	AFNOR Score	



1. Respect of Adisseo's Code of Ethics, the ILO Declaration on Fundamental Rights at work and international human rights law.



Our Responsible Purchasing Charter

Our Responsible Purchasing Charter stem from Adisseo's core values – and expresses our requirements, but also Adisseo's commitments to its suppliers. These Core Commitments fall along 4 key-topics:

► **1. Protecting the health and safety of workers all along the value chain**

► **2. Reducing the environmental footprint of the company and our partners in the process of operation**

► **3. Guaranteeing compliance with the Fundamental Principles enacted by the International Labour Organisation – and fostering the technical and human development of workers**

► **4. Maintaining the highest standard of business ethics and compliance**

The Responsible Purchases charter is available to all on our corporate website (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. This Charter applies to all Adisseo entities.

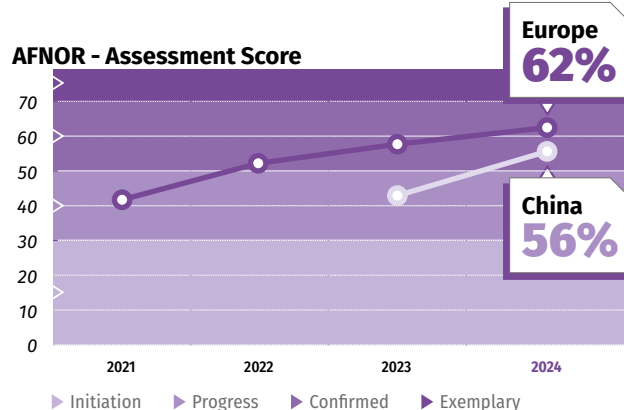
AFNOR

We selected the ISO 20400 Guidelines as the external reference for the global assessment of our Responsible Purchase Initiatives and a measurement of our progresses.

A subsidiary of AFNOR – an independent not-for profit group – carries out a third-party assessment of our processes under ISO 20400 Guidelines. Since 2021 (for the Purchasing Network in Europe) and 2023 (for the Purchasing Network in China), this assessment is carried out on an annual basis. Assessment process shall include (at least) one meeting in the presence of the EVP Competitiveness – which allows Adisseo to present its main initiatives in relation with Responsible Purchases.

This AFNOR Score is the references under which Adisseo measures its own progresses. AFNOR assessments results in a score – which measures the maturity of our operations and processes in relation with the above Guidelines. Our target is to obtain a continuous improvement of this Score – which reflects our commitment to gradually improve our practice.

Our 2024 campaign (which measured the initiatives and results of 2023) did result in the following assessment:



This result shall be read in conjunction with the scores for the previous campaigns – and shows a steady pattern of improvement – which did allow us to reach a “confirmed” score.

Our Dual Materiality Map ⁽⁴⁰⁸⁻¹⁾

The origin of this initiative is the conviction that the criteria that we use for the selection and assessment of our suppliers shall be discriminant, specific, and, above all, consistent with our Roadmap.

In other words, the very purpose of our selection and assessment processes is to ensure that each of our business partners contribute to the Sustainable Development Goals that have been identified as a particularly relevant for Adisseo (for more information on Adisseo's focus on UN SDGs, please revert to the UN SDGs contributions section of the report). To this end, we have established a dual materiality map with does set forth:



Services ▼	Safety and hygiene		Workers rights and inclusive growth		Environment and responsible production - Climate			
	Risks	Impacts	Risks	Impacts	Risks	Impacts		
IT Services (Licences & hosting)	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●
Operations on Adisseo site	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●
Services on Adisseo Sites	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●
Toll & «Chemical» Services ^(ext)	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●
Intellectual Services & Consulting	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●
Transports & Logistics Services	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●	● ● ● ● ●

Levels ►

The risks that may be brought by suppliers; Identified risk shall include suppliers' practices and possible events that may have negative impact on Adisseo's Core Commitments (security, environment, workers rights, business ethics) – or which may reduce our contribution to Sustainable Development Goals.

The positive contribution that suppliers may have on the Adisseo's SGDs Focus. We believe that our suppliers may contribute, and leverage our own contribution, to Sustainable Development Goals, is a way that may differ for each category of suppliers. The Dual Materiality Map aims to identify, for each purchasing segment, the practices and commitments which may have the greatest impact on Sustainable Development Goals.

► **Each purchasing leader shall use the risks and opportunities identified in the Dual Materiality Map to define Sustainable Development Criteria (SD Criteria) – which are to be used to select and assess our suppliers.**

Responsible Purchases Manual

Since we launched our Responsible Purchases Initiatives, we have built a set of rules and practices – and set-up KPIS that measure the deployment and efficiency of our Responsible Purchases Strategy.

Our Responsible Purchases Manual consolidates these rules and practices into a single document – which shall serve as an accessible and easy-to-reach reference document for the all the members of our purchasing network. This Manual applies to all Adisseo entities and to all Adisseo's purchasers.

Initiatives for 2024

As from 1st September 2024, trucks used for the transportation of finished goods from our plant of Commentry (France) to our Storages in Albon (France) are powered with Hydrogenated Vegetable Oil. This initiative allows a 10% reduction of direct emission arising from trucks – which represent a reduction of direct emission of 3,500 tons (CO₂ equivalent).

In 2024, we also implemented a new transportation method for sulfuric acid between our plants, shifting from truck to rail. This change has eliminated 2,000 truck trips per year, reducing the current truck flow from our sulfuric acid production plant by 26%.



► Payment Terms

In France and Europe, Adisseo's payment terms fully comply with French and European regulations. In other countries where Adisseo operates and where no such regulations exist, Adisseo proactively implements measures to ensure timely payments to its suppliers. This commitment aligns with our responsible and reliable purchasing practices, as well as the principles outlined in the Adisseo Code of Ethics and the Responsible Purchasing Charter.



	Metric	2023	2024	
Tenders that include specific and verifiable sustainable development criteria ^{1,2}	%	30	50	Comment This KPI has been measured for purchases made for manufacturing plants in Europe.
Proportion of spent directed to local suppliers (204-1)	%	China 44 SPAIN 38	Spain 46.81 France 26 China 65	Comment Local suppliers are defined on the basis of their registered address – as follows: ► France: suppliers located in the same – or in a bordering – administrative area (departement); ► Spain: suppliers located within 100 km from the Burgos plant; ► China: suppliers located in the Jiangsu province.
Specification Document Purchase Requirements (SDPR) issued as from 1st July 2023 that include sustainable development criterias	%	100	90	Comment Thi KPI has been measured for SDPR issued by plants located in France and Spain.
Buyers who received a training within the past 3-years	%	100	77	Comment 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.	%	China 60 Europe 70	China 100 Europe 60	
Number of Purchasing SHE audits (at Adisseo plant)	Absolute	166	149	
Number of Safety and CSR audits (at suppliers)	Absolute	-	42	

1. « 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.

2. These KPIs have been measured through sample surveys performed on a relevant number of documents (contracts / tendering dossiers / SPR) issued or signed in 2024.

PROMOTION OF SCIENTIFIC AND TECHNOLOGICAL INNOVATION

Communicating and promoting our Research & Innovation capabilities is essential to showcase to our stakeholders, including clients and shareholders, that Adisseo remains committed to leading in innovation. Furthermore, R&I is a crucial component in our strategy to minimize Adisseo's environmental impact and contribute to the decarbonation of our value chain.

Ways of doing R&I are changing. High throughput screening, digitalization, process intensification, key enabling technologies and others are the drivers of our capabilities to deliver more and more sustainable solutions thanks to highly adaptable teams across the different domains. Our substantial investments in R&I demonstrate this commitment.

Innovation the Adisseo Way

Adisseo's R&I vision is to "deliver customer driven innovation by boosting and driving science and technology to sustainability nurture our future".

This is driven by **5 pillars**:

➤ **Producing tomorrow**

➤ **Experimenting tomorrow;**

➤ **Influencing tomorrow**

➤ **Winning together tomorrow**

➤ **Aimin for efficiency**

Adisseo is committed to a sustainable future by developing new technologies for zero-waste chemical processes, enhancing in vitro testing and modeling, leading in feed science and technology, collaborating with customers on innovative projects to meet their needs and build loyalty, and continuously improving efficiency through new tools, automation, and digitalization.

R&I organization

The R&I department works cross-functionally in collaboration with the SBUs, support functions, industrial sites, and externally with our customers, research and strategic partners (universities, institutions, associations, etc.).

- The Leadership Team, managed by the CTO, is in charge of the technological strategy, the implementation and the follow-up of the R&I RoadMap in line with business needs, meets monthly.
- Two research platforms, in France and China, on nutrition, chemistry and process engineering, biotechnology, analysis and formulation. One research station for monogastrics in France.
- More than 290 employees spread across 6 research centers.
- Approximately 3% of Adisseo's turnover that is dedicated to its R&I department.

Global initiatives and strategic axes are defined for worldwide R&I through key enabling technologies:

➤ **Chemistry and Process**

Developing a scientific approach for a Process Intensification program to enhance sustainability.

➤ **Biotechnology**

Developing technologies to produce molecule by fermentation and defines the process of converting molecule into others through the used of biocatalysts

➤ **Additive protection**

Enhancing additive performance through protection and delivery as a competitive edge with a focus on biodegradable solutions.

➤ **Nutrition**

Advancing understanding of livestock microbiota and its impact on gut sensing through a scientific program.

Building Expertise Through Training & Knowledge Sharing

Adisseo promotes continuous learning and collaboration through monthly R&I Community Connect meetings, where the CTO shares updates and members present projects. In France, Before Lunch sessions engage 150 employees in cross-functional discussions on sustainability and process improvements.



For over 15 years, **Advancia Academy Events** has fostered **innovation and progress in animal nutrition** through expert-led discussions and partnerships.

2024 Actions & projects

The 2024 R&I main axes have been:



Industrial footprints

Change productions model taking into account raw material footprint, water and energy consumption, co-product valorization, odors & noise.



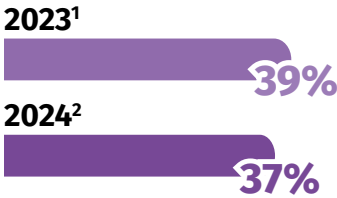
Sustainable nutrition and health

Developing new products, new formulations and new services for feed efficiency.

A key example is the SMARTIB project, a major and innovative Industry 4.0 initiative, supported and partially funded. This project integrates powerful online analysis tools with artificial intelligence and machine learning to tackle the technical challenges of industrializing fermentation processes. By advancing from laboratory to pilot scale, SMARTIB aims to develop a digital twin process capable of predicting process behavior at an industrial scale. This approach targets multiple objectives, including cost reduction, optimized raw material usage, waste minimization, a lower carbon footprint, and improved scale-up processes.

The innovation portfolio is divided into 3 categories depending on their impact. A project can be found in several categories:

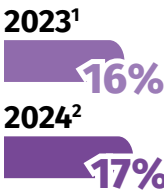
Industrial impact



Nutrition impact



Services



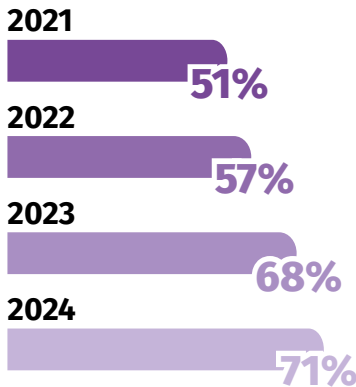
¹38 active projects. ²41 active projects.

Stage of our innovation projects:

		Active	Frozen
Framing	2023	12	6
	2024	7	7
Design	2023	10	3
	2024	12	5
Pilot	2023	7	1
	2024	9	1
Scale up	2023	5	0
	2024	9	0
Rollout	2023	4	0
	2024	4	0

We continue to strengthen our innovation project portfolio to meet the expectations of the challenges of tomorrow by adapting to societal changes, enhancing digitalization and collaboration, expanding technological horizons, and strengthening our network of partners to create sustainable solutions.

Share of low-carbon investment in Innovation project



The main axis of innovation projects to decrease our carbon footprint are: waste valorisation, optimization of energy consumption, new technologies to limit co-product and carbon emissions, change of raw materials, bio-based material, better feed efficiency.

Promotion of R&I: Driving Science and Technology

Adisseo supports the market and its value chain by collaborating with customers, experts, and key opinion leaders to develop innovative solutions. The Adisseo Research Grant 2024 offers 15436600 CNY over three years, to fund five university-level projects addressing challenges in animal nutrition, such as climate change, alternative medication, and precise nutrition. Moreover, Innovl@b connects start-ups with Adisseo to explore animal nutrition and new technologies. Since its inception, 430 start-ups have been evaluated, fostering innovation and growth.

Adisseo's experts are at the forefront of our technical knowledge, representing the company at forums, congresses, and through impactful scientific publications. Adisseo actively participates in several key industry congresses to stay at the forefront of scientific advancements and foster collaboration within the animal nutrition community. These congresses include:

- ▶ ADSA (American Dairy Sciences Association)
- ▶ EPC 2024 (European Poultry Conference)
- ▶ ISFNF 2024 (International Symposium on Fish Nutrition and Feeding)
- ▶ IPVS-ESPHM (International Pig Veterinary Society Congress / European Symposium of Porcine Health Management)

	2023	2024
Number of scientific congresses attended	56	65
Number of researchers involved in scientific communications	-	24
Patent applications	31	37
Scientific communications ³	20	19

	2019	2020	2021	2022	2023	2024
First patent applications	5	4	2	5	4	6

³This KPI has been refined in 2024. "Scientific communications" correspond to the number of Scientific Articles published in the reporting year

Thanks to our strategic actions, Adisseo is recognized as a leader in innovation within its industry. Our substantial investments in R&I and our commitment to communicating these capabilities demonstrate our leading position. In 2024, we implemented major technological initiatives, such as the SMARTIB project, and participated in leading scientific congresses, thereby enhancing our visibility and credibility. Our communication efforts, including patent applications and scientific presentations, ensure that our message of innovation is effectively conveyed through various channels. These actions, aligned with our expertise in nutrition and industrial chemical processes, illustrate our dedication to promoting scientific and technological innovation.



Adisseo's feed **additives** play a **crucial role** in enhancing animals' resilience, health and welfare.

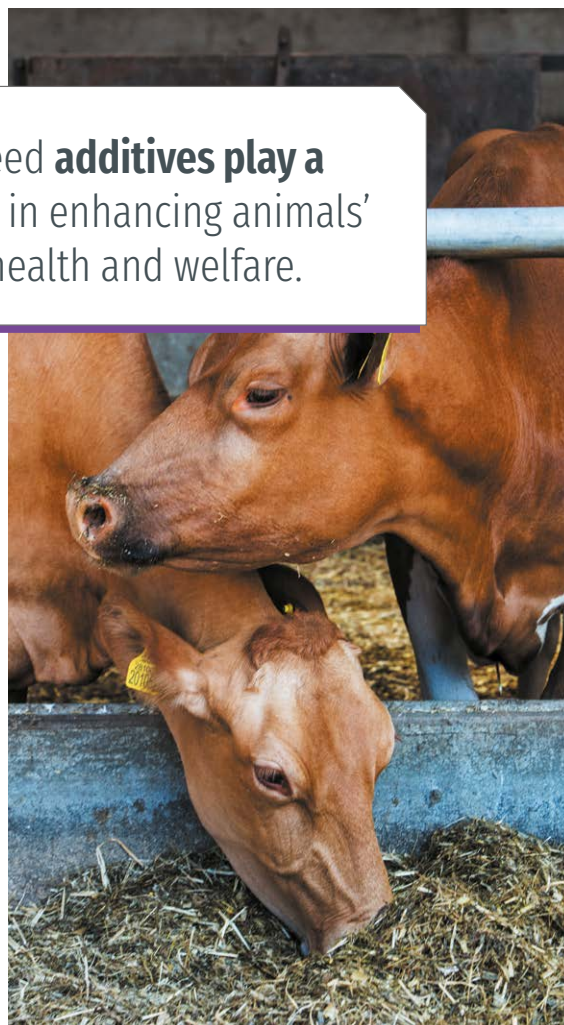
ADISSEO PRODUCTS: HEALTH & WELFARE BENEFITS

While the environmental impacts of Adisseo products is detailed in the Environment section of this report, this section will focus on how our innovative products contribute to improving animal resilience, health and welfare. Through optimal nutrition, mitigating disease risks, and promoting overall well-being, our solutions enable more sustainable and responsible animal farming practices.

Development of products beneficial to animal health

Animals under intensive breeding conditions are exposed to intrinsic and extrinsic stressors, potentially affecting their health and growth. The physiological status of animals is thus constantly changing, but always striving to go back to equilibrium, so-called homeostasis. At this physiological state, the health and welfare of animals are maintained, and animals can express their full genetic potential.

Adisseo's innovative specialty feed ingredients of our "animal resilience" product range contribute to significantly maintain animal health and welfare by addressing key challenges in livestock farming. Our products help reduce the incidence of diseases, thereby lowering the need for medical interventions



and antibiotics. This not only enhances animal well-being but also supports responsible farming practices. By improving overall health and welfare, our solutions also lead to lower mortality rates, ensuring better outcomes for farmers and reducing resource waste.

Furthermore, some Adisseo products like Smartamine and Metasmart support improved fertility and extended longevity in livestock, allowing dairy cows to remain productive for longer periods.

These benefits concur to creating a more resilient, and environmentally friendly approach to protein production, aligning with the goals of responsible agriculture.



Specialty products and solutions are focused on 5 categories, related to our purpose and to customers' challenges

► Feed integrity and quality

Mycotoxin management solutions: offer to manage feed quality and safety through the reduction or elimination of feedstock contamination with all kinds of mycotoxins.

► Palatability

Offers to improve the taste of feed for animal welfare and feed intake improvement.

► Feed Digestibility

Offer to improve nutritional value and digestibility of feedstuffs, and to promote efficient metabolism, mainly with a variety of enzymes and emulsifiers.

► Animal Resilience

Offer to drive the health and wellbeing of animals through beneficial microbiota, gut integrity, gastrointestinal functionality, an enhanced immunity and management of the oxidative stress.

► Product Quality and Value

Amino Acid Balancing offer to improve feed efficiency, milk quality (milk fat and protein) and lifetime performance (through better health status and improved reproductive performance) for a more sustainable milk production.

In conclusion, Adisseo's products and services play a pivotal role in ensuring animal health and welfare throughout the downstream of our value chain. By improving feed integrity and quality, feed digestibility, animals' resilience and product quality and value, Adisseo plays a very strong role in the deployment of livestock farming best practices combining animal welfare, environmentally friendly and economical sustainability for the farmers.

Through our continuous efforts and dedication, we strive to promote optimal nutrition, mitigate disease risks, and enhance the overall welfare of animals.

Furthermore, the four categories of our SBU Specialties—Feed Integrity and Quality, Feed Digestibility, Animal Resilience, and Product Quality and Value—demonstrate our clear dedication to animal health and welfare. Each category addresses specific challenges in livestock farming, ensuring that our products contribute significantly to the well-being and productivity of animals. This holistic approach underscores our commitment to advancing responsible and sustainable animal farming practices.

Adisseo is committed to advocating for **good animal health and welfare conditions** within the industry and among our business partners.



ESG KPIS IN ADISSEO

* means that the calculation methodology has been modified compared to the SD Report 2023

Part 1: General Disclosure

	Metric	2022	2023	2024
Economic value added	CNY Million	3,373	1,984	3,396
% of SD criteria in senior executive bonuses	%	-	-	15

Part 2: Environment

	Metric	2022	2023	2024
Activity index	%	110.6	113.2	134.2
Scope 1 absolute	ktCO ₂ e	396	399	429
Scope 2 (location base) absolute	ktCO ₂ e	156	226	151
Scope 2 (market base) absolute	ktCO ₂ e	27	48	19
Scope 1+2 intensity	tCO ₂ e/t	423	447	448
Energy consumption	TJ	5.09	5.44	5.71
Energy intensity	Gj/t	6,4	6,68	5,92
LCA turnover coverage	%	50	75	95
Water intensity	m ³ /t	32.1	29.9	28.9
Water Withdrawal	Mm ³	25.66	24.49	27.95

	Metric	2022	2023	2024
Water Discharge	Mm ³	18.91	21.43	24.64
Total amount of hazardous waste	t	15,492	16,356	18,453
Total amount of non hazardous waste	t	6,333	9,295	9,73
Total amount of waste generated	t	21,824	25,651	28,183
Total amount of waste recycled	t	3,553	3,546	6,933
Total amount of waste prepared for reuse	t	23	16	17

Part 3: Social

	Metric	2022	2023	2024
Female share in Company	%	25	26	25
Female share in management	%	31	31	39*
Female share in Top Management	%	9	9	9
TRIR	-	0.45	0.54	0.1
Performance Review coverage	%	-	60	59
Individual Development Plan coverage	%	-	25	25
Hours of training per employees	Absolute	-	-	79*
Turnover Rate	%	5.3	4.2	5.4
Mutual Respect training completion rate	%	-	91	85
Sanitary crisis	Absolute	0	0	0
Customers claims frequency	%	10.3	8.4	6.4
OTIF(On Time In Full)	%	90	94	92

Part 4: Business Conduct

	Metric	2022	2023	2024
Anti-trust training completion rate	%	-	91	84
Buyers who received a training in the past 3-years	%	-	100	-
Number of Purchasing SHE audits (at Adisseo plant)	Absolute	-	166	149
Number of Safety and CSR audits (at suppliers)	Absolute	-	82	42
Patent applications file	Absolute	-	31	37
Share of low-carbon investment in Innovation project	%	57	68	71
CyberSecurity Training completion rate	%	-	91	99

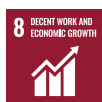
INDEX UN SDGS

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.



2 ZERO HUNGER
End hunger, achieve food security and improved nutrition and promote sustainable agriculture

N°	SDGs	SD REPORT 2024 REFERENCE	PAGE
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"> ➤ SD RoadMap ➤ Products Sustainable Impacts ➤ Life Cycle Assessment 	24, 42, 46
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"> ➤ Business Model ➤ SD Highlights ➤ Communities ➤ Promotion of scientific and technological innovation 	7, 10, 68, 87



8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

N°	SDGs	SD REPORT 2024 REFERENCE	PAGE
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"> ➤ SD RoadMap ➤ Value Chain Workers ➤ Compensation, Benefits & Care 	24, 54, 67
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"> ➤ Child and Forced labour ➤ Ethics & Compliance in Business ➤ WhistleBlowing procedure at Adisseo 	59, 74, 77
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"> ➤ Working conditions ➤ Child and forced labour ➤ Occupational Health and Safety 	58, 59, 60



Ensure sustainable consumption and production patterns



N°	SDGs	SD REPORT 2024 REFERENCE	PAGE
12,2	By 2030, achieve the sustainable management and efficient use of natural resources.	➤ Certifications	14
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.	➤ Climate adaptation, resilience & transition ➤ Pollution ➤ Water and effluents ➤ Circularity and Waste	36, 48, 49, 51
12,5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	➤ Circularity and Waste	51
12,6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	➤ Life Cycle Assessment ➤ Reliable and Responsible Purchasing practices ➤ Lobbying activities	42, 82



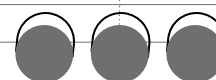
Take urgent action to combat climate change and its impacts

N°	SDGs	SD REPORT 2024 REFERENCE	PAGE
13,2	Integrate climate change measures into national policies, strategies, and planning.	➤ Sustainability Governance ➤ SD RoadMap ➤ Double Materiality Assessment ➤ Risk Management	21, 26, 31, 34
13,3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	➤ SD Highlights ➤ Talent and people Development for Human Richness ➤ Communities	10, 64, 68

INDEX GRI

Adisseo has reported its extra-financial information in accordance with the GRI Standards, ensuring transparency and alignment with global ESG disclosure practices. However, certain information has been omitted, with explanations provided in the index below. This section includes only the standards identified as material to Adisseo.

GRI STANDARD		DISCLOSURE	LOCATION	OMISSION		
				REQUIREMENTS OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-1	Organizational details	2			
	2-2	Entities included in the organization's sustainability reporting	2			
	2-3	Reporting period, frequency and contact point	2			
	2-4	Restatements of information				
	2-5	External assurance	All			Restatements are indicated through the report
	2-6	Activities, value chain and other business relationships	5,7			
	2-7	Employees	55			
	2-8	Workers who are not employees	58			
	2-9	Governance structure and composition	16			
	2-10	Nomination and selection of the highest governance body	17			
	2-11	Chair of the highest governance body	17			
	2-12	Role of the highest governance body in overseeing the management of impacts	21, 32			
	2-13	Delegation of responsibility for managing impacts	22			
	2-14	Role of the highest governance body in sustainability reporting	20, 21			
	2-15	Conflicts of interest	17			
	2-16	Communication of critical concerns	16			
	2-17	Collective knowledge of the highest governance body	21,32			
	2-18	Evaluation of the performance of the highest governance body	18 & Annual Report			
	2-19	Remuneration policies	17,20			
	2-20	Process to determine remuneration	17,20			
	2-21	Annual total compensation ratio	57			
	2-22	Statement on sustainable development strategy	24			
	2-23	Policy commitments	19, 54, 57, 58			
	2-24	Embedding policy commitments	20			
	2-25	Processes to remediate negative impacts	21, 26, 31, 71			
	2-26	Mechanisms for seeking advice and raising concerns	77			
	2-27	Compliance with laws and regulations			Confidentiality constraints	Internal information not publicly disclosed
	2-28	Membership associations	82			
	2-29	Approach to stakeholder engagement	26			
	2-30	Collective bargaining agreements	59			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	31			
	3-2	List of material topics	31			
	3-3	Management of Material topics	31			





GRI STANDARD		DISCLOSURE	LOCATION	OMISSION		
				REQUIREMENTS OMITTED	REASON	EXPLANATION
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	5,6			
	201-2	Financial implications and other risks and opportunities due to climate change	31,35			
	201-3	Financial implications and other risks and opportunities due to climate change	57			
	201-4	Defined benefit plan obligations and other retirement plans				Refer to our Annual Report 2024
GRI 202: Market Presence 2016	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	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure Investment and services supported			Information unavailable/incomplete	New material topic for Adisseo
	203-2	Significant indirect economic impacts			Information unavailable/incomplete	New material topic for Adisseo
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	86			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	75,76			
	205-2	Communication and training about anticorruption policies and procedures	75,76			
	205-3	Confirmed incidents of corruption and actions taken			Confidentiality constraints	Internal information not publicly disclosed
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices			Confidentiality constraints	Internal information not publicly disclosed
GRI 207: Tax 2019	207-1	Approach to tax				Refer to our Annual Report 2024
	207-2	Tax governance, control, and risk management				Refer to our Annual Report 2024
	207-3	Stakeholder engagement and management of concerns related to tax				Refer to our Annual Report 2024
	207-4	Country-by-country reporting				Refer to our Annual Report 2024
GRI 301: Materials 2016	301-1	Materials used by weight or volume			Confidentiality constraints	New material topic for Adisseo
	301-2	Recycled input materials used			Information unavailable/incomplete	New material topic for Adisseo
	301-3	Reclaimed products and their packaging materials			Information unavailable/incomplete	New material topic for Adisseo
GRI 302: Energy 2016	302-1	Energy consumption within the organization	40			
	302-2	Energy consumption outside of the organization			Information unavailable/incomplete	Internal information not publicly disclosed
	302-3	Energy intensity	40			
	302-4	Reduction of energy consumption	40			
	302-5	Reductions in energy requirements of products and services	40			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENTS OMITTED	REASON	EXPLANATION
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	49		
	303-2	Management of water discharge-related impacts	49		
	303-3	Water withdrawal	49		
	303-4	Water discharge	50		
	303-5	Water consumption	93		
GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	51		New material topic for Adisseo
	304-2	Significant impacts of activities, products and services on biodiversity	51		New material topic for Adisseo
	304-3	Habitats protected or restored		Information unavailable/incomplete	New material topic for Adisseo
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Information unavailable/incomplete	New material topic for Adisseo
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	37		
	305-2	Energy indirect (Scope 2) GHG emissions	37		
	305-3	Other indirect (Scope 3) GHG emissions		Information unavailable/incomplete	Internal information not publicly disclosed
	305-4	GHG emissions intensity	37		
	305-5	Reduction of GHG emissions	37		
	305-6	Emissions of ozone-depleting substances (ODS)		Not applicable	No ODS from Adisseo
	305-7	Nitrogen oxides (NOx), sulfur	48		
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	51-53		
	306-2	Management of significant waste-related impacts	51-53		
	306-3	Waste generated	51-53		
	306-4	Waste diverted from disposal	51-53		
	306-5	Waste directed to disposal	51-53		
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria		Information unavailable/incomplete	
	308-2	Negative environmental impacts in the supply chain and actions taken	83-86	Information unavailable/incomplete	Qualitative data available, quantitative not disclosed publicly
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	55, 56		
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	57		
	401-3	Parental leave		Information unavailable/incomplete	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	59		
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	60-62		
	403-2	Hazard identification, risk assessment, and incident investigation	60-62		
	403-3	Occupational health services	60-62		
	403-4	Worker participation, consultation, and communication on occupational health and safety	60-62		
	403-5	Worker training on occupational health and safety	59, 60-62		
	403-6	Promotion of worker health	60-62		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60-62		
	403-8	Workers covered by an occupational health and safety management system	60-62		
	403-9	Work-related injuries	60-62		
	403-10	Work-related ill health			

GRI STANDARD		DISCLOSURE	LOCATION	OMISSION		
				REQUIREMENTS OMITTED	REASON	EXPLANATION
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	66			
	404-2	Programs for upgrading employee skills and transition assistance programs	64			
	404-3	Percentage of employees receiving regular performance and career development reviews	64			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	63			
	405-2	Ratio of basic salary and remuneration of women to men			Information unavailable/incomplete	Internal information not publicly disclosed
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken			Confidentiality constraints	Internal information not publicly disclosed
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	59			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	59,85			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	59, 76			
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples			Information unavailable/incomplete	New material topic for Adisseo
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	68/69			
	413-2	Operations with significant actual and potential negative impacts on local communities			Information unavailable/incomplete	New material topic for Adisseo
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria			Information unavailable/incomplete	
	414-2	Negative social impacts in the supply chain and actions taken	83-86		Information unavailable/incomplete	Qualitative data available, quantitative not publicly disclosed
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	70			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	71			
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	70			
	417-2	Incidents of non-compliance concerning product and service information and labeling	71			
	417-3	Incidents of non-compliance concerning marketing communications	71			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	71			

ADISSEO EUROPE & CEI

Adisseo France S.A.S

Immeuble Antony, Parc II
10, place du Général de Gaulle
92160 Antony - FRANCE
Ph: +33 (0)1 46 74 70 00
sustainability@adisseo.com

ADISSEO CHINA

Adisseo Life Science (Shanghai) Co., Ltd

Suite 1003-1006 - Kerry Parkside
1155 Fangdian Rd.
Pudong New Area
Shanghai 201204 - CHINA (PRC)
Ph: +86 21 6169 6900

ADISSEO ASIA PACIFIC

Adisseo Asia Pacific Pte Ltd

600 North Bridge Road,
#15-06 to 08 Parkview Square
Singapore 188 778 - SINGAPORE
Ph: +65 6543 1121

ADISSEO LATIN AMERICA

Adisseo Brasil Nutrição Animal Ltda.

Avenida Maria Coelho Aguiar, 215
Bloco G - 1º andar - Jardim Sao Luis
05804-900 Sao Paulo - BRAZIL
Ph: +55 11 37 41 86 13

ADISSEO NORTH AMERICA

Adisseo USA Inc.

One Point Royal - Suite 275
4400 North Point Parkway
30022 Alpharetta, GA
UNITED STATES OF AMERICA
Ph: +1 678 339 1500

ADISSEO AFRICA & MIDDLE EAST

Adisseo Animal Nutrition DMCC

Office No. 2002 & 2003,
Tiffany tower, Cluster W,
Jumeriah lakes towers,
Dubai, UAE.
Tel.: +971 4 8747 965

ADISSEO INDIAN SUB CONTINENT

Animal Nutrition Private Limited

UNIT N° t-3135th
Avenue Brigade road 56001
Bangalore - INDIA
Ph: +91 99 45 35 06 52

