

SUSTAINABILITY
Report

2025

**ACTING FOR
TRANSITION**



CONVERTING INDUSTRIAL CHALLENGES INTO SUSTAINABLE MATERIAL SOLUTIONS



DOWNLOAD THE SUSTAINABILITY REPORT ONLINE VERSION

PURSUIT OF VOLUNTARY SUSTAINABILITY REPORTING

This sustainability report incorporates the Disclosure Requirements (DR) and the corresponding European Sustainability Reporting Standards (ESRS), in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD). Although ADDEV Materials is no longer subject to this compliance obligation, the company has decided to pursue this approach in the spirit of transparency and continuity.

Download the scorecard

ECOVADIS PLATINIUM

With a score of 4 points higher than the previous year, ADDEV Materials obtained the Ecovadis Platinum medal in 2025, with a score of 82/100. This recognition, after more than ten years of assessments moving from bronze medal in 2013 to gold medal since 2019, rewards the teams' constant commitment to spreading sustainability across all the Group's industrial sites.



WE SUPPORT



AMBASSADOR FOR THE UN GLOBAL COMPACT – FRANCE NETWORK

Signatory of the United Nations Global Compact since 2012, ADDEV Materials is taking the next step in 2025 by becoming a Global Compact Ambassador – France Network, reaffirming its commitment to responsible, sustainable development. The company's approach is based on six major Sustainable Development Goals (SDGs), three of which are directly linked to its solutions and markets: SDG 3 (good health and well-being), SDG 7 (affordable and clean energy) and SDG 9 (industry, innovation, and infrastructure). In addition to these priorities, three other strong commitments have been part of ADDEV Materials's DNA since its creation: SDG 5 (gender equality), SDG 13 (climate action) and SDG 16 (peace, justice, and strong institutions).



BPIFRANCE COMMUNITIES' MEMBERSHIP

For many years, ADDEV Materials has benefited from the support of Bpifrance, a key partner in its development. The company was among the first to join the French Fab, French Care and Coq Vert communities.



EDITO

**SUSTAINABLE WORLDWIDE GROWTH,
GUIDED BY OUR VALUES**



Discover our
corporate
video

Sustainability remains a strategic priority for ADDEV Materials. Today, the companies' performance is judged not only on their economic profitability, but also on their contribution to the world, combining financial, social, and environmental impacts. This is why, even without the obligation to comply with the CSRD directive, we have chosen to voluntarily pursue this approach, convinced that transparency and sustainability must become universal standards for all companies.

Beyond borders and political sensibilities, we firmly believe that sustainable growth is a shared ambition, a common language that brings us together. Becoming an Ambassador of the United Nations Global Compact - France Network, in 2025, perfectly embodies this conviction. And that is why we ensure that our sustainability commitments are deployed on all our industrial sites worldwide, in Europe, North America and Asia.

Every initiative, every commitment we make to more responsible materials solutions, contributes to this momentum we share with our stakeholders - employees, clients, suppliers, investors, and financial partners. We have also carried out a double materiality analysis to better understand our impact on the planet, our most valuable stakeholder. Thanks to our clear commitments and concrete actions, backed up by performance indicator monitoring and ambitious targets, we are proud to have been awarded the EcoVadis Platinum Medal with a score of 82/100, rewarding our teams' unflinching motivation over the past 12 years.

This recognition has a virtuous circle effect on our human capital and provides renewable energy for our collective effort. Together, in line with our founding values, we will strive to build a more responsible and resilient future, convinced that every action counts and that the choices we make today will define the world of tomorrow.



Julien DUVANEL
CEO ADDEV Materials



Pascal NADOBNY
Chairman ADDEV Materials

& BUSINESS MODEL

DR SBM-1, DR SBM-2

OUR PURPOSE

Converting industrial challenges into sustainable material solutions

VISION

(What we aspire to be)

Wherever innovative materials are key, we deliver engineered solutions and services for high-end markets.



MISSION

(What we deliver)

We combine our expertise in advanced materials and our converting knowledge to enhance the industrial and supply chain performance of our customers.

As a partner of choice of world-class manufacturers, with the strength of our market knowledge, we design customized value-added solutions to satisfy our customers technical and sustainable challenges.



WORLDCLASS
MATERIAL
MANUFACTURERS



Materials



Processes



Services

ADDEV MATERIALS



HIGH-END
VALUED
CUSTOMERS

OUR UNIQUENESS

- ▶ Technical expertise
- ▶ Market knowledge
- ▶ International presence
- ▶ Key position at the heart of the value chain
- ▶ Innovation & Sustainability



Our most valuable asset is people. We combine the expertise from all our centers of excellence and share a collective ambition to grow as a team.



“
By becoming this year’s corporate ambassador of the UN Global Compact – France Network, ADDEV Materials is strengthening its commitment to the Sustainable Development Goals (SDGs) and respecting the Ten Principles for building a sustainable economic future.

Nils PEDERSEN
General Delegate
UN Global Compact – France Network



“
We are dedicated to driving innovation and sustainability. Our partnership with ADDEV Materials underscores our commitment to developing solutions that address current demands while fostering a more sustainable future.

Arne BARKLEY
Head of Sales Converting
Tesa

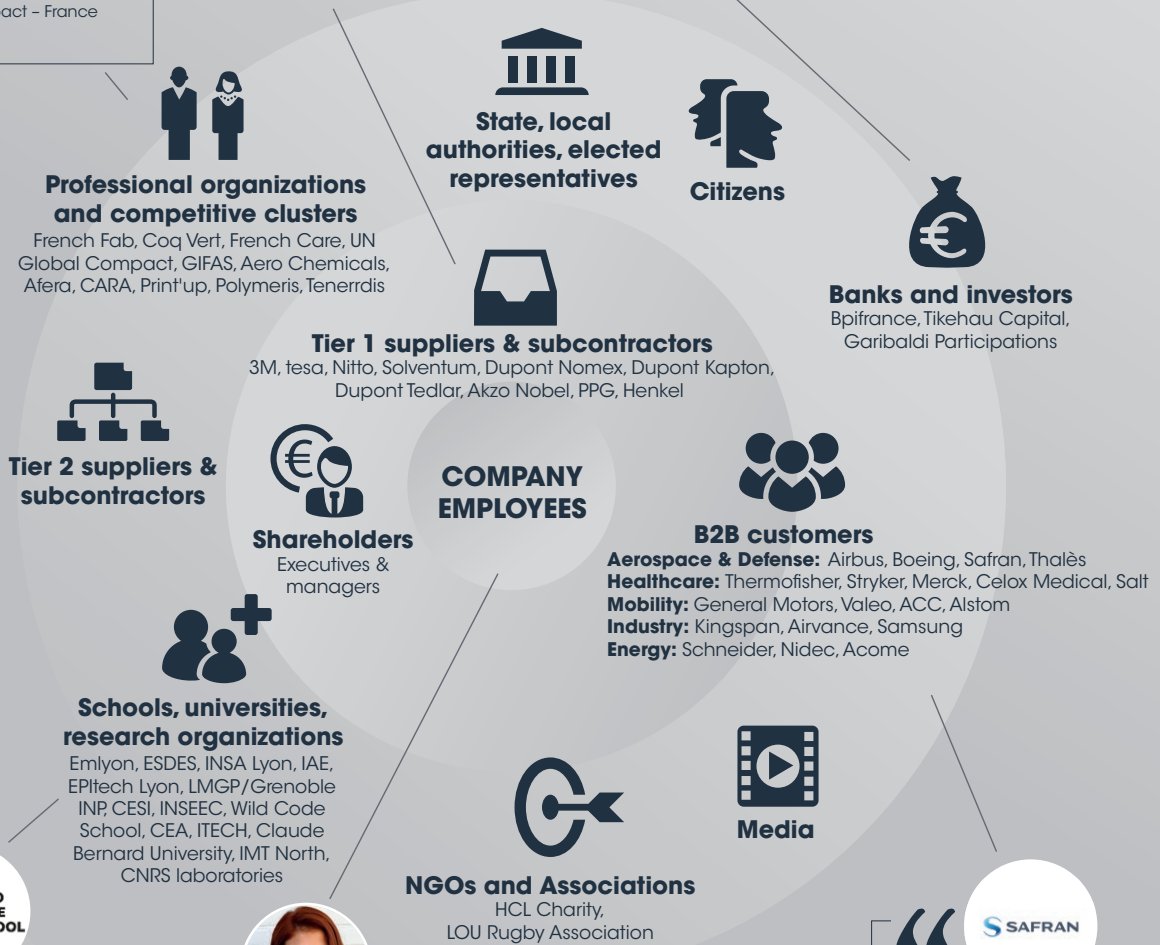


“
Today, sustainability is a key criterion for investors, considered just as important as economic performance. ADDEV Materials understands this: its rigorous and consistent approach to sustainability makes it an exemplary player, capable of reconciling positive impact with solid growth.

Arnaud LEGARDEUR
Investment Director,
Bpifrance

OUR CHALLENGE FOR THE FUTURE

In line with our roadmap, we have carried out a double materiality analysis, based on our teams’ expertise. To take this approach further and incorporate the expectations of our ecosystem, a multi-stakeholder survey will be conducted by 2026. Its results will be used to enhance the double materiality matrix and further structure our ESG reporting.



“
ADDEV Materials embodies a modern sustainability approach where data management becomes a real impact driver. This approach resonates completely with the values of the Wild Code School.

Clémentine CHAMPENOIS
Campus Director Lyon - Auvergne-Rhône-Alpes Regional Manager, Wild Code School



“
Sustainability is now an integral part of how we do business. More and more customers expect their partners to share their environmental and social values. At ADDEV Materials, this commitment is real and tangible — and it’s a true competitive advantage.

Sara BREKKE
Marketing and Sales Account Manager
ADDEV Materials



“
For the past four years, ADDEV Materials has been by our side, believing in us far beyond what happens on the pitch. Their loyal support has helped the team to grow and women’s rugby to grow in influence. It’s a real source of pride to wear the colors of such a committed partner.

Clémentine JOLIVEAU
Lock player
LOU Rugby



“
It seemed only natural for us to work with ADDEV Materials, a company that places sustainability at the heart of its activities. Their commitment to sustainability translates into innovative, environmentally-friendly solutions that are perfectly in line with our own commitments.

Dominique FERJULE
Chemical Products Buyer
SAFRAN

GOVERNANCE

DR GOV-1
DR GOV-2
DR GOV-3



SUSTAINABILITY TEAM



Louise NADOBNY
Head of Sustainability & Communication



Maëlle NEDELEC
ESG Reporting Project Manager



Maud SAMSON
HR Development Manager

MARKETING & SUSTAINABILITY



Marie BLANCHARD BRUNEL
Chief Marketing & Sustainability officer



Pascal NADOBNY
Chairman

PURCHASING



Patrick GRANDE
Group Purchasing director



Julien BOCCON-GIBOD
Chief Finance officer



Franck POIRIER
Chief Performance officer



Julien DUVANEL
CEO

OPERATIONAL EXCELLENCE, IT & DATA

- PRESERVE
- CREATE VALUE
- TAKE CARE
- MANAGE
- ⊕ COMEX

AEROSPACE & DEFENSE CHEMICALS & CONSUMABLES



Matt WEBB
General Manager
North America



Robert WADDELL
General Manager
Northern Europe



Jason HYNES
General Manager
North America



Nick MARIS
General Manager
North America



Aude CURY
General Manager
France & MEA

HEALTHCARE & WELLNESS ENGINEERED ADHESIVE SOLUTIONS



Thomas FOUCAULT
General Manager
Southern Europe



Jim ROWBOTHAM
General Manager
Asia



Thomas HOORNAERT
General Manager
Europe



Cyril FRANCES
General Manager
Europe

MOBILITY & INDUSTRY ADHESIVES & TAPES

POWER & ELECTRONICS FILMS & FIBERS

SUPERVISORY BOARD



PASCAL NADOBNY
Chairman
ADDEV Materials
Managing Founder



JULIEN DUVANEL
General Manager
ADDEV Materials
Managing Founder



TIKEHAU INVESTMENT MANAGEMENT
Represented by
Emmanuel LAILLIER
Head of private equity



Represented by
Cyril MOULIN
Executive Director



BPIFRANCE INVESTISSEMENT
Represented by
Arnaud LEGARDEUR
investment Director



GARIBALDI PARTICIPATIONS
Independent member,
Censor
Represented by
Pierre-Antoine RUYSSSEN
Investment Director

STRATEGY DR SBM-1

▶ OUR KEY FIGURES

 **225m€**
REVENUES

 **800**
EMPLOYEES

 **15**
INDUSTRIAL SITES

 **78%**
OF REVENUES GENERATED INTERNATIONALLY

▶ OUR STRATEGIC ACTIVITIES

CHEMICALS & CONSUMABLES
AEROSPACE & DEFENSE

ENGINEERED ADHESIVE SOLUTIONS
HEALTHCARE & WELLNESS

ADHESIVES & TAPES
MOBILITY & INDUSTRY

FILMS & FIBERS
POWER & ELECTRONICS



▶ OUR BUSINESS EXPERTISE

ADDED Value on MATERIALS

DISTRIBUTION

▶ EXPERT DISTRIBUTION

CONVERTING

- ▶ CUSTOM PACKAGING OF CHEMICALS & CONSUMABLES
- ▶ CONVERTING OF ADHESIVES & TAPES
- ▶ CONVERTING OF TECHNICAL FILMS, FIBERS & ELECTRICAL INSULATIVES

MANUFACTURING

▶ SPECIALTY MANUFACTURING

▶ OUR PRODUCT RANGE

CHEMICALS & CONSUMABLES

Surface Treatments
Adhesives & Sealants
Paints & Coatings
Solvents & Cleaners
Oils & Lubricants

ENGINEERED ADHESIVE SOLUTIONS

Medical Grade Tapes
Technical Films
Nonwoven
Foams & Venting

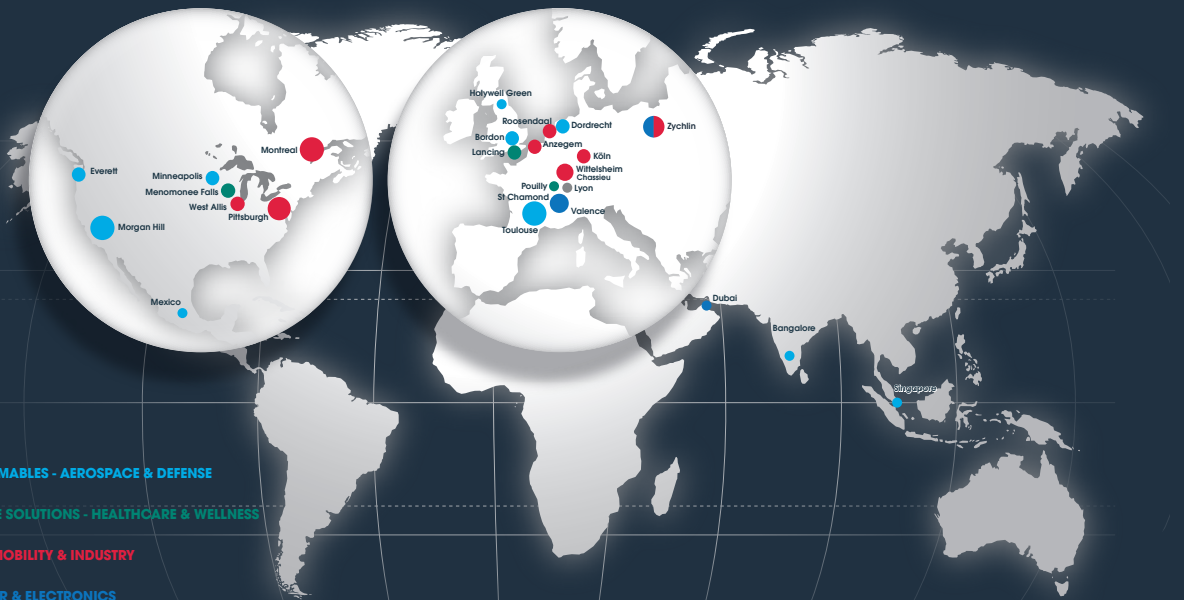
ADHESIVES & TAPES

Adhesives
Sealants
Tapes
Foams
Protective Films

FILMS & FIBERS

Technical Films
Laminates
Papers & Fibers
Nonwoven
Tubes & Sleeves

▶ OUR LOCATIONS



MATERIALITY

DR SBM-3
DR IRO-1
DR IRO-2

DOUBLE MATERIALITY MATRIX

Since 2023, ADDEV Materials has been involved in the initial draft of the European CSRD (Corporate Sustainability Reporting Directive). The recent amendments to this directive introduced by the Omnibus bill have in no way altered the company's determination to continue communicating its sustainability strategy on a voluntarily.

This year has seen a strong focus on the completion of the double materiality matrix**, initiating internal work around the analysis of ESG impacts and the assessment of risks and opportunities, particularly of a financial nature. The process was divided into three stages:

- ▶ **The CSRD working group** set up for the occasion, drew up an exhaustive inventory of the themes arising from the sustainability issues proposed by the CSRD, selecting only those that are truly relevant to our value chain and business model. This **'identification' phase** was based both on feedback from operational managers and an in-depth documentary analysis.
- ▶ The second step was for the working group to **distinguish between direct IRO*** - linked to our own activities - **and indirect IRO***, led by our suppliers and clients. While the former were analyzed immediately, we chose to defer the qualification of the latter to compare them later with a dedicated questionnaire, thus guaranteeing the reliability of the data collected. **During the direct impact qualification phase**, we applied the analysis methodology proposed by the CSRD. Negative impacts were detailed according to

their magnitude, extent, and irremediable nature. This last criterion was not used for positive impacts. The likelihood of occurrence for potential impacts, or their frequency for actual impacts, were also taken into account to produce a quantitative rating. Risks and opportunities were analyzed according to two criteria: magnitude and probability. However, the rating scales are considered confidential for competition reasons.

- ▶ The third stage was a **'grouping' phase**. In preparation for the presentation of the matrix to the management board and stakeholders, we decided to simplify the number of challenges by grouping the IROs* by major theme. Sixteen major challenges were summarized, and internal experts and the management committee were able to confirm these ratings in detail. The results are presented in the double materiality matrix below.

*Impacts Risks Opportunities

*** The double materiality matrix graphically illustrates the hierarchy of sustainability challenges along two complementary dimensions. On the one hand, the importance of our extra-financial impacts (vertical axis) and, on the other, the importance of ESG risks or opportunities for the company (horizontal axis). The colored circles refer to our 16 major challenges according to the ESRS.

DR IRO-1, DR IRO-2



MATERIAL CHALLENGES FOR ADDEV MATERIALS

For ADDEV Materials, six challenges stand out. They are both the strongest in terms of socio-environmental impacts (top third of the vertical axis) and the most decisive for ADDEV Materials' performance and resilience (last third of the horizontal axis).

► Group 1: Climate change

The fight against climate change, which encompasses both the reduction (mitigation) of our greenhouse gas emissions and the adaptation of our sites and product portfolio to climate hazards, is a cornerstone of our strategy. The energy transformation of certain sectors (aeronautics, railways, energy, industry, etc.) is a source of major business opportunities. We are mobilizing investments to decarbonize our processes, strengthen the resilience of our infrastructure, and drive innovation to meet our clients' sustainable challenges.

► Group 3: Substances of concern

Controlling the use, storage and disposal of potentially toxic substances is essential to protect the health of our employees, the quality of the natural environment and regulatory compliance. This challenge guides our policy of exclusion, substitution, and chemical traceability.

► Group 6: Input resources

The scarcity of raw materials means we need to optimize their extraction and encourage recycling. We are working to limit our sites' footprint, but above all to promote the circular economy within our value chain by developing innovative services combining containers, delivery, and recycling.

► Group 8: Waste

Controlling the production and management of our waste reduces our impact on the environment - particularly in sensitive areas - and optimizes our treatment costs.

► Group 9: Working conditions

Providing a safe, ergonomic, and motivating working environment is a key factor in performance and talent retention. Safety, workstation adaptation and day-to-day well-being are at the heart of our action plans.

► Group 16: Supplier relations

Our first- and second-tier partners directly influence the overall impact of our products. We are stepping up our CSR audits, sharing our best practices and supporting our suppliers in adopting more sustainable approaches to secure our supplies and collectively boost our extra-financial performance.

Find out how we are tackling these six key challenges on the following pages. In addition to these six priorities, ADDEV Materials remains attentive to all other sustainability challenges which, although positioned at lower materiality levels, contribute to the robustness of our overall approach.

DR IRO-1, DR IRO-2



A DEDICATED WORKING GROUP

At the heart of ADDEV Materials' double materiality analysis is a multi-disciplinary committee made up of key representatives from human resources, sustainability, finance, purchasing/supply chain, and quality/environment. This diverse expertise ensures an overall yet nuanced view of our impacts and financial risks.

The group met in three themed workshops - focusing respectively on ESG risks, opportunities, and impacts - alongside smaller intermediate workshops. At each session, sustainability issues were presented by their business 'promoter', then discussed, leading to a collective qualification. This participative method enabled us to reach a consensus on impacts, risks, and opportunities, while at the same time illustrating the divergent viewpoints of the various departments. The sustainability team established an initial rating and presented the result at a further meeting of the expert group. This meeting enabled us to make adjustments and was supplemented by individual interviews when necessary.

This alternation between plenary sessions and targeted interviews ensured both the depth of the debates and the rigor of the results presented in this report.

DR IRO-1, DR S1-2, DR S1-3, DR S1-4, DR S1-5

OUTLOOK

To follow up on the lessons learned from our 2024 matrix, two strategic projects are scheduled for the coming months.

The first aims to launch a broad dialog with our external stakeholders - clients, employees, investors, and strategic suppliers - to compare residual materiality with their visions. Organized in the form of a major quantitative survey sent out via a digital platform, these exchanges will start in the second half of 2025, culminating in a shared summary by the end of the year.

The second task will be to qualify the indirect IROs identified. We will be sending out a structured questionnaire to our main suppliers, listing our 16 challenges and asking for an assessment of the likelihood and severity of each challenge in relation to their value chain and business model. This survey will enable us to enhance and adjust the matrix with field data, before its final version in early 2026.

These two initiatives will reinforce our sustainability strategy, ensuring that our double materiality matrix accurately reflects both our own impacts and those of our ecosystem, while preparing ADDEV Materials for the CSRD obligations that will come into force.



CLIMATE CONTROL

Louise NADOBNY IMBERTON
Head of Sustainability & Communication

The double materiality analysis carried out by our teams highlighted climate change as a central challenge for ADDEV Materials, in terms of impacts, risks and opportunities. This exercise enabled us to strengthen and validate the relevance of our climate strategy, by reinforcing our action priorities and ensuring greater consistency between our carbon trajectory, our sustainability policy, and our business model.

Since our commitment to Bpifrance's Decarbonization Accelerator (2021-2023) and the implementation of a structured action plan from 2022, we have today achieved a high level of mastery of this major challenge.

Our action plan is based on ambitious targets aligned with the Science-Based Targets initiative (SBTi): a 42% reduction in emissions on scopes 1 & 2 and 25% reduction on scope 3 by 2030. This is structured around the four priorities listed opposite.

OUR ACTION PLAN



1. Decarbonization of operational activity

- ▶ Carbon performance of equipment
- ▶ Renewable energy supply
- ▶ Life at work (travels, mobility)



2. Materials circularity

- ▶ Waste reduction
- ▶ Waste recycling



3. "Low carbon" added value to our products

- ▶ Product carbon footprint and eco-design
- ▶ Optimization of raw materials purchasing
- ▶ "Scope 4" emissions avoided by our customers



4. Climate approach management

- ▶ Transition management
- ▶ Carbon monitoring and information systems
- ▶ Climate change promotion

Each pillar is supported by a member of the executive board, and each sub-pillar by an operational manager, with dedicated performance indicators to monitor results. This governance enables ADDEV Materials to transform its climate strategy into a lever for sustainable competitiveness, in line with its environmental commitments.

DR E1-1, DR E1-2, DR E1-3, DR E1-4

OUR 2024 KEY FIGURES DR E1-5

BUILD AN ENVIRONMENTAL MANAGEMENT SYSTEM

SORT AND RECYCLE



Energy consumption (gas and electricity)



Share of renewable electricity (purchased and produced)



Share of recycled waste

BRINGING NATURE BACK TO OUR CITIES

ADDEV Materials supports 'Qui veut rafraîchir sa ville?' ('Who wants to freshen up their city?'), a citizens' initiative that gets businesses, residents and local authorities involved to create urban cooling micro-islands in the cities. Together, we reimagine the use of rainwater and green private and public spaces to help our regions adapt more effectively and sustainably to global warming.

DR E1-3, DR E4-1



ENERGY EFFICIENCY

Advanced diagnostics and monitoring equipments have enabled us to map and track our consumption precisely, thereby optimizing our energy efficiency and reducing our costs.

DR E1-3

David CONSTANCE
Industrial Manager Pouilly-sous-Charlieu

CAR FLEET ELECTRIFICATION

ADDEV Materials is actively pursuing the electrification of its vehicle fleet, which now comprises 42% hybrid vehicles (+18% in 2024) and 9% electric vehicles (+5% in 2024). This development is also supported by the deployment of 25 charging stations on 13 sites. In addition to its environmental impact, this approach is part of a global drive to optimize costs, particularly in terms of fuel and maintenance, while supporting users in their move towards more sustainable mobility.

DR E1-3



SUSTAINABLE MOBILITY PACKAGE

The mobility bonus of up to €200 a year, offered by the Group to encourage carpooling and cycling, is a convenient economic incentive that motivates me to adopt more responsible commuting habits.

DR E1-3

Peggy ZISLIN ZANRE
Inside Sales Representative Wittelsheim

OUR CHALLENGE FOR THE FUTURE

We want to focus on concrete actions: carrying out energy audits and deploying the associated actions, incorporating best practices in waste management, and developing inspiring business cases combining environmental performance and economic gains. Simultaneously, we are continuously enhancing the collection and accuracy of our data: better definition of the right emission factors for our raw materials, deployment of fuel cards and upgrading of our expense report software to improve tracking of business travel, and more detailed calculation of products and fixed assets' end-of-life.



AN AUDITED AND STRENGTHENED CARBON FOOTPRINT

Maëlle NEDELEC
ESG Reporting Project Manager

In 2024, ADDEV Materials reached a new milestone in its climate trajectory with its fourth Group Carbon Footprint covering 22 sites in 9 countries. For the first time, this exercise was subject to an external audit, a process made necessary by the inclusion of carbon indicators in our banking partners' financing criteria. This audit confirms the robustness of our methodology and the quality of the data collected, the result of a rigorous effort by the sustainability team with cross-functional departments and sites.

We have improved the accuracy of our data, particularly with regard to raw material purchases by weight, upstream and downstream transport (whether or not financed by ADDEV Materials), and emissions linked to refrigerants.

To best manage our decarbonization in a context of external growth, we are following two complementary reduction trajectories: in absolute value on a constant perimeter (-42% in scopes 1&2 and -25% in scope 3 by 2030), and in carbon intensity in relation to the material margin (-40% scopes 1&2, -50% scope 3 by 2030). Our reference year is 2020, and each methodological change entails a systematic recalculation of previous years, guaranteeing a reliable and consistent reduction trajectory.

DR E1-3, DR E1-4, DR E1-6



ENERGY: PRODUCTION, PURCHASING, TRACEABILITY AND CARBON IMPACT

Aurélie BILLOU
Indirect Purchasing Manager

The purchasing and sustainability teams worked closely together with the finance departments and site managers to improve the management of our energy contracts. This approach enabled us to thoroughly analyze suppliers' quotes and terms and conditions in detail, paying particular attention to green energy contracts. The rigorous collection of guarantees of origin and carbon emission factors has strengthened our ability to better track our supplies and refine the calculation of our environmental footprint.

At the same time, we are developing renewable energy production, with three of our industrial sites equipped with photovoltaic panels. In Zychlin (Poland), solar panels have been installed close to the new building delivered in 2021 and are combined with an advanced monitoring system for precise production tracking. In Roosendaal (Netherlands), rooftop panels generate all the electricity needed to keep the site running. Finally, in Morgan Hill (California, USA), panels installed over ten years ago have been coupled with a new control tool that optimizes self-consumption, reducing both costs and carbon emissions.

DR E1-5

OUR 2024 KEY FIGURES DR E1-6

REDUCE OUR ENERGY CONSUMPTION AND CO2 EMISSIONS



GHG Emissions*
scopes 1 & 2



GHG Emissions*
scope 3



Carbon intensity**
scopes 1&2



Carbon intensity**
scope 3

*constant perimeter since 2020, excluding acquisitions

**extended perimeter to include acquisitions since 2020, carbon intensity relative to material margin (MM)

CARBON STREAMS 2024

DRE1-6



CO² upstream

CO² directly linked to the activity

CO² downstream

SCOPE 3 UPSTREAM

Input resources (raw materials and services)
Energy production
Capital goods
Upstream transport
Waste
Employee commuting
Business travels

SCOPE 1

Gas
Fuel for company cars
Refrigerants

SCOPE 2

Electricity

SCOPE 3 DOWNSTREAM

Downstream transport
Product end-of-life

SCOPE 3 UPSTREAM

77% **39 617 T**

35 320 T

Input (raw materials and services purchasing)



1 350 T

Capital goods



1 247 T

Employee commuting
Home/work



620 T

Upstream
transport



429 T

Professional
travels



326 T

Energy related
Activities



324 T

Waste



SCOPE 1

2% **774 T**

489 T

Gas



252 T

Diesel and gasoline
(car fleet)



32 T

Refrigerant



SCOPE 2

1% **730 T**

730 T

Electricity



SCOPE 3 AVAL

20% **10 528 T**

9 805 T

End of
Product life



724 T

Downstream transport



T = tCO₂e

EVOLUTION OF ADDEV MATERIALS' CARBON EMISSIONS SINCE 2020

-51%*
SCOPES 1&2

-9%*
SCOPE 3

*in carbon intensity compared to the material margin



CREATE VALUE

ESRS E5



Download the charter



STRUCTURING AND MANAGING RESPONSIBLE PURCHASES

Patrick GRANDE
Group Purchasing Director

ADDEV Materials implements a responsible purchasing policy based on balanced relationships with its partners and strong commitments to ethics, respect for human rights and the reduction of its environmental footprint.

This approach is managed by a multidisciplinary team, through a dedicated process review, targeted monitoring indicators and a continuous improvement plan. Thanks to the commitment of our teams, the percentage of purchases made from suppliers who have signed the ADDEV Materials charter has risen to 62%. At the same time, the analysis of raw materials by weight has improved the accuracy of the Scope 3 Carbon Footprint, covering more than 62% of the purchase value.

In 2024, ADDEV Materials also reinforced its long term commitment by becoming a signatory to the "Charte Relations Fournisseurs et Achats Responsables" (RFAR) (Responsible Supplier Relations and Purchasing Charter), supported by the "Médiateur des Entreprises" (French Business Mediator) and the "Conseil National des Achats" (French Purchasing Council).

DR E5-1, DR E5-3, DR E5-4, DR G1-2



DESIGNING SUSTAINABLE SOLUTIONS TO SUPPORT THE TRANSITION

Marie BLANCHARD BRUNEL
Chief Marketing and Sustainability officer

Our material solutions - whether flexible or liquid - are designed to meet our clients' performance, durability, and lightweight specifications. However, the composition of some of these products may make them difficult to recycle. This is why we have embarked on an eco-design approach, based on a life-cycle analysis, which involves seeking more responsible solutions with our suppliers, optimizing and reusing our packaging, and adopting more virtuous modes of transport.

Our customized adhesive solutions provide 'just the right part' to simplify industrial processes and lighten finished products — an essential lever for reducing carbon emissions. Our liquid materials can be custom packed to deliver 'just the right amount', thereby limiting waste.

This responsible approach applies to all our markets, whether they are already low-carbon sectors, such as rail, electric vehicles and renewable energies, or sectors in transition, which we are actively supporting towards more sustainable models.

DR E5-2, DR E5-4, DR E5-5, DR G1-2

OUR 2024 KEY FIGURES

*DR E5-2
DR E5-4*

SERVE THE CLIENT BY THE OPERATIONAL EXCELLENCE



Number of clients evaluating ADDEV Materials about its sustainability commitments since 2020

INNOVATE AND SELL SUSTAINABLE SOLUTIONS



Share of R&D budget allocated to sustainable projects

PURCHASE AND SOURCE WITH SUSTAINABILITY



Share of purchases covered by a sustainability approach



ECO-DESIGNED PACKAGING SOLUTIONS

Aziz REZIG

Innovation Director

As part of its ongoing drive to develop more sustainable solutions with less environmental impact, ADDEV Materials has won ADEME's (French Environment and Energy Management Agency) PERFECTO 2023 call for projects for its NEECODEP initiative. The aim of this project is to design an eco-designed multi-layer flexible packaging incorporating technical materials of recycled and/or bio-sourced origin, intended in particular for the custom packaging of liquid chemicals for aeronautics market. The aim is to reduce the product's environmental footprint by using low-carbon materials, while guaranteeing the quality and technical performance essential to this sector.



DR E5-2, DR E5-4, DR E5-5



Watch the video



LEA, LIFECYCLE EVALUATION BY ADDEV

With LEA, our simplified LCA tool, we are designing more responsible solutions and helping our clients to concretely reduce their carbon footprint.



DR E5-2, DR E5-4, DR E5-5

Péroline OLIVIER

Development & Innovation

AN INNOVATIVE PATCH TO REPAIR SOLAR PANELS

After a year's collaboration with DOTSun, the repair patch for photovoltaic modules is now operational. An initial repair campaign was carried out at the beginning of the year, reconnecting 200 panels at a solar power plant in the Provence-Alpes-Côte d'Azur region.

A follow-up program is currently underway to collect and analyze the performance of these repaired panels, comparing them with untreated panels.

In addition to validating the processability of the patch, this operation also gave our partner DOTSun the opportunity to test the deployment of its temporary factory directly on site, in real-life conditions.



DR E5-2, DR E5-4, DR E5-5



See our commitment



COMMITMENT TO RESPONSIBLE SUPPLIER RELATIONS AND PURCHASING (RFAR)

Signing the RFAR charter in 2024 is a concrete and structural undertaking. This is the first step on the road to certification and reflects ADDEV Materials's commitment to a sustainable approach to responsible purchasing.

Patrick GRANDE,

Group Purchasing Director

Charte 
RELATIONS FOURNISSEURS
ET ACHATS RESPONSABLES

OUR CHALLENGE FOR THE FUTURE

We are reaffirming our commitment to unite our entire value chain around more responsible practices. Our ambition is to involve a growing number of suppliers and clients in sustainable collaborative projects that create shared value, thanks in particular to our lifecycle assessment tool (LEA).

In addition, we intend to continue analyzing our purchasing base to identify the most sustainable raw materials and steer our sourcing toward lower-impact alternatives. Finally, we are pursuing our innovation efforts to develop new solutions adapted to markets and applications in transition.



HUMAN ADDED VALUE: PEOPLE AT THE CORE OF OUR COLLECTIVE SUCCESS

Maud SAMSON
HR Development Manager

At ADDEV Materials, every employee is at the heart of our performance. As a multi-local organization on a human scale, we foster an environment that nurtures collective fulfillment and success.

Guided by our TEAM (Trust, Enthusiasm, Autonomy and Motivation) values, our HR policy is based on five levers:

- quality recruitment with a strong commitment to diversity
- a remuneration policy aligned with results and specific local features
- skills development to enhance employability and long-term engagement
- quality of work life (QWL)
- demanding yet caring performance management

These commitments are reflected in concrete actions: annual performance appraisals, an engagement survey and QWL standards deployed at all our sites with particular attention paid to health and safety, especially in industrial environments.

Social dialog is progressing thanks to discussions on the living wage, the development of employee benefits as part of our sustainability strategy, and our ADD'ALL diversity and inclusion program.

In this way, ADDEV Materials affirms its ambition to build an inclusive, responsible corporate culture with sustainable performance.

DR S1-1, DR S1-9, DR S1-12, DR S1-13, DR S1-15



VIE PROGRAM: A CAREER SPRINGBOARD FOR YOUNG TALENT

Arthur CARTIER
ZipChem Brand Manager, VIE in California

ADDEV Materials supports its young talents at every stage of their career, offering them meaningful professional experience through internships, work-study programs, and international opportunities via the V.I.E. (international volunteering in business) program.

This program, which has long been part of the Group's DNA, reflects its commitment to training, mobility, and openness to the world. It is fully in line with an ambitious and sustainable international development strategy. The V.I.E. program gives young talents access to empowering assignments abroad, combining the acquisition of professional skills, cultural immersion, and personal development. This experience is a real career booster, providing a structured framework for learning, undertaking, and developing.

For ADDEV Materials, V.I.E. is also a strategic lever: it facilitates the integration of new acquisitions, supports the deployment of brands in key markets, and strengthens the Group's position in its various geographical areas.

Working closely with Business France, ADDEV Materials is reaffirming its commitment to international mobility as a powerful driver of engagement, agility, and collective success.

DR S1-13

OUR 2024 KEY FIGURES

*DR S1-9 DR S1-13
DR S1-12 DR S1-14*

TAKE CARE OF OUR EMPLOYEES



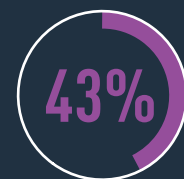
Average quality of
work life score across
sites

DEVELOP TALENTS AND COMPETENCIES



Number of young
talents in VIE

BE AN INCLUSIVE EMPLOYER BY PROMOTING DIVERSITY



Share of women
in the workforce

**PEOPLE & INCLUSION:
COMBINING OUR ACTIONS TO
MULTIPLY THEIR IMPACT**



With its ADD'ALL program, ADDEV Materials is taking concrete action to promote diversity and inclusion in three areas: ADD'PowHER for women, ADD'YOUth for young people, and ADD'DisABLE for people with disabilities. Among its actions, ADDEV Materials is a long-standing sponsor of the LOU Women's Rugby team and for several years has also supported the Nescens secondary school for young people with cognitive disabilities. In 2024, we strengthened the synergy between these two commitments by inviting Nescens students to a LOU Women's Rugby match, where the kick-off was given by the founder of Nescens, and his daughter, a Nescens student. This was a powerful illustration of our ambition to develop our values of inclusion together.

DR S1-9, DR S1-12



VOLUNTARY LIVING WAGE INITIATIVE

We have initiated a voluntary approach to the living wage, which exceeds the legal minimum. The living wage corresponds to a level of remuneration that enables an employee to cover their basic needs — housing, food, health, education — depending on their family situation and place of residence. It takes into account the real cost of living to guarantee a dignified and stable standard of living. In 2024, 90% of ADDEV Materials employees worldwide were involved in this analysis, and the assessment identified 4.5% of employees below this threshold, based solely in the United States, for whom corrective action is being taken.

DR S1-10, DR S1-16



**TOWARDS ISO 45001
CERTIFICATION**

Dominik JAMIOLA
QSE Manager Poland

ADDEV Materials has initiated on its Polish site in Zychlin an ISO 45001 certification process, the international standard for health and safety at work. Still in its early stages, this initiative aims to structure our prevention practices, strengthen the safety culture across our industrial sites, and ensure a safer working environment fully aligned with our ongoing commitment to quality of work life.

DR S1-14

**OUR CHALLENGE
FOR THE FUTURE**

We want to continue to develop the men and women who make up our teams because their commitment and added value are key to our differentiation and the success of our entrepreneurial project.

We intend to take full advantage of the findings of the engagement survey to build targeted action plans capable of uniting our teams around a shared ambition and strong values.

The ADD'ALL program continues, with the aim of pooling our partnerships to amplify their impact. In this context, we will be relaunching our sponsorship with the "Hospices Civils de Lyon" Charity, aligned with our healthcare activities.

People reviews and annual performance appraisal campaigns (EVA) will continue to be key stages in talent management and employee development. At the same time, health and safety will remain core priorities, with improved management of indicators and the completion of the ISO 45001 process in Poland.



SECURE, HARMONIZE, PERFORM: DATA AS A LEVER FOR TRANSFORMATION

Julien BUREAU
Information Systems Director

Operating across several continents, ADDEV Materials evolves within a complex environment marked by the diversity of its sites, languages, and markets. This diversity is a real strength—but it also presents significant challenges when it comes to harmonizing our information systems. Our strategy of external growth and the regular integration of new entities—each with its own tools and processes—makes it essential to structure our data effectively within the group’s reporting systems. This ensures fast, reliable, and consistent business management across the organization. To meet this challenge, our information systems are tailored to the specific needs of each business unit and geographical region, while guaranteeing interoperability, operational efficiency, and compliance with cybersecurity standards.

As a mid-sized company, our strength lies in our agility and pragmatic approach. We focus on business priorities, progressively standardize key tools, and count on expert teams that are fully aligned with operational realities.

By promoting knowledge sharing, best practice exchange, and employee upskilling, our information systems become true drivers of both industrial performance and human transformation.



CODE OF CONDUCT BUSINESS ETHICS

Julien BOCCON-GIBOD
Chief Finance officer

ADDEV Materials’ code of conduct business ethics is based on strong ethical principles guaranteeing responsibility and transparency in all our activities. We comply strictly with international labor laws, anti-corruption rules and all the applicable regulations. Our employees are trained to apply these rules on a daily basis.

Preventing conflicts of interest and protecting confidential information are at the heart of our approach, with clear procedures ensuring impartial and honest decisions.

We apply zero tolerance to corruption, fraud, and money laundering, reinforcing compliance through regular audits.

ADDEV Materials promotes diversity, equal opportunity, and respect for human rights, convinced that these values foster innovation and cohesion.

Lastly, a confidential whistle-blowing system enables employees to report any unethical behavior without fear of reprisal, thus ensuring transparency and trust within the Group.

This ethical policy is a fundamental pillar of our sustainable performance and corporate social responsibility.

DR G1-1, DR G1-3, DR S1-17

OUR 2024 KEY FIGURES

*DR GOV-4
DR S1-17*

ACT WITH TRANSPARENCY AND HONESTY



Number of corruption and cybersecurity incidents



Share of employees who have signed the ethical charter*

EASE THE CONVERGENCE



Share of sites with CRM

CO-BUILD AND MANAGE PERFORMANCE



Ecovadis grade

A DEDICATED SUSTAINABILITY DASHBOARD IN POWER BI

To make sustainability data more accessible, ADDEV Materials has developed a dedicated Power BI dashboard. Fueled by social, environmental, and ethical indicators, this tool empowers employees around the world to independently access the information relevant to them.

Integrated into each entity's monthly performance reviews, the dashboard strengthens transparency, supports the local management of ESG challenges, and encourages collective ownership of our sustainability commitments.



INTEGRATION OF A NEW ENTITY : ADDEV MATERIALS HEALTHCARE

Jason HYNES

General Manager H&W North America

In 2024, ADDEV Materials acquired ATL Corp., now renamed ADDEV Materials Healthcare (AMH). ADDEV Materials Healthcare, based near Milwaukee (USA), specializes in engineered adhesive components, disposable medical devices, and labels for the MedTech, Pharmaceutical, Healthcare, and Wellness markets.

As part of the integration process, AMH adopted several technology tools from the Group, including Microsoft Dynamics CRM and Power BI. These tools, along with the use of a strong ERP system, TEAMS, and Product Design software, help the business boost performance, streamline collaboration with other Group entities, and be responsive to the requirements of the healthcare market.



SUSTAINABLE FINANCING: ESG OBJECTIVES ACHIEVED

One year after incorporating three ESG indicators into our syndicated loan, we have achieved all our annual targets. This performance has enabled us to benefit from a reduced margin on this loan, thereby reducing our financial expenses and confirming the relevance of our sustainability strategy.

Caroline CELLE
Group Treasurer



Download the certificate



CYBERSECURITY

Since 2021, ADDEV Materials has been Cyber Essentials certified, which is the materialization of its cybersecurity policy towards its clients and suppliers.



Yoann SIBILLIN

Infrastructure & Cybersecurity Director



A FURTHER STEP TOWARDS HARMONIZING IT SYSTEMS

Steve BARWICK

General Manager ADDEV Parafix

ADDEV Parafix, acquired in 2023 by ADDEV Materials, recently deployed Sage X3 ERP and CRM Dynamics 365 Sales, already in use in other entities of the Group with similar activities. The synchronization of customer, prospect, item, quotation and order data between ERP and CRM will enhance the reliability of the company's processes.

ADDEV Parafix thus joins a network of businesses and experts united around a shared IT framework, designed to support and enhance the Group's collective performance.

OUR CHALLENGE FOR THE FUTURE

ADDEV Materials is committed to deploying innovative ERP platforms, natively integrating artificial intelligence and cybersecurity, to guarantee performance and interoperability. These projects will be carried out in close collaboration with the business groups to ensure their adoption and effectiveness.

At the same time, an ethics awareness campaign will be conducted, with the creation of a dedicated committee, as well as a risk mapping exercise to strengthen responsible governance and anticipate future challenges.

PRESERVE ALL FIGURES

Build an environmental management system

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Share of ISO 14001 certificated sites	%	10	10	10	50			SDG 12
Share of electric cars	%	2	4	9	50			SDG 13
Water consumption ¹	MI	1,103	40 985	40 477		303-5	E3-4 28a	SDG 6
Weight of pollutants emitted into water ²	kg	32 000	20 000	31 000		306-1	E3-4 28a	SDG 6

1) Scope France extended to global scope in 2023

2) Pouilly-sous-Charlieu site

Sort and recycle

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Volume of waste	t	1 947	2 589	2 465	1 837	306-3	E5-5 37a	SDG 12,14,15
Volume of hazardous waste	t	114	167	154		306-4	E5-5 39	SDG 12,14,15
Share of hazardous waste	%	5,85	6,43	2,02				SDG 12,14,15
Volume of non-hazardous waste	t	1 833	2 423	2 308				SDG 12,14,15
Volume of recycled waste	t	1 017	1 470	1 315		306-4		SDG 12,14,15
Share of recycled waste	%	52	57	53	60			SDG 12,14,15

Reduce our energy consumption and CO2 emissions

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Energy consumption	MWh	10 117	7 657	7 119	5 626	302-1	E1-5 37a	SDG 7,12,13
Renewable energy consumption	MWh	2 719	2 489	3 193		302-1	E1-5 37c	SDG 7,12,13
Share of renewable electricity	%	55	62	67	80		E1-5 37c-ii	SDG 7,12,13
Share of renewable energy	%	27	32	45			E1-5 37c	SDG 7,12,13
Renewable energy produced on-site	MWh	39	70	65			E1-5 39	SDG 7,13
Share of renewable energy produced on-site	%	1	3	2			E1-5 AR34	SDG 7,13
GHG emissions (scope 1) ¹	tCO ₂ e	1 388	982	728		305-1	E1-6 50	SDG 13
GHG emissions (scope 2) ¹	tCO ₂ e	887	588	621		305-2	E1-6 50	SDG 13
GHG emissions (scope 1&2) ¹	tCO ₂ e	2 276	1 570	1 349	1 267		E1-6 42+52	SDG 13
GHG emissions (scope 3) ¹	tCO ₂ e	41 326	41 459	40 957	29 489	305-3	E1-6 51	SDG 13
Downstream GHG emissions (scope 3) ¹	tCO ₂ e	9 255	1 174	8 459		305-3		SDG 13
Upstream emissions (scope 3) ¹	tCO ₂ e	32 071	33 242	32 498		305-3		SDG 13
Material Margin (Carbon footprint scope)	K€	76 927	84 288	92 545				
Revenue (Carbon footprint scope)	K€	163 219	179 966	200 645				
Carbon intensity gross margin (scope 1&2) ²	kgCO ₂ e/k€MM	29,88	18,79	16,24	20	305-4	E1-4 53	SDG 13
Carbon intensity revenue (scope 1&2) ²	kgCO ₂ e/k€CA	14,08	8,80	7,49		305-4		SDG 13
Carbon intensity gross margin (scope 3) ²	kgCO ₂ e/k€MM	545,00	566,54	541,73	298	305-4		SDG 13
Carbon intensity revenue (scope 3) ²	kgCO ₂ e/k€CA	256,86	265,34	249,87		305-4		SDG 13

1) At constant scope since 2020

2) Including external growth since 2021

The baseline year for the carbon footprint is 2020. Emissions for this base year are as follows: Scope 1: 1,193 tCO₂e, Scope 2: 991 tCO₂e, Scope 3: 39,319 tCO₂e, Carbon intensity gross margin (Scope 1 & 2): 33.12 kgCO₂e/k€ GM, Carbon intensity (Scope 1 & 2) – Revenue: 16.50 kgCO₂e/k€ Revenue, Carbon intensity (Scope 3) – Gross margin: 596 kgCO₂e/k€ GM, Carbon intensity (Scope 3) – Revenue: 297.05 kgCO₂e/k€ Revenue



CREATE VALUE ALL FIGURES

Serve the client by operational excellence

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Revenue	M€	176	195	211			SBM-1 40b	
Number of customers engaging ADDEV Materials on ESG1 ¹		85	135	162				
Share of international sales	%	70	74	78	80		SBM-1 40a ii	

1) Through ESG questionnaires, Ecovadis scorecard sharing or other, cumulative value

Innovate and sell sustainable solutions

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Share of sustainable R&D	%	26	72	69	75			SDG 3,7,9
Number of employees in the R&D department		5	5	4				
Number of eco-design project		1	4	4	6			SDG 3,7,9,12,13
Number of products subject to Life Cycle Assessment		1	0	4				

Purchase and source with sustainability

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Share of purchases made from suppliers who have signed the sustainable purchasing charter	%	32	50	62	85			SDG 8,13,16
Number of supplier performance evaluations (scorecard)		12	27	37				SDG 8,12
Number of tenders signed by suppliers including environmental and social clauses		1	4	3				SDG 16
Number of suppliers covered by an on-site CSR audit		0	6	7				SDG 12
Share of purchasing staff trained in responsible purchasing	%	84	100	100	100			SDG 8,16

TAKE CARE ALL FIGURES

Employment and recruitment

	Unit	2022	2023	Objective		GRI	CSRD	SDGs associated
				2024	2030			
Total headcount		684	764	756		401-1	SBM1 40 a iii	
Permanent headcount			726	724			S1-6 50a	
Share of permanent headcount	%		95	96			S1-6 50b	
Turn over	%	34,79	21,80	23,24	< 20	401-2	S1-6 50c	
Job creation		8	37	-60				
Employee recruitment		235	168	148				
Employee departures		227	131	208			S1-6 50c	
Total working hours	h	1 321 551	1 444 701	1 458 882				
Absenteeism rate	%	2,54	3,81	3,68				
Share of employees covered by the reference living wage analysis	%			90	100			SDG 1
Share of employees paid below the living wage	%			4,5			S1-10 70	SDG 1
Wage differential for employees paid below the Living Wage compared to a reference Living Wage	€/h			1,77				SDG 1

Take care of our employees

	Unit	2022	2023	Objective		GRI	CSRD	SDGs associated
				2024	2030			
Number of accidents with lost time ¹		29	18	33		403-9	S1-14 88c	SDG 3
Accident frequency rate	%	21,94	12,46	22,62	< 15	403-9	S1-14 88c	SDG 3
Accident severity rate	%	1,08	0,53	0,17	< 0.5			SDG 3
Number of fatal accidents		0	0	0		403-9	S1-14 AR 82	SDG 3
Number of days lost due to accidents at work, death or health problems			762	253			S1-14 89	SDG 3
"Quality of Life at Work" key indicators measurement		84	88	90				SDG 3

1) Scope France extended to global scope in 2022

Develop talents and competencies

	Unit	2022	2023	Objective		GRI	CSRD	SDGs associated
				2024	2030			
Total time allocated to employee training	h	11,80	10,15	8,29	> 10		S1-13 83b	SDG 4
Share of payroll allocated to training	%	1,01	0,49	0,35	> 1			SDG 4
Number of traineeship/apprentice		21	41	28				SDG 4
Conversion of traineeship/apprentice into long-term employment	%	20	34	11	> 25			SDG 4
Number of V.I.E. employees		4	8	7	> 5			SDG 4

Be an inclusive employer by promoting diversity

	Unit	2022	2023	Objective		GRI	CSRD	SDGs associated
				2024	2030			
Women headcount		307	324	325				SDG 5
Share of women employees	%	44	42	43	> 45		S1-6 50a	SDG 5
Share of women managers ¹	%	26	39	36	> 45	405-1	S1-9 66a	SDG 5
Index EGA PRO ²		99	100	91	> 95		S1-16	SDG 5
Average unadjusted gender pay gap ²	%	14	6	4,7		405-2	S1-16 97a	SDG 5
Share of women among the 10 highest earners in the company	%	18	21	10				SDG 5
Share of employees with disabilities ³	%	3,8	5,4	5,2	> 6		S1-12 79	SDG 10
Share of managers with disabilities ³	%	0,30	0,35	0,41				SDG 10

1) Change of calculation method in 2023

2) Pouilly sous Charlieu site before 2024 then extension to Saint-Chamond and Toulouse entities

3) Scope France



MANAGE ALL FIGURES

Act with transparency and honesty

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Number of corruption incidents		0	0	0	0	205-3	G1-4 25a	SDG 17
Number of cybersecurity incidents		0	0	0	0			SDG 17
Number of alert procedures activated		0	0	0	0			SDG 17
Percentage of employees who have signed the code of conduct and received ethics training ¹	%	82	95	TBD	100		G1-3 25b	SDG 17

1) Indicator concerning exposed employees: management, purchasing, finance, sales

Ease the convergence

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Annual international management meeting		Yes	Yes	No	Yes			
Extra-financial performance rated by investors		Yes	Yes	Yes	Yes			
CRM ¹ sites implementation	%	58	80	85	100			

1) Customer Relationship Management

Co-build and manage performance

	Unit	2022	2023	2024	Objective 2030	GRI	CSRD	SDGs associated
Ecovadis rating		71	78	82	85			
Number of employee shareholders		15	15	16			GOV-1 21b	
Share of employee shareholders	%	2,19	1,96	2,12				
Share of capital held by employees	%	3,15	2,65	2,10				
Number of members on the Executive Committee		6	6	9			GOV-1 21a	
Number of women on the Executive Committee		2	2	2			GOV-1 21d	SDG 5
Share of women on the Executive Committee	%	33	33	22				SDG 5
Number of members on the Supervisory Board		6	6	6				
Number of independent members on the Supervisory Board		1	1	1				
Share of independent members on the Supervisory Board	%	17	17	17			GOV-1 21c	
Number of women on the Supervisory Board		0	0	0			GOV-1 21d	
Share of women on the Supervisory Board	%	0	0	0			GOV-1 21d	



CREATE VALUE

- ▶ **Serve** the client by the operational excellence
- ▶ **Innovate** and sell sustainable solutions
- ▶ **Purchase and source** with sustainability

MANAGE

- ▶ **Act** with transparency and honesty
- ▶ **Ease** the convergence
- ▶ **Co-build** and manage performance

TAKE CARE

- ▶ **Take care** of our employees
- ▶ **Develop** talents and competencies
- ▶ **Be an inclusive employer** by promoting diversity

PRESERVE

- ▶ **Build** an environmental management system
- ▶ **Sort and recycle**
- ▶ **Reduce** our energy consumption and CO² emissions

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