

# 20

**YEARS**  
OF RESPONSIBLE  
ENGAGEMENT

SUSTAINABILITY REPORT

---

**2026**

# CONVERTING INDUSTRIAL CHALLENGES INTO SUSTAINABLE MATERIAL SOLUTIONS

## ENVIRONNEMENT PRESERVE



**Decarbonize** our industry  
**Optimize** our use of resources and materials  
**Reduce, recycle** and recover waste



## SOCIAL TAKE CARE



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



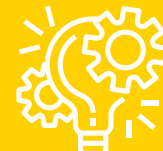
## GOUVERNANCE COMMIT



**Ensure** ethics and compliance  
**Implement** our commitments across the group  
**Measure and share** our actions and progress



## ENVIRONNEMENT GOUVERNANCE SHIFT



**Select** safer and more responsible materials  
**Promote** sustainable solutions and usage  
**Innovate** to accelerate the circular economy



### 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  
SUSTAINABILITY  
REPORT ONLINE  
VERSION

# EDITO

**20 YEARS OF BOLDNESS AND COMMITMENT AT THE HEART OF OUR  
DNA FOR STRONG, SUSTAINABLE AND PEOPLE-CENTERED GROWTH**

---

2006 - 2026  
**20 YEARS**

## **ADDEV Materials celebrates its 20th anniversary!**

20 years of bold entrepreneurship, international development and collective commitment. Since our creation, we have chosen to place Corporate Social Responsibility (CSR) at the core of our model, convinced that sustainable performance is inseparable from overall performance.

Over the past two decades, we have built a model that is both solid and agile. Our unique position in the cutting-edge industrial sectors we support, the richness of our customized solutions and our international presence

forming the foundations of a resilient organization able to adapt to an ever-changing environment.

Today more than ever, ESG challenges have become a pillar in the evaluation of companies. Our customers and suppliers, shareholders and financial partners, as well as our entire ecosystem, value our ability to combine growth with positive impact. For us, this requirement is an opportunity to further strengthen the robustness of our model and continue progressing.

The year 2025 marked a key milestone in our governance with the leadership handover from Pascal Nadobny to Julien Duvanel, in a spirit of continuity serving a shared vision and an unchanged strategic direction: building a responsible, resilient and forward-looking group, proud of its committed teams.

True to our convictions, we voluntarily continue our CSR approach beyond regulatory requirements, convinced that sustainability and transparency must become standards, and that this creates value for ADDEV Materials and all our stakeholders. Our commitment as an Ambassador of the United Nations Global Compact – France Network is a strong illustration of this, as is the deployment of our initiatives across all our locations in Europe, North America and Asia.

Together with our suppliers and customers, we are developing more responsible material solutions, based on an ever-deeper understanding of our impacts, particularly through our double materiality analysis. Continuously doing better locally with fewer resources and less waste, while promoting eco-design and the circular economy to find the best solutions adapted to transitioning markets.

After 20 years of commitment, our ambition remains intact: to continue moving forward, innovating and challenging ourselves to meet the challenges of a changing world. Above all, it has always been the women and men of ADDEV Materials who bring this ambition to life. Driven by the energy of our teams and the trust of our partners, we will continue our journey with high standards, clarity, commitment and shared pride.



**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.

# STAKEHOLDERS



*ADDEV Materials is a true pioneer across all Bpifrance communities – French Fab, Coq Vert and French Care – and serves as a valuable example for its peers, inspiring through its initiatives and concrete commitment.*

**Nicolas DUFOURCQ**  
General Manager  
Bpifrance



*We are convinced that collaboration is essential to advancing more sustainable solutions. Our partnership with ADDEV Materials reflects our shared commitment to innovating while integrating sustainability requirements at the core of our developments*

**Dr. Sebastian BARTH**  
Head of Distribution  
Inside Sales & Sales Support EMEA  
Henkel Adhesive Technologies



*As an Ambassador company of the United Nations Global Compact – France Network, ADDEV Materials reaffirms its commitment to the Sustainable Development Goals (SDGs) and to upholding the Ten Principles of the Global Compact in order to help build a sustainable economic future.*

**Nils PEDERSEN**  
General Delegate  
UN Global Compact – France Network



*At Naxicap Partners, we consider ADDEV Materials as a standout company within our portfolio. Its strong commitment to CSR and its ability to combine positive impact with solid growth reflect both its leadership and its long-term vision.*

**Angèle FAUGIER**  
Partner  
Naxicap Partners



## Professional organizations and competitive clusters

French Fab, Coq Vert, French Care, Pacte Mondial de l'ONU, GIFAS, Aero Chemicals, Afera, CARA, Print'up, Polymeris, Tenerrdis



## State, local authorities, elected representatives



## Citizens



## Banks and investors

Bpifrance, Tikehau Capital, Garibaldi Participations



## Tier 1 suppliers & subcontractors

3M, Iesa, Nitto, Solventum, Dupont Nomex®, Kapton® (Qnity), Dupont™ Tedlar®, Akzo Nobel, PPG, Sherwin Williams, Henkel, Bostik, DOW



## Tier 2 suppliers & subcontractors



## Shareholders

Executives & managers



## Schools, universities, research organizations

Emlyon, ESDES, INSA Lyon, IAE, EPITECH Lyon, LMGP/Grenoble INP CESI, INSEEC, Wild Code School, CEA, ITECH, Claude Bernard University, IMT North, CNRS laboratories

## COMPANY EMPLOYEES



## B2B customers

**Aerospace & Defense:** Airbus, Boeing, Safran, Thalès  
**Healthcare:** Thermofisher, Stryker, Merck, Celox Medical, Salt  
**Mobility:** General Motors, Valeo, ACC, Alstom  
**Industry:** Kingspan, Airvance, Samsung  
**Energy:** Schneider, Nidec, Acome



## NGOs and Associations

HCL Charity,  
LOU Rugby Association



## Media



*ADDEV Materials contributed to the training of our Master's students in Quality, Safety and Environment (QSE) by proposing a challenge directly inspired by real operational issues. We particularly appreciated their commitment to this shared project and their openness to the fresh external perspective brought by our students.*

**Catherine RASSAT**  
Academic Director  
ESQSE



*I am grateful to work for a company that places such strong emphasis on sustainability and ethical principles—at ADDEV Materials, this commitment is tangible in everything we do. It is both a personal source of pride and a real competitive advantage with our clients.*

**Nadine VOIGT**  
Head of Site Hamburg  
ADDEV Materials



*The support of ADDEV Materials as a philanthropic partner of the HCL Foundation is precious. Their concrete commitment enables us to develop projects that have a real impact on patients' health and well-being, while embodying values of solidarity and responsibility that we fully share.*

**Pierre LUZEAU**  
Président  
HCL Foundation



*In a sector as demanding as healthcare, partnering with ADDEV Materials strengthens our ESG ambitions. Their rigorous approach, long term commitment, and ability to co develop responsible, tailor made solutions empower us to meet our daily challenges with confidence and shared purpose.*

**Richard GRIFFITHS**  
Operations Director  
Celox Medical

# GOVERNANCE

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



## HUMAN RESOURCES



**Vincent GAGNEUR**  
HR Group director

## OPERATIONAL EXCELLENCE CONTRACTOR



**Fabien MOREL**  
Chief Performance officer

## PURCHASING



**Patrick GRANDE**  
Group Purchasing director

## FINANCE



**Julien BOCCON-GIBOD**  
Chief Finance officer

## MARKETING & SUSTAINABILITY



**Marie BLANCHARD BRUNEL**  
Chief Strategy, Marketing & Sustainability officer

## SUSTAINABILITY TEAM



**Louise NADOBNY**  
Head of Sustainability & Communication



**Maëlle NEDELEC**  
ESG Reporting Project Manager



**Pascal NADOBNY**  
Chairman



**Julien DUVANEL**  
CEO

- PRESERVE
- TAKE CARE
- ENGAGE
- TRANSFORM
- COMEX

## AEROSPACE & DEFENSE CHEMICALS & CONSUMABLES



**Matt WEBB**  
General Manager North America



**Thomas FOUCAULT**  
General Manager Western Europe



**René BOUCHARD**  
General Manager Eastern Europe



**Jim ROWBOTHAM**  
General Manager Asia

## HEALTHCARE & WELLNESS ENGINEERED ADHESIVE SOLUTIONS



**Jason HYNES**  
General Manager North America



**Thomas HOORNAERT**  
General Manager Europe



**Cyril FRANCES**  
General Manager Europe



**Troy TUYLS**  
General Manager North America



**Andy DE WAARD**  
General Manager North Europe



**Andreas HOLTZ**  
General Manager Central Europe



**Aleksandra BOSIAK**  
General Manager Eastern Europe

## POWER & MOBILITY INSULATION & THERMAL SOLUTIONS



**Aude CURY**  
General Manager France & EMEA

## SUPERVISORY BOARD



**NAXICAP PARTNERS**  
Represent by Angèle FAUGIER Partner



**NAXICAP PARTNERS**  
Represent by Virginie LAMBERT Partner



**NAXICAP PARTNERS**  
Represent by Hugues MARTIN-MONTCHALIN Investment Manager



**PASCAL NADOBNY**  
Chairman ADDEV Materials Managing Founder



**JULIEN DUVANEL**  
General Manager ADDEV Materials Managing Founder



**CAPZA**  
censor represented by Oriane MIZRAHI Partner

# STRATEGY DR SBM-1

## ► OUR KEY FIGURES



**285m€**  
REVENUES



**900**  
EMPLOYEES



**16**  
INDUSTRIAL SITES



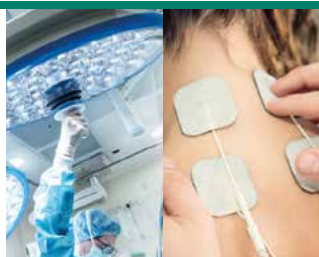
**80%**  
OF REVENUES GENERATED  
INTERNATIONALLY

## ► OUR STRATEGIC MARKETS

CHEMICALS & CONSUMABLES  
AEROSPACE & DEFENSE



ENGINEERED ADHESIVE SOLUTIONS  
HEALTHCARE & WELLNESS



ADHESIVES & TAPES  
INDUSTRY & ELECTRONICS



INSULATION & THERMAL SOLUTIONS  
POWER & MOBILITY



## ► OUR BUSINESS EXPERTISE

### ADDEd Value on MATERIALS

#### DISTRIBUTION

► EXPERT  
DISTRIBUTION

#### CONVERTING

► CUSTOM PRECISION CUTTING  
► CUSTOM PACKAGING  
► FUNCTIONALIZATION OF MATERIALS  
(Lamination, Printing, Formulation...)

#### MANUFACTURING

► SPECIALTY  
MANUFACTURING  
(ZipChem®, Noxif®, Eurobands®,  
The Wipe Factory®)

## ► OUR PRODUCT RANGES

CHEMICALS & CONSUMABLES

Tapes & Adhesives  
Surface treatment  
Paints & Accessories  
Solvents & Cleaners  
Specialty Chemicals

ENGINEERED ADHESIVE SOLUTIONS

Medical grade tapes  
Technical films  
Nonwoven  
Foams & Venting

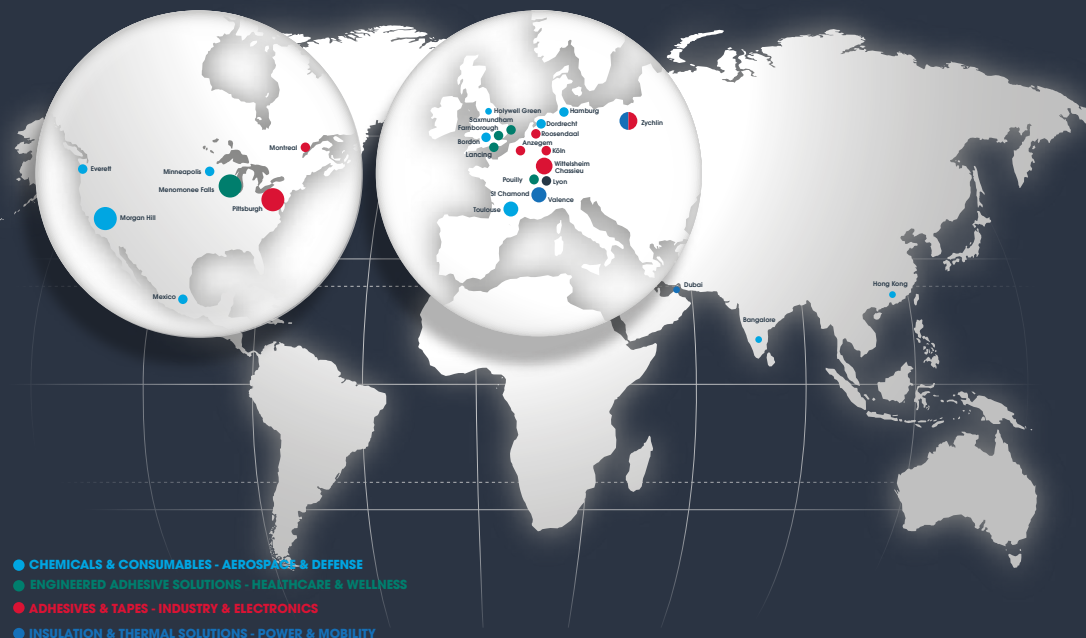
ADHESIVES & TAPES

Technical tapes  
Liquid adhesives  
Sealants  
Foams  
Protective films

INSULATION & THERMAL SOLUTIONS

Insulating tapes  
Films, Laminates & Insulating papers  
Foams & Thermal pads  
Resins & Coatings  
Tubes & Sleeves

## ► OUR LOCATIONS



# MATERIALITY

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

## DOUBLE MATERIALITY MATRIX: A STRENGTHENED APPROACH

Since 2023, in anticipation of the CSRD, ADDEV Materials has continued in 2025 to deploy its double materiality approach <sup>(1)</sup> in order to prioritize its ESG issues, objectify its impacts, and better assess the risks and opportunities related to its business model and value chain. Changes in the regulatory framework have not altered this ambition; on the contrary, it reinforces our requirement for methodological robustness and stakeholder dialogue.

The approach has been structured in **three complementary stages**:

### ► Identifying and framing the issues

A comprehensive inventory of sustainability topics was established based on the ESRS<sup>(1)</sup> frameworks, then cross-checked against our value chain and business model. This phase is based on feedback from business teams, document analysis, and consideration of sector-specific issues, in order to retain only the topics relevant to our activities.

### ► Assessing impacts, risks and opportunities (IRO)

IROs were distinguished between **direct IROs** (linked to our organization, products or services) and **indirect IROs** (driven notably by suppliers and, where applicable, other upstream or downstream links in the value chain). Impacts were assessed according to their magnitude

and extent (and, where relevant, their likelihood or frequency of occurrence). Risks and opportunities were assessed according to their magnitude and likelihood. This approach led to a consolidated scoring, ensuring a balanced view between impact materiality and financial materiality. This resulted in the internal double materiality matrix being produced in 2025 and presented in the previous report.

### ► Broadened stakeholder consultation (2025 new feature)

To strengthen the robustness of the matrix, ADDEV Materials conducted, as announced last year, a consultation with its key stakeholders<sup>(2)</sup>.

<sup>(1)</sup> The double materiality matrix graphically illustrates the prioritization of CSR issues across two complementary dimensions. On the one hand, the significance of our non-financial impacts (vertical axis) and on the other hand, the significance of ESG risks or opportunities for the company (horizontal axis). The colored circles refer to our 16 key issues according to the ESRS (European Sustainability Reporting Standards).

<sup>(2)</sup> Please refer to the methodological note for more information on the stakeholder survey and how it was conducted.

### DR IRO-1, DR IRO-2



## ANALYSIS FOR ACTION: A CONSOLIDATED STRUCTURE OF PRIORITIES

The updated double materiality matrix confirms the overall consistency of the priorities identified by ADDEV Materials. The stakeholder consultation, however, highlighted adjustments on certain issues.

The key environmental issues – notably **climate change (1)**, **incoming resources (6)** and **hazardous substances (3)** – remain positioned within the materiality zone, reflecting both the importance of their environmental impacts and their significant influence on performance. Working conditions (9) and supplier relationships (16) also remain strategic topics, confirming the central role of social and value chain issues in the Group's CSR management.

### ► 7 – Outgoing resources

This issue is increasing in significance, both in terms of impacts and in terms of risks and opportunities. Customers highlight **growing expectations regarding outbound flow management, packaging optimization and product circularity**. This evolution reflects changing concerns as well as a regulatory and sector context around **the circular economy**.

### ► 8 – Waste

**Waste** management is also gaining importance in this matrix. The expectations expressed relate to **source reduction, traceability and the efficiency of waste treatment**.

### ► 11 – Employee health and safety

This issue is increasing in perceived importance on the impact axis as well as in financial materiality. Both internal and external stakeholders confirm the importance of a **safe and controlled working environment, particularly in an international industrial context**. This evolution reinforces the strategic importance of prevention and human risk management.

### ► 13 – Consumers and end-users

The consultation also highlighted stronger expectations regarding **product responsibility, transparency and safe use**. Needs evolve depending on customers, but our teams must be particularly attentive to the end-uses of our solutions, as well as to growing requirements in terms of compliance and sustainable performance.

Beyond these adjustments, the 2026 matrix confirms the Group's strategic prioritization. The convergence observed between the internal assessment and stakeholder perceptions is an indicator of the maturity of the CSR framework and the relevance of the directions already undertaken.

## CSR POLICY UPDATE

ADDEV Materials took advantage of this consultation and the double materiality exercise to update its CSR policy in early 2026. It is structured around three pillars corresponding to ESG priorities and fully integrating stakeholder feedback. A fourth pillar is entirely dedicated to customers and suppliers, given the Group's business model. It addresses issues related to governance and responsible procurement, as well as an operational translation of the company's purpose through the promotion of "business for good" (i.e., creating value for the environment and society).

This update was also accompanied by an evolution of the SDGs. The objectives related to social issues (3, 4 and 5) remain, as do SDG 9 and 13. The governance pillar has evolved to include SDGs 8 and 17. The customer approach and reduction of environmental impacts correspond to SDG 12.



## OTHER KEY INSIGHTS FROM THE STAKEHOLDER SURVEY

The stakeholder survey provides several key insights for ADDEV Materials.

Perception of the Group's commitment is strongly positive: 78% of respondents consider ADDEV Materials to be committed or highly committed. This result reflects the credibility of the actions already implemented and the recognition of the efforts undertaken.

However, the analysis highlights a need to strengthen communication, particularly externally towards customers and suppliers. Internally, the challenge lies in strengthening the understanding and adoption of the CSR strategy across all international operations.

Perception of commitment varies across stakeholder categories, while remaining broadly consistent from one country to another. This confirms that differences are driven more by the expectations of stakeholder groups than by geographical specificities.

Finally, assessments relating to impacts, risks and opportunities are largely convergent among stakeholders. While differences exist in prioritization or on certain topics, particularly environmental ones, the overall alignment observed is an indicator of the maturity of the CSR framework and strategic coherence.



Download the policy



## A ROBUST CLIMATE STRATEGY

Marie BLANCHARD BRUNEL

Strategic Marketing & Sustainability Director

The double materiality analysis confirmed climate change as a central issue for ADDEV Materials in terms of impacts, risks and opportunities. This exercise helped consolidate the relevance of our climate strategy and strengthen consistency between our carbon trajectory, our CSR policy and our business model.

Since participating in the Bpifrance Decarbonization Accelerator (2021–2023) and implementing a structured action plan from 2022 onwards, we have reached an advanced level of maturity in managing this strategic issue.

Our action plan is based on ambitious targets aligned with the Science Based Targets initiative (SBTi): a 42% reduction in Scope 1 & 2 emissions and a 25% reduction in Scope 3 emissions by 2030. It is structured around four priority areas, each sponsored by members of the Executive Committee and operationally deployed through dedicated performance indicators:

### 1. Decarbonization of operational activity

- Carbon performance of equipment
- Renewable energy supply
- Life at work life (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 material purchasing
- “Scope 4” emissions avoided by our customers

### 4. Climate approach management

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

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



## OPTIMIZE RESOURCES FOR SUSTAINABLE INDUSTRIAL PERFORMANCE

Fabien MOREL

Chief Performance Officer

The Operational Excellence team supports sites in their transformation and performance improvement projects. It promotes best practices, fosters a culture of continuous improvement and contributes to the development of operational skills across the Group.

Performance also relies on optimizing our operational footprint. When aligned with our strategic vision, consolidating certain activities on key sites enables better resource utilization, smoother logistics flows and greater team versatility, thereby contributing to improved overall efficiency.

As an example, ADDEV Parafix, our Healthcare & Wellness entity in the United Kingdom, has operated since the end of 2025 from a fully refurbished site in Lancing, bringing together activities previously spread across three sites. This modern facility, equipped with cutting-edge technologies, fosters innovation, collaboration and performance. Similar initiatives have been implemented in the United States and France, illustrating the Group’s commitment to strengthening operational consistency, enhancing expertise and supporting sustainable performance.

Operational excellence also involves optimized inventory and material management. Through improved coordination between sales and procurement (the “S&OP” – Sales & Operations Planning – process), inventory levels are aligned more closely with actual customer needs, helping reduce excess stock, limit waste and improve financial performance.

DR E5-1, DR E5-2, DR E5-3, DR E5-4, DR E5-5

## KEY FIGURES 2025

DR E1-5

### DECARBONIZE OUR INDUSTRY



Share of renewable electricity (purchased and produced):



Share of electric vehicles in the company fleet

### OPTIMIZE OUR USE OF RESOURCES AND MATERIALS



Total energy consumption (gas and electricity)

### REDUCE, RECYCLE AND RECOVER WASTE



Share of recycled waste

**INVENTORY OPTIMIZATION  
AND WASTE REDUCTION**

ADDEV Materials takes a proactive approach to reducing waste and identifying opportunities for recovery and value enhancement. In 2025, at the Bordon site, the Procurement and Logistics teams worked together to adjust inventory levels more closely to sales, and more frequent supplier deliveries were introduced where possible in order to use the most appropriate batch sizes. In addition, work was carried out with certain suppliers to explore extending product usage lifetimes, helping to reduce losses. Finally, in coordination with the Sales department, short shelf-life products were repurposed through customer training programs.

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

**SOLAR ENERGY:  
OPTIMIZATION AND VALUE CREATION**

In 2025, Morgan Hill site in California significantly improved the performance of its solar panels through the implementation of a monitoring tool enabling precise tracking of energy production and continuous optimization of output. This approach made it possible to identify performance issues more quickly and generate significant economic gains. At the same time, a structured maintenance program was introduced to ensure the long-term reliability and durability of the installations. In addition, discussions are underway to maximize the value of surplus electricity generated, particularly through resale to the grid, with the aim of strengthening the site's overall economic performance and supporting its energy strategy.

DR E1-3



**FLEET MANAGEMENT AND  
ELECTRIFICATION**

*For several years now, ADDEV Materials has been progressively electrifying its vehicle fleet and installing charging stations across its sites. In 2025, fuel cards were put in place in France to strengthen monitoring, traceability and data analysis.*



DR E1-3

**Aurélie BILLOU**  
Indirect Procurement Manager



**SUSTAINABLE  
MOBILITY PACKAGE**

*Thanks to the sustainable mobility package introduced by the Group, I finally decided to invest in a bike for my daily commute. This financial support was a real incentive: it made adopting a more environmentally friendly approach much more tangible and motivates me every day to choose more sustainable mobility.*



DR E1-3

**Caroline CELLE**  
Group Treasurer

**OUR CHALLENGE  
FOR THE FUTURE**

This year will mark a new milestone in our climate approach: we plan to centralize data collection, carbon footprint calculation and emissions analysis within a dedicated online platform. This tool will enable more precise monitoring of our emissions and make our reduction journey easier to audit. In parallel, we plan to extend our emissions reduction trajectory with targets beyond 2030 and a vision towards 2050. In this context, a verification and certification process in line with SBTi standards is also being considered, in order to strengthen the credibility and ambition of our commitments.



Download the decarbonization plan



## MANAGE OUR CLIMATE JOURNEY THROUGH A ROBUST CARBON FOOTPRINT ASSESSMENT

**Maëlle NEDELEC**  
ESG Reporting Officer

In 2026, ADDEV Materials completed its fifth Group-wide carbon footprint assessment, covering 22 sites across 9 countries. This exercise is part of a structured approach to managing and reducing greenhouse gas emissions at Group level.

The carbon footprint assessment is now a central tool for operational management of our climate trajectory. Its stronger integration into management processes enables more precise monitoring of emissions and a more detailed understanding of contributions by activity and site. It therefore facilitates the identification of reduction levers and the deployment of action plans, site by site and activity by activity.

Beyond its role as a measurement tool, it is fully used as a decision-support tool to prioritize actions and track progress over time, in direct collaboration with operational teams.

The climate trajectory is monitored through two complementary dimensions: absolute reduction on a constant scope basis (-42% Scope 1 & 2, -25% Scope 3 by 2030) and carbon intensity reduction relative to material margin (-40% Scope 1 & 2, -50% Scope 3 by 2030). The 2020 baseline year remains unchanged, and any methodological changes result in a recalculation of historical data to ensure consistency, comparability and transparency.

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



## ENERGY PERFORMANCE MANAGEMENT: A STRUCTURED AND COLLABORATIVE APPROACH

**David CONSTANCE**  
Europe Technical Lead – Operational Excellence

In 2025, ADDEV Materials structured an energy roadmap across all its activities in order to consistently and sustainably manage the reduction of energy consumption and associated emissions.

This approach is based on an in-depth analysis of data from the carbon footprint assessment, complemented by energy consumption monitoring, in order to identify priority sites based on their energy intensity and improvement potential. This prioritization enables the Group to effectively target actions and optimize resource allocation on the most impactful levers.

For each relevant site, specific action plans are defined. These may include energy audits, building insulation works, equipment replacement or optimization, as well as changes in operational practices. These actions are integrated into structured timelines, with quantified targets and monitoring indicators to measure achieved savings over time. Daily temperature monitoring is also carried out to ensure an optimal balance between employee workplace comfort and energy consumption control.

The governance of this roadmap is jointly ensured by the Group CSR team and the Performance and Operational Excellence department, in close collaboration with local teams, which are responsible for operational implementation and embedding the actions on the ground.

DR E1-5

## KEY FIGURES 2025 DR E1-6

### DECARBONIZING OUR INDUSTRY



GHG emissions  
Scope 1 & 2\*



GHG emissions  
Scope 3\*



Carbon intensity  
Scope 1 & 2\*\*



Carbon intensity  
Scope 3\*\*

\*Constant scope excluding acquisitions since 2020

\*\*Extended scope including acquisitions since 2020

# CARBON STREAMS 2025

*CO<sub>2</sub> upstream*

*CO<sub>2</sub> directly linked to the activity*

*CO<sub>2</sub> downstream*

## SCOPE 3 UPSTREAM

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

## SCOPE 1

Gas  
Fuel for company cars  
Refrigerants

## SCOPE 2

Electricity

## SCOPE 3 DOWNSTREAM

Downstream transport  
Product end-of-life

## SCOPE 3 UPSTREAM

73% **34 550 T**

**29 787 T**

Input (raw materials and services purchasing)



**1 973 T**

Capital goods



**1 091 T**

Employee commuting  
Home/work



**870 T**

Upstream  
transport



**351 T**

Professional  
travels



**300 T**

Energy related  
Activities



**155 T**

Waste



**23 T**

Outsourced  
storage



## SCOPE 1

2% **1 102 T**

**840 T**

Gas



**210 T**

Diesel and gasoline  
(car fleet)



**52 T**

Refrigerant



## SCOPE 2

1% **737 T**

**737 T**

Electricity



## SCOPE 3 DOWNSTREAM

24% **11 104 T**

**10 376 T**

End of  
Product life



**728 T**

Downstream transport



T = tCO<sub>2</sub>e

## EVOLUTION OF ADDEV MATERIALS' CARBON EMISSIONS SINCE 2020

**-34%\***  
SCOPES 1&2

**-20%\***  
SCOPE 3

\*in carbon intensity compared to the material margin



Download the policies



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

Alix LASSELIN  
HRBP France

At ADDEV Materials, sustainable value creation is driven by employee engagement and development. As an industrial company with an expanding international footprint, we place people at the heart of our CSR strategy, combining economic performance, social responsibility and positive impact.

Our ambition is to build a multi-local, inclusive and agile organization that combines close management with an entrepreneurial mindset.

- **Ensure fair and transparent performance management** that promotes recognition, engagement and everyone's contribution to the company's long-term success;
- **Continuously improve quality of life and working conditions** by providing a safe and inclusive environment that supports both performance and well-being, particularly through our ADD'ALL program;
- **Support employability and skills development** by encouraging continuous learning, career growth and adaptation to changes in our businesses;
- **Promote a responsible compensation policy** that ensures internal equity, external competitiveness and recognition of both individual and collective performance.

In line with our TEAM values — Trust, Enthusiasm, Autonomy and Motivation — we are building a sustainable environment where everyone can engage, grow and contribute to the Group's success.

DR S1-1, DR S1-9, DR S1-10, DR S1-11, DR S1-12, DR S1-13, DR S1-15, DR S1-16



## HRBP: CONNECTING LOCAL REALITIES WITH A GLOBAL VISION

Auden LOHR  
HRBP Industry & Electronics North America

As a Human Resources Business Partner (HRBP) for the Industry & Electronics activities in North America, I support local teams on a daily basis, staying as close as possible to their realities and challenges. This proximity is essential: it helps build strong relationships, promotes effective listening skills, and support teams through both development and transformation phases.

While HR activities are intentionally decentralized to promote agility and performance, the role of HRBPs is key in embodying and deploying the Group's HR policy. We are particularly involved in major structured initiatives—such as the employee engagement survey and annual performance review campaigns—which help strengthen consistency and fairness across ADDEV Materials.

Operating locally while staying globally connected, we also work collectively to evolve our practices and improve the Group's overall effectiveness. The rollout of a new digital HR portal, designed through a shared approach and developed in-house, is a concrete example. This tool will facilitate the integration of new employees and optimize onboarding—a critical step for engagement and talent retention.

My vision of "Human Added Value" at ADDEV Materials is based on this balance: a multi-local organization that respects the specificities of each entity, encourages autonomy and initiative, while being guided by a shared ambition—to bring the "One ADDEV" vision to life in a tangible way.

DR S1-1, DR S1-9, DR S1-10, DR S1-11, DR S1-12, DR S1-13, DR S1-15, DR S1-16

## KEY FIGURES 2025

DR S1-9, DR S1-13, DR S1-14

### TAKE CARE OF OUR EMPLOYEES

15.69

Accident frequency rate

### DEVELOP TALENTS AND COMPETENCIES

YES

Launch of the  
ADDEV ACADEMY  
program

### BE AN INCLUSIVE EMPLOYER BY PROMOTING DIVERSITY

38%

Share of women in  
the workforce

40%

Share of women  
in management  
positions



## INTERNATIONAL VOLUNTEER PROGRAM (VIE): TALENT IN ACTION ACROSS THE GLOBE

The International Volunteer Program (VIE) enables companies to support their international presence and projects while giving young talent hands-on, immersive and empowering professional experience. Participants become true operational links between local teams and headquarters. At ADDEV Materials, the Marketing team perfectly illustrates this role: Arthur Cartier in California, Camille Duvanel in Milwaukee (USA) and later in Lancing (UK), and Thomas Werler in the Netherlands are responsible for deploying marketing action plans by connecting global strategy with local market realities. **DR S1-13**

## ADDEV ACADEMY: DEVELOPING SKILLS AND SHARING EXPERTISE



ADDEV Academy was created to share internal expertise and capitalize on knowledge across the Group. A wide range of training formats — including webinars, workshops and business-focused sessions — are available through the intranet, making learning more accessible, structured and valuable for everyone.



As management remains a key priority, the “Team Maker” training sessions help managers strengthen their leadership skills each year, further enhancing team cohesion. Since 2021, more than 60 managers — from newly appointed to highly experienced leaders — have taken part in the program.

Another highly anticipated initiative was a training program dedicated to artificial intelligence, led by our internal experts. The sessions helped inform and reassure employees while promoting a responsible and well-managed use of AI.

**DR S1-13**



## APPRENTICE PROGRAMS: A KEY DRIVER OF SKILLS DEVELOPMENT

*My apprentice program at ADDEV Materials immersed me in the industrial world through a wide range of topics, including chemical management, regulatory monitoring and QHSE initiatives. I developed strong organizational skills, an understanding of procedures and practical expertise. Supported and empowered on a daily basis, I now feel well prepared for the next step in my professional career.*

**Romuald BAZIE,**  
QHSE Technician  
Apprentice  
Wittelsheim (France)



Watch the  
video



## ADD'POWHER: PROMOTING FEMALE LEADERSHIP THROUGH THE ADD'ALL PROGRAM

*“ADD'PowHER is the first pillar of our ADD'ALL diversity and inclusion program: a structured initiative designed to promote gender equality and female leadership, develop skills and support career growth, while also encouraging vocations in technical professions.” Aude CURY, General Manager Power & Mobility France & EMEA*

**Aude Cury**  
General Manager  
Power & Mobility  
France & EMEA



Watch the  
video



## ADD'CARE: TAKING ACTION FOR EMPLOYEE HEALTH AND SAFETY



ADD'Care is ADDEV Materials' program dedicated to employee prevention, safety and well-being. In 2025, it was structured around three main pillars:

- **Personal Protective Equipment (PPE):** reinforcing the essential role of PPE in accident prevention and long-term health protection (safety shoes, gloves, goggles and hearing protection), supported by regular awareness campaigns across sites.
- **Road safety:** awareness initiatives aimed at increasing vigilance and reducing risks associated with travel and commuting.
- **Mental health:** promoting a culture of listening and trust, identifying early warning signs, and supporting teams in coordination with managers and HR.

## OUR CHALLENGE FOR THE FUTURE

In a constantly evolving environment, employee mental health remains a priority. We intend to further strengthen our prevention, listening and support initiatives in order to foster a healthy and sustainable work environment.

We are also continuing to improve our HR indicators by enhancing the reliability and consistency of our data, enabling better management of our actions and more informed decision-making across the Group.

Finally, the evolution of our HR governance, with the appointment of a new HR Director, aims to strengthen consistency across our practices while promoting a shared vision, all while maintaining a decentralized approach closely connected to operational realities.



## BUILDING A SUSTAINABLE, SECURE AND HIGH-PERFORMANCE INFORMATION SYSTEM

**Julien BUREAU**  
Group IT Systems Director

In a rapidly evolving environment, ADDEV Materials' information system supports the Group's performance, resilience and CSR commitments. Beyond its support role, it structures shared platforms to harmonize practices and improve data reliability.

We have implemented a Group-wide IT equipment renewal policy, including centralized purchasing, asset inventory management and infrastructure consolidation across the Saint-Chamond and Toulouse data centers. In parallel, our "Move to Cloud" approach (gradual migration of applications and infrastructure to Microsoft cloud environments) reduces on-site servers and hardware requirements while strengthening security and availability. At the ADDEV Parafix site, the deployment of the X3 ERP system has reduced technical debt and integrated the site into the Group's digital ecosystem (CRM, scanning solutions, reduced paper usage), supported by a centralized infrastructure.

For 2026–2027, three programs are supporting the structuring and strategic ambitions of the Aerospace & Defense business:

- ▶ **TRACECORE** establishes governance over the item master database, enabling a shared view of inventory across the EMEA region
- ▶ **SKYLINE** is the program dedicated to deploying a unified ERP across Aerospace & Defense entities
- ▶ **NEOTRADE** is the development of an e-commerce platform, enabling customers to quickly access our full product offering and available stock

For each of these projects, close support from business teams remains essential to plan workload, ensure adoption, and embed these transformations over the long term.



## ESG COMMITMENTS: A STRATEGIC DRIVER OF ATTRACTIVENESS AND VALUE CREATION

**Julien DUVANEL**  
General Manager

In 2025, ADDEV Materials reached a new milestone with the evolution of its shareholding structure and the entry of Naxicap Partners into the Group's capital. This transition marks a new phase of development, in which ESG priorities are fully embedded in support of our sustainable growth ambition.

Committed to these topics since ADDEV Materials was founded in 2006, we have developed a pioneering approach, ahead of market standards, which has been a key differentiating factor and a major driver of investor interest.

The ESG audit conducted in this context made it possible to assess the maturity and robustness of our approach. It confirmed the strength of an already existing roadmap—mature, structured and rigorously managed. It also highlighted its strong potential for value creation, particularly through enhanced investor interest and valuation.

Throughout 2025, these topics were addressed and discussed within the Supervisory Board, the Group's highest governance body. The ESG roadmap for 2026 was presented and approved, along with a strengthened monitoring framework, including regular KPI reviews and increased involvement from our shareholders.

Convinced that sustainable performance is a key lever for competitiveness and long-term value creation, we remain firmly committed to embedding ESG considerations at the heart of our strategic and operational decisions, ensuring a balance between economic performance, environmental responsibility and social engagement.

## KEY FIGURES 2025 DR S1-17

### ENSURE ETHICS AND COMPLIANCE



Number of corruption or cybersecurity incidents

### IMPLEMENT OUR COMMITMENTS ACROSS THE GROUP



Annual management committee meeting (seminar or roadshow)

### MEASURE AND SHARE OUR ACTIONS AND PROGRESS



EcoVadis score



CDP Climate score



## STRENGTHENING AND ENHANCING OUR ETHICS FRAMEWORK

**Louise NADOBNY**

Head of Sustainability & Corporate Communication

ADDEV Materials' Code of Conduct Business Ethics is based on ethical principles that ensure responsibility and transparency. In 2025, a Group-wide corruption risk assessment was conducted. Following this, an online training campaign and Code of Conduct attestation process were deployed for exposed functions (Sales, Finance, Management, HR, Purchasing). An Ethics Committee was also established to strengthen governance and ensure proper monitoring of alerts through the anonymous reporting mechanism in place.



Download the  
Code of Conduct



## CYBERSECURITY



*In a context where digital security is a major concern, we deploy robust solutions and train our teams to anticipate risks and protect our systems and data. This vigilance enables us to ensure business continuity across our international operations, including the most sensitive ones.*

**Yoann SIBILLIN**

Infrastructure &  
Cybersecurity  
Director



Download the  
certification



## COMMITMENTS AND NETWORKS



ADDEV Materials is actively engaged and recognized as a contributing member of several networks dedicated to sustainable growth. A signatory of the United Nations Global Compact since 2012 and an Ambassador of the UN Global Compact – France Network, we contribute to several key Sustainable Development Goals (SDGs).

ADDEV Materials is also a member of Bpifrance communities Excellence, French Fab, French Care and Coq Vert ("Eclaireur" (pioneer) status). These commitments reflect our ambition to share best practices, contribute to collective initiatives and accelerate the sustainable transformation of industry.



Watch the  
videos



## ASSESSING OUR CSR APPROACH



We assess our CSR approach against recognized international standards in order to monitor our performance and drive continuous improvement. In 2026, ADDEV Materials was awarded the EcoVadis Gold medal with a score of 84/100, placing us in the top 2% of companies assessed worldwide across all sectors. Climate Disclosure Program (CDP) also recognized our environmental commitments with a B score for the Climate questionnaire and an A- for the Supplier Engagement Assessment.



See our  
evaluation



## EXPENSE REPORTS: A NEW TOOL FOR CROSS-FUNCTIONAL MANAGEMENT

*The launch of the new expense reporting software has saved time and simplified expense processing. Beyond improved accounting oversight, it enables better data utilization for Purchasing (travel partnerships), HR (compliance with the travel policy), and CSR (monitoring business travel).*

**Sarah ARFAOUI**

Application Support Specialist

## OUR CHALLENGE FOR THE FUTURE

We are continuing to harmonize our information systems across our international footprint by deploying common ERP platforms to strengthen performance, data reliability, and interoperability between our entities. These projects are carried out in close collaboration with business teams to ensure adoption and operational effectiveness. At the same time, we are reinforcing our responsible governance approach by finalizing our ethics campaign, integrating CSR criteria into our external growth operations and financing activities, and structuring practices aligned with our sustainability commitments.



### RESPONSIBLE PURCHASING: A COLLECTIVE DRIVER OF SUSTAINABLE PERFORMANCE

**Patrick GRANDE**  
Group Purchasing Director

At ADDEV Materials, responsible purchasing is a key pillar of our CSR approach and a concrete lever for sustainable performance. Our ambition goes beyond securing and optimizing supply chains: it is about building, over the long term, responsible, resilient and value-creating supply networks.

Our responsible purchasing journey is closely linked to our suppliers' engagement. The environmental, social and ethical challenges we face can only be addressed through a strong partnership approach. This is why we prioritize long-term relationships based on transparency, trust and shared values.

These partnerships enable us to progress together and develop innovative product offerings aligned with the technical requirements and sustainability challenges of our markets. They also support continuous optimization of our industrial and logistics processes, strengthening operational excellence and agility. Finally, these collaborations contribute to better measurement and reduction of our environmental footprint, in line with our responsible commitments.

In 2026, in a context of strong growth, we are continuing this momentum with a clear conviction: ADDEV Materials' sustainable performance is built with our suppliers. Together, we convert industrial challenges into sustainable material solutions, serving our customers and the territories in which we operate.

*DR E2-5, DR E5-1, DR E5-2, DR E5-3, DR E5-4, DR G1-2*



### CSR: A DRIVER OF VALUE AND TRUST FOR OUR CUSTOMERS

**Thomas HOORNAERT**  
General Manager Healthcare & Wellness Europe

CSR criteria have become a decisive factor in our customers' selection of partners. Beyond technical and economic performance, they now expect concrete commitments in terms of environmental responsibility, social impact and governance. At ADDEV Materials, this requirement is fully integrated into our strategy and guides our day-to-day actions.

Our approach is reflected in tangible initiatives: reducing our environmental footprint, improving working conditions, strengthening safety, and promoting ethical and responsible practices across our entire value chain. This comprehensive approach is recognized and valued by our customers, who see it as a guarantee of reliability and a lever for shared value creation.

Feedback from Celox Medical perfectly illustrates this dynamic. Their ESG Manager acknowledged our commitment and the actions implemented at our Lancing site, such as optimizing energy consumption, expanding recycling practices, and continuously improving operational processes. These initiatives have helped significantly reduce their indirect emissions (Scope 3) by 143 tons of CO<sub>2</sub>, while strengthening the quality of our partnership.

This example demonstrates that our CSR commitment meets our customers' expectations and actively contributes to building long-term, responsible and value-creating partnerships.

## OUR 2025 KEY FIGURES DR E5-4, DR E5-5, DR G1-2

### SELECT SAFER AND MORE RESPONSIBLE MATERIALS



Share of purchases from suppliers engaged in a CSR approach

### PROMOTE SUSTAINABLE SOLUTIONS AND USAGE



Number of customers assessing ADDEV Materials on its CSR approach (since 2020)

### INNOVATE TO ACCELERATE THE CIRCULAR ECONOMY



Number of product Life Cycle Assessments conducted

## AEROSPACE: INNOVATIVE CHEMICAL SOLUTIONS WITH LOWER ENVIRONMENTAL IMPACT



As part of its environmental responsibility approach, our ZipChem® brand develops innovative solutions aimed at reducing the environmental footprint of aerospace operations. In this context, several products in the ZipChem® portfolio have earned the U.S. Environmental Protection Agency (EPA) Safer Choice recognition. This voluntary program certifies that these chemical formulations meet strict criteria for human health and environmental protection while delivering performance equivalent to conventional solutions. This recognition is a key lever for reducing chemical risks in use, in line with the Group's CSR commitments.

The brand focuses on reducing VOC emissions, eliminating chromates and heavy metals, and offering safer alternatives such as water-based and low-toxicity formulations. ZipChem® has also proactively discontinued the commercialization of products containing PFAS, replacing them with more sustainable alternatives. Through optimized formulations and packaging designed as close as possible to the point of use, ZipChem® helps reduce resource consumption and improve waste management, while maintaining high performance standards.

DR E2-5



### CSR PERFORMANCE: A DRIVER OF COMMERCIAL SUCCESS AND SUSTAINABLE GROWTH

Cyril FRANCES

General Manager Industry & Electronics Europe

CSR performance has become a decisive criterion for demanding customers such as Socomec. As early as 2025, the group clearly stated that maintaining an EcoVadis Gold rating was a condition for continuing our partnership and accessing new projects, making CSR a true commercial prerequisite.

Beyond quality and price, these criteria have significantly contributed to business performance, accounting for up to 50% of commercial success in 2025, according to internal teams. They have also supported strong growth, with activity up +37% versus budget and continued positive momentum confirmed for 2026.

This requirement highlights how essential our CSR approach is in strengthening credibility and securing long-term partnerships.



## CSR AT THE HEART OF CUSTOMER RELATIONSHIPS

*The CSR commitments plays a central role in our customer relationships. In response to their growing expectations, we actively commit by signing the charters they propose and by responding rigorously and transparently to all their questionnaires.*

Valérie HEIM

Internal Sales Representative Power & Mobility France



## LEA, LIFECYCLE EVALUATION BY ADDEV

LEA (Lifecycle Evaluation by ADDEV Materials) is our simplified Life Cycle Assessment (LCA) tool designed to quickly address customer questions regarding the environmental impact of the products we supply. It enables on-demand product LCAs by providing reliable data to better understand and reduce the carbon footprint of the solutions used.

In 2025, more than 30 products have already been assessed using LEA, confirming its deployment and operational value. Beyond the service provided to customers, this tool is also a key driver of internal innovation: it guides our teams in their design choices and promotes the eco-design of more responsible and high-performing products across their entire life cycle.

DR E2-5, DR E5-2,  
DR E5-4, DR E5-5



Listen to the  
podcast



## OUR CHALLENGE FOR THE FUTURE

We are continuing our ambition to accelerate the sourcing of safer and more responsible raw materials. We believe in innovation to develop increasingly sustainable solutions and to meet our customers' growing expectations, in a context where environmental performance is becoming a key competitive advantage.

We also aim to strengthen the use of LCAs by deploying a dedicated online tool, making the approach and analyses more accessible, faster, and more consistent for CSR and R&D teams. This initiative will also be accompanied by an expansion to our full product portfolio, in line with applicable standards and certifications.

At this stage, this approach also opens the way to the promotion and awareness of sustainable product use among our customers—an area identified as a key topic in our double materiality assessment.

# PRESERVE ALL FIGURES

## Decarbonize our industry

|                                                             | Unit                         | 2023   | 2024   | 2025   | Target 2030 | GRI   | CSRD       | SDGs associated |
|-------------------------------------------------------------|------------------------------|--------|--------|--------|-------------|-------|------------|-----------------|
| Share of ISO 14001 certificated sites                       | %                            | 10     | 10     | 9      | 30          |       |            | SDG 12          |
| Share of electric cars                                      | %                            | 4      | 9      | 14     | 50          |       |            | SDG 13          |
| Direct emissions of GHG (scope 1) <sup>1</sup>              | tCO <sub>2</sub> e           | 947    | 874    | 964    | 622         | 305-1 | E1-6 50    | SDG 13          |
| Indirect emissions of GHG (scope 2) <sup>1</sup>            | tCO <sub>2</sub> e           | 316    | 293    | 423    | 405         | 305-2 | E1-6 50    | SDG 13          |
| Emissions of GHG scope 1&2 <sup>1</sup>                     | tCO <sub>2</sub> e           | 1 263  | 1 167  | 1 386  | 1 027       |       | E1-6 42+52 | SDG 13          |
| Indirect emissions of GHG (scope 3) <sup>1</sup>            | tCO <sub>2</sub> e           | 37 926 | 36 438 | 36 024 | 26 994      | 305-3 | E1-6 51    | SDG 13          |
| Downstream indirect emissions of GHG (scope 3) <sup>1</sup> | tCO <sub>2</sub> e           | 8 114  | 8 099  | 8 936  |             | 305-3 |            | SDG 13          |
| Upstream indirect emissions of GHG (scope 3) <sup>1</sup>   | tCO <sub>2</sub> e           | 29 782 | 28 339 | 27 089 |             | 305-3 |            | SDG 13          |
| Carbon intensity material margin (scope 1&2) <sup>2</sup>   | kgCO <sub>2</sub> e/<br>k€MM | 16,26  | 14,43  | 18,24  | 16,68       | 305-4 | E1-4 53    | SDG 13          |
| Carbon intensity revenue (scope 1&2) <sup>2</sup>           | kgCO <sub>2</sub> e/<br>k€CA | 7,44   | 6,59   | 8,54   |             | 305-4 |            | SDG 13          |
| Carbon intensity material margin (scope 3) <sup>2</sup>     | kgCO <sub>2</sub> e/<br>k€MM | 555,96 | 524,03 | 452,80 | 282,60      | 305-4 |            | SDG 13          |
| Carbon intensity revenue (scope 3) <sup>2</sup>             | kgCO <sub>2</sub> e/<br>k€CA | 254,53 | 239,45 | 212,16 |             | 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 tCO<sub>2</sub>e, Scope 2: 991 tCO<sub>2</sub>e, Scope 3: 39,319 tCO<sub>2</sub>e, Carbon intensity material margin (Scope 1 & 2): 33.12 kgCO<sub>2</sub>e/k€ GM, Carbon intensity (Scope 1 & 2) – Revenue: 16.50 kgCO<sub>2</sub>e/k€ Revenue, Carbon intensity (Scope 3) – material margin: 596 kgCO<sub>2</sub>e/k€ GM, Carbon intensity (Scope 3) – Revenue: 297.05 kgCO<sub>2</sub>e/k€ Revenue

## Optimize our resources and materials

|                                                       | Unit | 2023   | 2024   | 2025   | Target 2030 | GRI   | CSRD        | SDGs associated |
|-------------------------------------------------------|------|--------|--------|--------|-------------|-------|-------------|-----------------|
| Total energy consumption                              | MWh  | 8 014  | 8 299  | 9 141  | 5 655       | 302-1 | E1-5 37a    | SDG 7,12,13     |
| Consumption of renewable energy                       | MWh  | 2 468  | 3 234  | 3 301  |             | 302-1 | E1-5 37c    | SDG 7,12,13     |
| Share of electricity generated from renewable sources | %    | 56     | 68     | 67     | 80          |       | E1-5 37c-ii | SDG 7,12,13     |
| Share of energy from renewable sources                | %    | 31     | 39     | 36     |             |       | E1-5 37c    | SDG 7,12,13     |
| Renewable energy produced on-site                     | MWh  | 70     | 65     | 384    |             |       | E1-5 39     | SDG 7,13        |
| Share of renewable energy produced on-site            | %    | 3      | 2      | 12     |             |       | E1-5 AR34   | SDG 7,13        |
| Total water consumption                               | MI   | 40 918 | 40 477 | 12 103 |             | 303-5 | E3-4 28a    | SDG 6           |
| Weight of pollutants emitted into water <sup>1</sup>  | kg   | 20 000 | 31 000 | 30 000 |             | 306-1 | E3-4 28a    | SDG 6           |

1) ATC entity

## Reduce, recycle and recover waste

|                                         | Unit | 2023  | 2024  | 2025  | Target 2030 | GRI   | CSRD     | SDGs associated |
|-----------------------------------------|------|-------|-------|-------|-------------|-------|----------|-----------------|
| Volume of waste generated               | t    | 2 491 | 2 497 | 2 469 |             | 306-3 | E5-5 37a | SDG 12,14,15    |
| Volume of hazardous waste generated     | t    | 177   | 154   | 138   |             | 306-4 | E5-5 39  | SDG 12,14,15    |
| Share of hazardous waste generated      | %    | 7,11  | 6,17  | 5,60  |             |       |          | SDG 12,14,15    |
| Volume of non-hazardous waste generated | t    | 2 313 | 2 343 | 2 331 |             |       |          | SDG 12,14,15    |
| Volume of recycled waste                | t    | 1 326 | 1 145 | 1 321 |             | 306-4 |          | SDG 12,14,15    |
| Share of recycled waste                 | %    | 53    | 46    | 53    | 60          |       |          | SDG 12,14,15    |



# TAKE CARE ALL FIGURES

## Employment and recruitment

|                                                                                                           | Unit | 2023      | 2024      | 2025      | Target 2030 | GRI   | CSRD          | SDGs associated |
|-----------------------------------------------------------------------------------------------------------|------|-----------|-----------|-----------|-------------|-------|---------------|-----------------|
| Total headcount                                                                                           |      | 764       | 756       | 793       |             | 401-1 | SBM1 40 a iii |                 |
| Permanent headcount                                                                                       |      | 726       | 724       | 749       |             |       | S1-6 50a      |                 |
| Share of permanent headcount                                                                              | %    | 95        | 96        | 94        |             |       | S1-6 50b      |                 |
| Job creation                                                                                              |      | 37        | - 60      | - 3       |             |       |               |                 |
| Employee recruitment                                                                                      |      | 168       | 148       | 177       |             |       |               |                 |
| Employee departures                                                                                       |      | 131       | 208       | 180       |             |       | S1-6 50c      |                 |
| Total working hours                                                                                       | h    | 1 242 269 | 1 240 080 | 1 270 630 |             |       |               |                 |
| Absenteeism rate                                                                                          | %    | 4,25      | 4,15      | 5,07      |             |       |               |                 |
| Share of employees covered by the reference living wage analysis                                          | %    | 29        | 90        | 82        | 100         |       |               | SDG 1           |
| Share of employees paid below the living wage <sup>1</sup>                                                | %    | 16,1      | 4,5       | 17,5      |             |       | S1-10 70      | SDG 1           |
| Average pay gap for employees paid below the living wage compared to a reference living wage <sup>1</sup> | €/h  | 1,13      | 1,77      | 0,56      |             |       |               | SDG 1           |

1) North America KPI extended to worldwide scope in 2024. Voluntary living wage initiative beyond legal minimum requirements, with corrective actions implemented where gaps are identified.

## Take care of our employees

|                                                                        | Unit | 2023  | 2024  | 2025  | Target 2030 | GRI   | CSRD      | SDGs associated |
|------------------------------------------------------------------------|------|-------|-------|-------|-------------|-------|-----------|-----------------|
| Number of accidents with lost time                                     |      | 18    | 33    | 21    |             | 403-9 | S1-14 88c | SDG 3           |
| Accident frequency rate                                                | %    | 13,87 | 25,51 | 15,69 | <20         | 403-9 | S1-14 88c | SDG 3           |
| Accident severity rate                                                 | %    | 0,59  | 0,20  | 0,45  | <0,5        |       |           | SDG 3           |
| Number of days lost due to accidents at work, death or health problems |      | 762   | 253   | 599   |             |       | S1-14 89  | SDG 3           |
| 'Quality of life at work' score in the engagement survey               |      |       | 3,78  | 3,8   | 4           |       |           | SDG 3           |

## Develop talents and competencies

|                                                                | Unit | 2023  | 2024  | 2025  | Target 2030 | GRI   | CSRD      | SDGs associated |
|----------------------------------------------------------------|------|-------|-------|-------|-------------|-------|-----------|-----------------|
| Average number of training hours per year per employee         | h    | 10,15 | 8,29  | 7,21  | 14          |       | S1-13 83b | SDG 4           |
| Payroll allocated to training                                  | %    | 0,5   | 0,35  | 0,49  | >1          |       |           | SDG 4           |
| Global employee turnover rate                                  | %    | 21,8  | 23,24 | 23,58 | <20         | 401-2 | S1-6 50c  |                 |
| Unintended employee turnover rate                              | %    |       |       | 13    | <10         |       |           |                 |
| Number of traineeship/apprentices                              |      | 41    | 28    | 26    |             |       |           | SDG 4           |
| Conversion of traineeship/apprentice into long-term employment | %    | 34    | 11    | 8     | >20         |       |           | SDG 4           |
| Number of V.I.E. employees                                     |      | 8     | 7     | 4     | >5          |       |           | SDG 4           |

## Be an inclusive employer by promoting diversity

|                                                            | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI   | CSRD      | SDGs associated |
|------------------------------------------------------------|------|------|------|------|-------------|-------|-----------|-----------------|
| Women headcount                                            |      | 324  | 325  | 285  |             |       |           | SDG 5           |
| Share of women employees                                   | %    | 45   | 45   | 38   | >40         |       | S1-6 50a  | SDG 5           |
| Share of women managers                                    | %    | 39   | 36   | 40   | >40         | 405-1 | S1-9 66a  | SDG 5           |
| Index EGA PRO <sup>1</sup>                                 |      | 100  | 91   | 89   | >95         |       | S1-16     | SDG 5           |
| Average unadjusted gender pay gap <sup>1</sup>             | %    | 6    | 4,7  | 4    |             | 405-2 | S1-16 97a | SDG 5           |
| Share of women among the 10 highest earners in the company | %    | 21   | 10   | 10   |             |       |           | SDG 5           |
| Share of employees with disabilities <sup>2</sup>          | %    | 5,4  | 5,2  | 3,5  | >6          |       | S1-12 79  | SDG 10          |
| Share of managers with disabilities <sup>2</sup>           | %    | 0,35 | 0,41 | 0,39 |             |       |           | SDG 10          |

1) Scope of calculation: 2023 = ATC; 2024 = ATC, ADDEV Micel; 2025 = ADDEV Micel

2) Scope France



# COMMIT ALL FIGURES

## Ensure ethics and compliance

|                                                                                                      | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI   | CSRD     | SDGs associated |
|------------------------------------------------------------------------------------------------------|------|------|------|------|-------------|-------|----------|-----------------|
| Number of reported incidents of corruption                                                           |      | 0    | 0    | 0    | 0           | 205-3 | G1-4 25a | SDG 17          |
| Number of significant cybersecurity incidents reported                                               |      | 0    | 0    | 0    | 0           |       |          | SDG 17          |
| Number of reports associated with an alert procedure                                                 |      | 0    | 0    | 0    | 0           |       |          | SDG 17          |
| Proportion of employees who have signed the code of ethics and received ethics training <sup>1</sup> | %    | 95   | 95   | TBD  | 100         |       | G1-3 25b | SDG 17          |
| Cyberessentials certification                                                                        |      | Yes  | Yes  | Yes  | Yes         |       |          |                 |

<sup>1</sup>) Indicator covering departments identified as being at risk (Management, Finance, Procurement, Sales, HR)

## Implement our commitments across the group

|                                                   | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI | CSRD | SDGs associated |
|---------------------------------------------------|------|------|------|------|-------------|-----|------|-----------------|
| Annual international managers meeting or roadshow |      | Yes  | No   | Yes  | Yes         |     |      |                 |
| Non-financial performance assessed by investors   |      | Yes  | Yes  | Yes  | Yes         |     |      |                 |

## Measure and share our actions and progress

|                                                                      | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI | CSRD      | SDGs associated |
|----------------------------------------------------------------------|------|------|------|------|-------------|-----|-----------|-----------------|
| Ecovadis rating                                                      |      | 78   | 82   | 84   | 85          |     |           |                 |
| Carbon Disclosure Project (CDP) rating - Climate                     |      |      | D    | B    | A           |     |           |                 |
| Number of employee shareholders                                      |      | 15   | 16   | 26   | 40          |     | GOV-1 21b |                 |
| Share of employee shareholders                                       | %    | 1,96 | 2,12 | 3,28 |             |     |           |                 |
| Share of capital held by employees                                   | %    | 2,65 | 2,1  | 3,24 |             |     |           |                 |
| Number of members on the Executive Committee                         |      | 6    | 9    | 8    |             |     | 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   | 22   | 25   |             |     |           | SDG 5           |
| Number of members on the Supervisory Committee                       |      | 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    | 3    |             |     | GOV-1 21d |                 |
| Share of women on the Supervisory Board                              | %    | 0    | 0    | 50   |             |     | GOV-1 21d |                 |
| Share of European Aerospace & Defense entities within D365 ecosystem | %    | 30   | 30   | 30   | 100         |     |           |                 |

## Select safer and more responsible materials

|                                                                                           | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI | CSRD | SDGs associated |
|-------------------------------------------------------------------------------------------|------|------|------|------|-------------|-----|------|-----------------|
| Share of purchases made from suppliers who have signed the sustainable purchasing charter | %    | 50   | 62   | 70   | 85          |     |      | SDG 8,13,16     |
| Number of supplier performance evaluations (scorecard)                                    |      | 27   | 37   | 25   |             |     |      | SDG 8,12        |
| Number of tenders signed by suppliers including environmental and social clauses          |      | 4    | 3    | 6    |             |     |      | SDG 16          |
| Number of suppliers covered by an on-site CSR audit                                       |      | 6    | 7    | 10   |             |     |      | SDG 12          |
| Share of purchasing staff trained in responsible purchasing                               | %    | 100  | 100  | 100  | 100         |     |      | SDG 8,16        |
| Products subject to assessment for the presence of controversial substances <sup>1</sup>  | %    | 100  | 100  | 100  | 100         |     |      | SDG 3           |

1) Business Group Aerospace & Defense

## Promote sustainable solutions and usage

|                                                            | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI | CSRD         | SDGs associated |
|------------------------------------------------------------|------|------|------|------|-------------|-----|--------------|-----------------|
| Revenue                                                    | M€   | 195  | 211  | 219  |             |     | SBM-1 40b    |                 |
| Share of international sales                               | %    |      | 78   | 79   | 80          |     | SBM-1 40a ii |                 |
| Number of customers engaging ADDEV on ESG/CSR <sup>1</sup> |      | 135  | 162  | 209  |             |     |              |                 |
| Share of revenue from customers with ESG requirement       | %    |      |      | 9    |             |     |              |                 |

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

## Innovate to accelerate the circular economy

|                                                                  | Unit | 2023 | 2024 | 2025 | Target 2030 | GRI | CSRD | SDGs associated |
|------------------------------------------------------------------|------|------|------|------|-------------|-----|------|-----------------|
| Share of sustainable R&D                                         | %    | 72   | 69   | 22   |             |     |      | SDG 3,7,9       |
| Number of employees in the R&D department                        |      | 5    | 4    | 4    |             |     |      |                 |
| Number of eco-design project                                     |      | 4    | 4    | 4    | 6           |     |      | SDG 3,7,9,12,13 |
| Number of products subject to Life Cycle Assessment <sup>1</sup> |      | 0    | 2    | 30   |             |     |      |                 |

1) Made with our internal calculator LEA, Lifecycle Evaluation by ADDEV Materials



## PRESERVE

- ▶ **Decarbonize** our industry
- ▶ **Optimize** our use of resources and materials
- ▶ **Reduce, recycle** and recover waste

## TAKE CARE

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

## COMMIT

- ▶ **Ensure** ethics and compliance
- ▶ **Implement** our commitments across the group
- ▶ **Measure and share** our actions and progress

## SHIFT

- ▶ **Select** safer and more responsible materials
- ▶ **Promote** sustainable solutions and usage
- ▶ **Innovate** to accelerate the circular economy