



**ONE  
PLANET.  
10 BILLION  
TO FEED.**



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**WHO WE ARE**



## A MESSAGE FROM NICOLAS CARTIER

CEO, Mérieux NutriSciences

At **Mérieux NutriSciences**, our purpose, Better Food. Better Health. Better World., is more than an ambition; it is a responsibility we actively choose to uphold. In a context of growing complexity and rising expectations, we believe companies must do more than adapt. They must do their part to a better future and lead with clarity, integrity and long-term vision.

**In 2022, we set our first ESG commitments with a 2025 horizon.** Today, this report provides a transparent assessment of the progress achieved. We have delivered on the performance indicators we defined, a significant milestone made possible by the dedication and collective engagement of our teams worldwide.

These achievements are particularly **meaningful given the rapid expansion of our company, including the integration of Bureau Veritas' food testing activities.** As our organization grows in scale and reach, so does our responsibility to ensure alignment of standards, culture and practices and to apply our ESG commitments consistently across our global footprint.

Yet, sustainable performance is a journey and we acknowledge that we could do even better. That is why we took a decisive step in 2025 by reassessing our ESG priorities through a comprehensive materiality analysis. **By listening closely to our stakeholders, we sharpened our focus on where we can create the greatest impact, leveraging our science, expertise and global presence.** This work has led to a renewed set of commitments and 2030 performance indicators, fully embedded in our purpose and aligned with our business strategy.

**Better Food, Better Health and Better World express a clear conviction: the decisions we make today shape the future we share.** Supporting safer and more sustainable food systems, protecting public health, empowering our people and reducing our environmental footprint are not parallel objectives, they are interconnected drivers of sustainable performance.

**Our ESG roadmap to 2030 translates this conviction into measurable action.** It reflects our belief that long-term performance and positive impact go hand in hand and that trust is built through rigor, transparency and accountability. I would like to sincerely **thank our teams around the world for their commitment and professionalism.** Together, with humility and determination, we will continue to strengthen our impact, create sustainable value and contribute to a more resilient future.

# BETTER FOOD. BETTER HEALTH. BETTER WORLD.

## MÉRIEUX NUTRISCIENCES IN FIGURES



In 2025, the acquisition of Bureau Veritas' Food Testing activities strengthened our global footprint, welcoming 2 000 colleagues and adding 7 countries and 40 laboratories to our network.

## OUR SOLUTIONS & SERVICES 360°

We leverage our science-based food expertise and testing capabilities worldwide to help build resilient value chains and allow continued availability of safe, quality food.



# OUR ESG JOURNEY - KEY MILESTONES

## Sustainability anchored at the core of our purpose

Our purpose and strategic plan were redefined, placing sustainability at the heart of our vision, mission and business roadmap, with a clear ambition to contribute every day to a more sustainable world through the way we do business.

## First materiality assessment

Conducted in line with extra-financial regulations, this assessment identified two key priorities: Diversity & Inclusion and Climate Change & Energy.

2022-2023

## Completion of our double materiality assessment

Aligned with CSRD requirements, the assessment enhanced our understanding of ESG impacts, risks and opportunities, sharpened our strategic direction, and highlighted areas to further strengthen our targets.

## Launch of our 2030 ESG commitments

Based on the results of our double materiality assessment, we launched our 2030 ESG commitments, fully aligned with our priorities and long-term ambition.

2021

## Strengthening ESG Governance

- Creation of a dedicated ESG Committee to enhance oversight and strategic steering of our ESG roadmap.
- Creation of a network of regional and local ESG coordinators to ensure the operational deployment of our sustainability strategy across all regions.
- Our CEO Nicolas Cartier, serves as the sponsor for ESG, and the topic is embraced across the entire organization.

## Transparency through commitments and targets

Building on our materiality analysis, we formalized our ESG priorities through clear commitments and measurable targets set for 2025.

2024

## Acceleration of energy efficiency and decarbonization initiatives

Energy efficiency and carbon reduction initiatives were stepped up to contribute to limiting global warming.

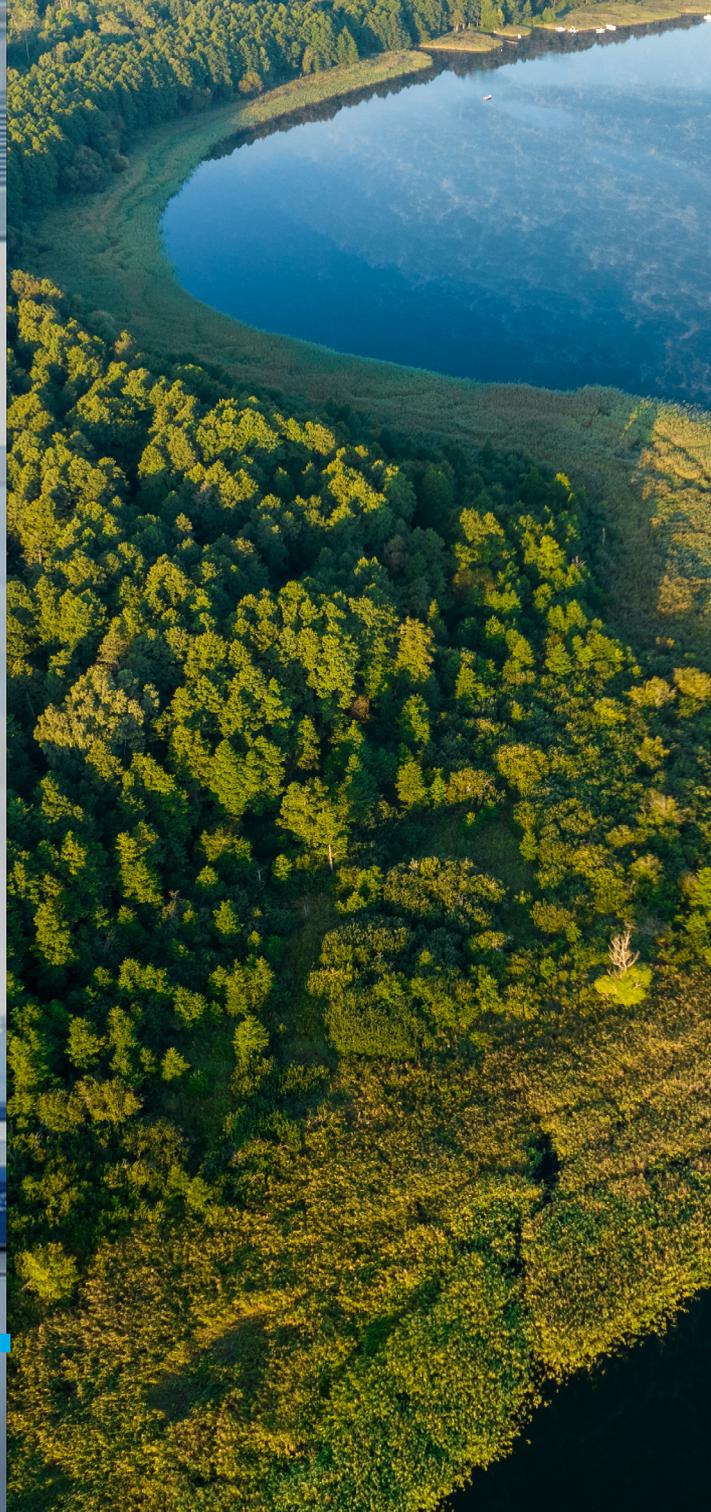
2025



# ACHIEVEMENT OF OUR 2025 ESG COMMITMENTS

This brochure reports on our progress toward our 2025 commitments, structured in alignment with our purpose: **Beter Food. Better Health. Better World.**





**BETTER FOOD,  
BETTER HEALTH &  
BETTER WORLD COMMITMENTS**



BETTER FOOD  
COMMITMENT

# INNOVATION

Our strategy focuses on the development of practical solutions that protect public health while transitioning toward sustainable food systems. We provide agri and food companies with the tools necessary to meet increasing safety requirements and environmental standards.

To manage sector-specific risks, we proactively identify emerging threats, including those driven by climate change. We then develop the specific technologies and methodologies required to mitigate these risks across the supply chain. This innovation process relies on technical collaboration between our internal experts and external partners. By integrating customer feedback directly into our development cycle, we ensure our solutions are effective, relevant, and ready for immediate operational use.

## OUR COMMITMENT

We develop our expertise and provide innovative science-based solutions to accelerate the transition towards more sustainable food products, with no compromise on safety and quality.



## OUR PROGRESS AGAINST OUR COMMITMENTS

FY25



Enlarged expert teams and impactful innovations

See meaningful examples below

## AMONG OUR KEY 2025 INITIATIVES



### ADVANCED VIRUS DETECTION IN FRUITS & VEGETABLES

Our laboratory in Morocco has developed and validated molecular methods (RT-PCR) to detect specific viruses in fruits and vegetable: Tomato Brown Rugose Fruit Virus (ToBRFV), Hepatitis A, and Norovirus (GI/GII). These testing capabilities provide the technical data necessary to monitor food safety in both raw agricultural products and processed derivatives. By adopting these methods, we facilitate compliance with international export standards and improve risk management for producers targeting global markets.



**Jalila Tai**

R&D Manager  
Mérieux NutriSciences | Labomag  
- Morocco



### DEVELOPING ANALYTICAL SOLUTIONS FOR BISPHENOL DETECTION

In response to the recent food safety reassessment by regulatory authorities, our scientific team in Germany was among the first globally to adapt analytical methods for Bisphenol. These methods support the food industry in evaluating Food Contact Materials (FCM) against updated safety thresholds. This development ensures that manufacturers can accurately monitor migration levels and maintain compliance with evolving food safety standards.



**Thomas Behnke**

Head of Analysis  
Mérieux NutriSciences | Institut Kirchhoff  
Berlin - Germany



### ENVIRONMENTAL ASSESSMENT OF STRAWBERRY CULTIVATION

We recently conducted a lifecycle assessment of a new strawberry cultivation method for the seed producer Limgroup. The results provide technical validation of the sustainability benefits of the Limore One variety while identifying specific environmental hotspots for further optimization.



**Eline Disselhorst**

Consultant  
Mérieux NutriSciences | Blonk  
- The Netherlands



BETTER FOOD COMMITMENT

# PARTNERSHIP

We operate as a committed partner in the global food supply chain, focused on the transition toward safer and more sustainable food systems. We recognize that this evolution cannot be achieved in isolation; it requires collective action and the synchronization of shared goals. We prioritize collaborations with stakeholders who share a long-term vision and possess the influence to amplify our impact, allowing us to build and execute joint strategies for large-scale transformation.

In practice, our partnership model spans the entire value chain. We collaborate with governmental organizations to shape safety standards, participate in research consortia to advance scientific knowledge, and work directly with suppliers and customers to drive operational change. By leveraging this shared expertise, we translate high-level ambitions into measurable actions that improve the resilience and integrity of the global food supply.

## OUR COMMITMENT

We partner with multiple stakeholders within the global food ecosystem to collectively promote and develop sustainable food systems.



## OUR PROGRESS AGAINST OUR COMMITMENTS

FY25



Increased contribution to meaningful external initiatives

See meaningful examples below

## AMONG OUR KEY 2025 INITIATIVES



### STANDARDIZATION AND REGULATORY DEVELOPMENT IN CHINA

Since 2015, our team in China has collaborated with local authorities to develop food-related standards. Partners include the Shandong Provincial Animal Product Quality and Safety Center, Shandong Association for High-Quality Animal Products, Shandong Customs, Sichuan Provincial Feed Work Station, and the China National Food Industry Association. To date, 36 standards have been finalized, including the 2025 methodology for the “Determination of Barbiturate Drugs in Feed.”



**Joy Lan**  
Technical Support Manager - China



**Alisa Chen**  
Ningbo Vet. Drug Team Supervisor - China



### STRATEGIC CONTRIBUTIONS TO FOOD SYSTEM RESILIENCE IN FRANCE

We contribute to leading think tanks to shape the future of the French food sector. This includes our work with Institut Montaigne, an independent French public policy institute, on the report “*Fracture alimentaire: maux communs, remède collectif*” (Food Fracture: Common Ills, Collective Remedy). We also participate in The Shift Project “*Manger en 2050*” (Eat in 2050) program, defining technical pathways for the low-carbon transition and long-term system resilience.



**Catherine Pelletier**  
Innovation & ESG Program Director - France



### TECHNICAL EDUCATION AND CAPACITY BUILDING IN BRAZIL

In partnership with São Paulo State Technological Colleges (FATEC), we provide specialized training for chemistry students to bridge the gap between academia and industry requirements. In 2025, 169 students completed a curriculum covering safety, quality, and sustainability within the food value chain. This ensures the next generation of professionals is equipped to manage evolving global food safety and environmental standards.



**Alessandra Farias**  
HR and Communication Director - Latin America



BETTER HEALTH COMMITMENT

# QUALITY

At Mérioux NutriSciences, quality and ethics are fundamental to our role in public health. Delivering reliable analytical results is a core responsibility, supported by a rigorous quality management system that exceeds ISO 17025 requirements. We focus on technical precision and continuous improvement to ensure the accuracy our customers require.

This year, we further integrated Artificial Intelligence (AI) to accelerate result delivery and enhance data reliability. Additionally, we conducted comprehensive quality assessments of the newly acquired Bureau Veritas laboratories. This process ensures a seamless integration into the Mérioux NutriSciences network, bringing all new sites into full compliance with our global quality standards.

## OUR COMMITMENT

We guarantee globally consistent quality standards to protect consumer health and ensure best-in-class services to our customers.



## OUR PROGRESS AGAINST OUR COMMITMENTS



## AMONG OUR KEY 2025 INITIATIVES



### DIGITAL DETECTION OF ABNORMAL RESULTS

Abnormal Results Detection (ARD) is a data-driven tool that identifies irregularities by cross-referencing current findings with historical data patterns. Following its success in microbiology, our team in Brazil expanded its application to chemistry laboratories. Particularly in wet chemistry, ARD provides reliable insights that allow senior laboratory staff to identify and investigate potential outliers with higher precision before results are finalized.



**Inajara Juliano**  
Operations Manager  
- Brazil



### AUTOMATED SAMPLE INTEGRITY ASSURANCE

To increase intake efficiency and reduce manual errors, we implemented a digital tool that automates sample registration. By scanning barcodes and automatically linking high-resolution photos to each sample within our LIMS (Laboratory Information Management System), we mitigate the risk of sample mix-ups, particularly in high-volume orders of similar products. Following its development last year, this system is now standard for all sample processing.



**Thomas Behnke**  
Head of Analysis  
Mérioux NutriSciences | Institut Kirchoff  
Berlin - Germany



### QUALITY ASSESSMENT OF ACQUIRED LABORATORIES

Following the acquisition of Bureau Veritas' food testing activities, each laboratory underwent a rigorous assessment against Mérioux NutriSciences Global Quality requirements within three months. Led by senior global auditors, these assessments established a comprehensive roadmap for quality integration. All new sites are now monitored via our global KPI dashboard, and their quality leaders have been fully onboarded into the Mérioux NutriSciences global technical network.



**Christine Lodder**  
Snr. Director Quality Assurance  
- Global



BETTER HEALTH  
COMMITMENT

# SAFETY

At Mériex NutriSciences, we are committed to protecting the health and safety of our people. Safety is our first priority; it underpins reliable science, enables quality results, and builds trust—whether in our laboratories, our offices, or on the road visiting customer premises. We provide a safe and healthy workplace for all employees, visitors, and suppliers by treating safety as a shared responsibility led by management, monitoring performance through safety indicators, and mitigating risks through training, awareness, and continuous improvement.

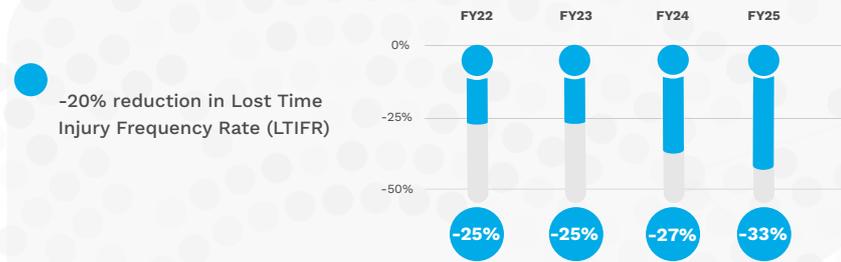
Our goal is simple: Everyone goes home safe. This year, we focused on updating our safety inspection checklists and global Dress Code to ensure safety remains a daily behavior in support of our company commitments. Safety performance was improved in South Africa, Ireland, and Australia, among other countries, to further enhance our global performance. In practice, these commitments are reflected through clear safety rules, the use of Personal Protective Equipment (PPE), standardized safety requirements, and a strong sense of individual ownership.

## OUR COMMITMENT

**We provide the safest possible working environment for our employees.**



## OUR PROGRESS AGAINST OUR COMMITMENTS



-20% reduction in Lost Time Injury Frequency Rate (LTIFR)

## AMONG OUR KEY 2025 INITIATIVES



### ENHANCED PROTECTIVE STANDARDS & PERSONAL SAFETY

To reinforce personal protection and hygiene protocols, we updated the Mériex NutriSciences global Dress Code. Our team in Ireland spearheaded the rollout, utilizing digital tools to create clear training materials that standardize how protective gear is used across the site. These updated requirements are designed to prevent laboratory accidents and maintain a controlled, safe environment for all technical staff.



**Patricia Maldonado Da Silva**

National Quality Manager  
- Ireland



### ADDRESSING WORK-RELATED ROAD SAFETY

In Morocco, road accidents represent the primary work-related safety risk, making transport a major concern for our teams. To address this, we organized awareness sessions for all staff focused on safe driving and accident prevention. Given the high engagement levels, we will continue this special focus in 2026 to further protect our field teams and logistics personnel.



**Hakima Eddahabi**

QHSE Director  
Mériex NutriSciences | Labomag  
- Morocco



### PROACTIVE SAFETY MANAGEMENT SYSTEMS

Our dedication to public health is fundamentally linked to our Occupational Health and Safety (OHS) performance. In North America, we manage safety through a proactive system driven by three core pillars: high employee engagement, comprehensive communication, and rigorous performance tracking. By cultivating a strong safety culture, we empower team members to identify and mitigate hazards before they result in incidents, aligning our operational goals with the highest standards of employee protection.



**Sherry Barsamian**

Senior VP, Operations  
- North America



BETTER HEALTH  
COMMITMENT

# WELL-BEING

We recognize that our collective success, across every laboratory, office, and support function, depends on the health and engagement of our people. We consider personal and professional well-being to be deeply interconnected, and we strive to build a culture rooted in psychological safety, authentic relationships, and mutual respect. This commitment is an active part of our management philosophy that shapes how we support our teams in a demanding technical environment.

A central milestone this year was the roll out of "SHIFT", our global leadership development program. SHIFT is designed to support of the transition of leaders who personally journey to demonstrate an impactful leadership in today's world. By focusing on soft skills such as self-awareness, courage, emotional intelligence, the program ensures that our culture of well-being is not just a high-level ambition, but a daily reality at every level of our organization. We continue to invest in initiatives that promote life balance, psychological safety, authentic relationships and collaboration.

## OUR COMMITMENT

We listen to all of our employees and implement actions in all of our sites to improve their well-being and quality of life at work.



## OUR PROGRESS AGAINST OUR COMMITMENTS

- One employees' engagement survey per year evaluating well-being and life balance with:
  - >70% response rate
  - Commitment to continuously aiming to improve our eNPS (\*+22 pts for eNPS vs FY21)
- 100% of our sites having implemented at least one initiative to improve the well-being and/or life balance of our employees



## AMONG OUR KEY 2025 INITIATIVES



### STRATEGIC SCHEDULING AND CAPACITY MANAGEMENT

In Madison, USA, we implemented a cross-training program to give supervisors a holistic view of laboratory capacity. By diversifying the skill sets of our technical staff, management can distribute tasks more strategically during high-volume periods. This preventatively manages workloads, reduces burnout, and ensures a more sustainable work-life balance for the entire team.



Madison Lab Team

USA



### MANAGING OPERATIONAL PEAKS THROUGH FLEXIBLE STAFFING

Our Prato site in Italy utilizes a structured "on-call" contract model, primarily engaging students to manage seasonal volume peaks. This system provides students with paid, relevant work experience while allowing them to prioritize their university exams during low-volume months. For our permanent staff, this flexible capacity reduces summer workload stress, ensures preferred vacation requests can be granted, and allows for better management of last-minute personal urgencies.



Emiliano Castellano

Operations Manager  
- Italy



### FACILITIES FOR WORKING PARENTS

To support employees returning from maternity leave, our Shanghai site features a dedicated nursing and rest room. Providing a private, well-equipped space for mothers eases the transition back to the workplace and demonstrates our commitment to supporting the diverse needs of our staff throughout different life stages.



Jenny Wang

Administration Specialist Shanghai  
- China



BETTER WORLD COMMITMENT

# CLIMATE

The results are in, and our long-term climate vision continues to deliver. By balancing immediate “low-hanging fruit” efficiency gains with systemic changes, we have reached a pivotal milestone. We are proud to announce a 26% reduction in carbon intensity across our Scope 1 and 2 emissions (on a like-for-like basis). This achievement is proof that our roadmap to become a lower-carbon organization is functioning as intended.

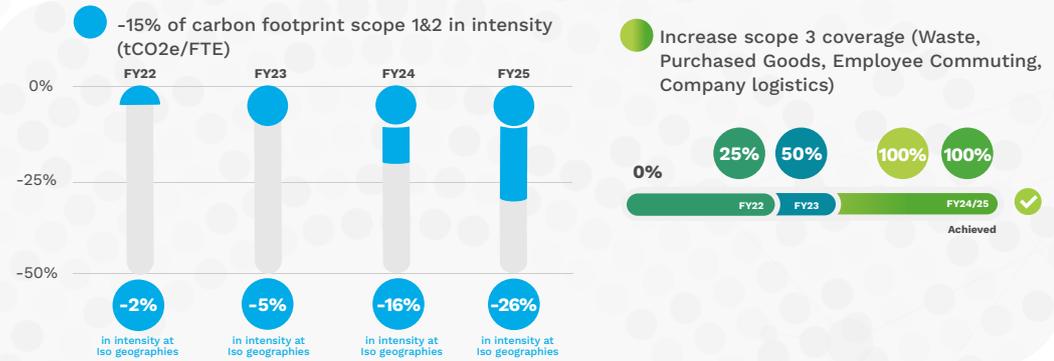
Across the globe, the vast majority of our operating countries have now taken full control of their carbon footprints, implementing localized solutions that yield measurable results. In 2025, our two largest entities, the USA and Italy, notably accelerated our progress through significant operational shifts and renewable energy adoption.

## OUR COMMITMENT

**We contribute to the climate change race by joining the 1.5°C trajectory and setting the ambition of reducing our carbon footprint by 50% by 2033.**



## OUR PROGRESS AGAINST OUR COMMITMENTS



## AMONG OUR KEY 2025 INITIATIVES



### TRANSITIONING TO 100% RENEWABLE ELECTRICITY

Building on the momentum initiated in 2023, Italy has transitioned from 0% renewable electricity to 100% in just two years. This was achieved through a dual strategy: first, the massive installation of solar panels at our Resana site, followed by a complete shift to certified green energy sources for all remaining power needs. This transition serves as a blueprint for rapid decarbonization across our global network.



**Sylvain Dahiot**  
Managing Director  
- Italy



### STRATEGIC CAR FLEET DECARBONIZATION

We are seeing a global shift toward lower-impact mobility, primarily driven by fleet electrification in regions like France and at KTBA (Netherlands). In addition to electrification, we are utilizing levers such as fleet downsizing and green mobility incentives. For example, KTBA reduced its fleet size by 10% by supporting employees in transitioning to alternative mobility solutions. On a like-for-like basis, these efforts have resulted in a 10% absolute decrease in emissions related to mobile combustion, even as our total fleet size grew.



**Jeroen Sleenhoff**  
Cluster Director Expert Partners  
- Europe, Middle East, and Africa



BETTER WORLD  
COMMITMENT

# EQUAL OPPORTUNITIES

We believe that innovation and sustainable performance are fueled by a culture of respect and openness, where every person is encouraged to bring their authentic self to work with confidence. This commitment is deeply rooted in our company culture and supported by a global, unified network that prioritizes collaboration and connection across an increasingly fragmented world.

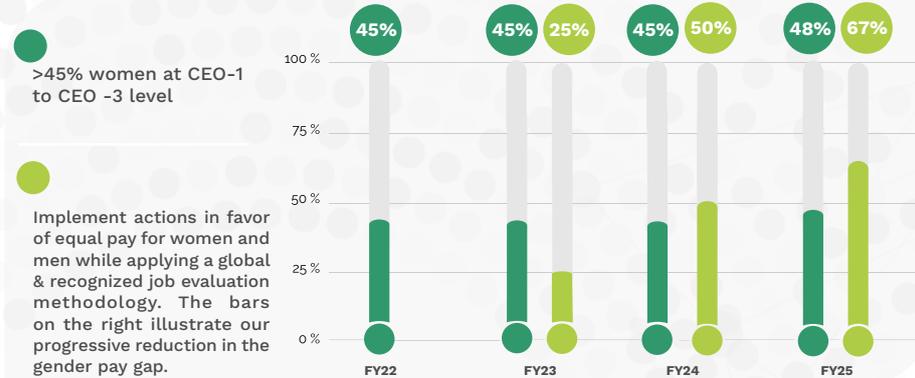
A pivotal priority this year has been the integration of more than 2 000 new colleagues, including those joining from Bureau Veritas Food Testing. Our focus is ensuring every new team member feels a unique sense of belonging within our shared community, united by a purpose greater than ourselves: advancing global public health. By removing barriers and promoting equity, we ensure that every voice is heard and every colleague has the opportunity to contribute to our mission.

## OUR COMMITMENT

**We care about diversity & inclusion and act to ensure equal rights and opportunities to all.**



## OUR PROGRESS AGAINST OUR COMMITMENTS



## AMONG OUR KEY 2025 INITIATIVES



### DISABILITIES & INCLUSION TRAINING

In 2025, our team in Brazil delivered over 380 hours of inclusive awareness training through the internal “Conviver Diversidade” group. Partnering with “Oportunidades Especiais,” the program featured insights from speakers with lived experience to address topics such as unconscious bias and empathy. This initiative has strengthened our inclusive leadership culture and fostered a more supportive working environment.



**Ayrton Santana Silva**  
Research Specialist  
- Brazil



**Natália Garcia**  
Human Resources  
Analyst - Brazil



### ENHANCING WORKPLACE ERGONOMICS AND ACCESSIBILITY

To better accommodate colleagues with disabilities and improve overall workplace comfort, our Canadian sites implemented several targeted infrastructure upgrades. These improvements include the installation of lever door handles in Markham, adjustable biosecure workstations in Montreal, and height-adjustable desks in Burnaby and Vancouver. These practical adjustments ensure that our physical spaces reflect our inclusive culture.



**Frederik Chen**  
Lab Director Brunaby  
- Canada



### INVESTING IN EARLY-CAREER PROFESSIONALS

The Young Talents Program in Turkey is designed to identify and support high-potential fresh graduates as they enter the industry. The program provides a structured framework for learning, offering real-world operational experience and opportunities for cross-functional collaboration. By investing in the next generation, we ensure a steady pipeline of diverse perspectives and future-ready skills across the organization.



**Melina Demirbey Sackan**  
HR & Administrative Affairs Manager  
- Türkiye



BETTER WORLD  
COMMITMENT

# ETHICS

Ethics and compliance are the essential foundations of our industry, which is built upon trust and technical reliability. Our Ethics and Compliance (E&C) Program is designed to identify, prevent, and mitigate risks, particularly those related to corruption and data integrity. This program is anchored by our Code of Conduct and Compliance Policies, which were fully updated in 2025 to reflect our dedication to public health, safety, and organizational integrity.

The E&C Program is a cross-functional initiative, developed and executed in close partnership with Finance, Human Resources, and Quality functions under the supervision of the Group Ethics Committee. Management of the program is supported by dedicated IT infrastructure, including the Third-Party Control System and the Mérieux NutriSciences Integrity Line. Furthermore, our training programs are progressively integrating advanced data tools to enhance knowledge sharing, facilitate fact verification, and improve the precision of third-party risk assessments.

## OUR COMMITMENT

**We are all committed to the highest Ethics & Compliance standards.**

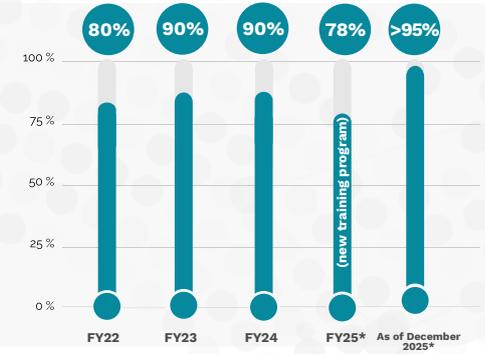
**Recent audits conducted by Institut Mérieux and other external auditors have confirmed the program's inherent strength. Compliance of our E&C Program with the ambitious ethics and compliance standards set by the TIC Council (the professional association to which the Company belongs) was formally confirmed for the third year.**



## OUR PROGRESS AGAINST OUR COMMITMENTS

● **≥95% of our +8 000 employees having completed our global Ethics & Compliance Training Program.**

\*Following the acquisition of Bureau Veritas Food Testing activities, our employee scope increased to over 10,000 employees. A new global Ethics & Compliance Training Program was deployed in July 2025 across this extended perimeter. The ≥95% completion target was achieved in December 2025.



## AMONG OUR KEY 2025 INITIATIVES



### NEW ETHICS & COMPLIANCE TRAINING PROGRAM

In May 2025, we launched a specialized training program for laboratory technicians titled "15 Minutes for Our Integrity." Designed for high-impact, time-efficient learning, this initiative ensures that technical staff are equipped to handle day-to-day ethical considerations. Additionally, a refreshed E&C Quiz was rolled out in July 2025 for all other employees to ensure global alignment with our standards.



**Xinning Jiang**

Legal & Compliance  
General Counsel  
- Asia Pacific



**Kelly Kifferstein**

Deputy General Council  
- North America &  
Latin America



### FULL DEPLOYMENT OF THE THIRD-PARTY CONTROL SYSTEM

To ensure the integrity of our global value chain, we have fully deployed our Third-Party Control System across the network. This system allows us to conduct rigorous integrity assessments of our partners and stakeholders. For third parties identified as higher risk, assessments are conducted at the local level by our Legal Affairs teams, utilizing specialized digital tools to enhance the speed and accuracy of our due diligence.



**Julien Favier**

Director of Internal Control and Risks  
- Global



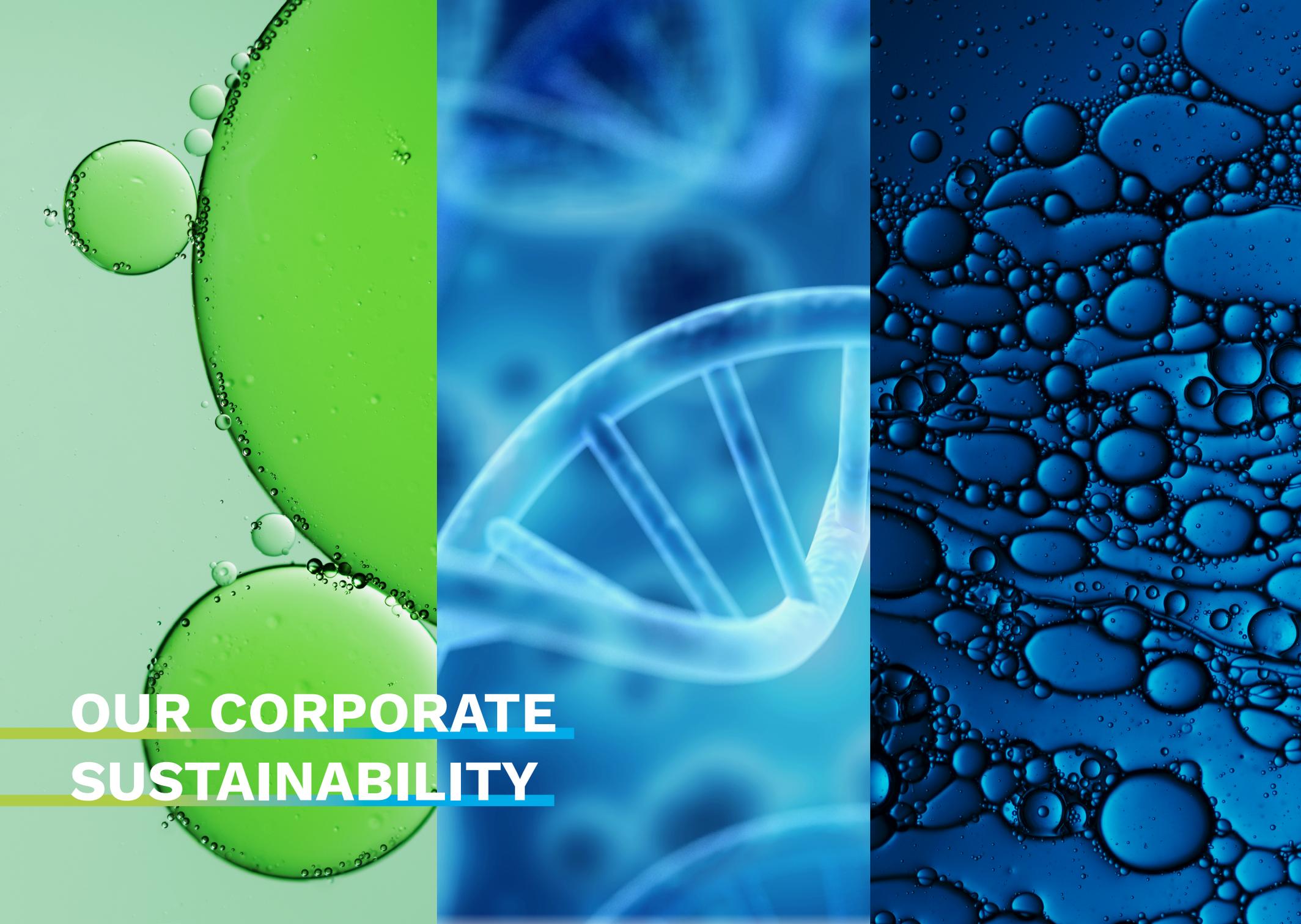
### GLOBAL UPDATE & HARMONIZATION OF COMPLIANCE POLICIES

In 2025, we refreshed our Code of Conduct and Compliance Policies to reflect recent program evolutions, including the launch of the Integrity Line. To ensure these standards are accessible and understood across our expanded organization, the documents were translated into 18 languages. This ensures that all 10,000 employees, including those joining from the Bureau Veritas food testing business, have immediate access to our ethical guidelines via our internal and external digital platforms.



**François d'Hautefeuille**

EVP Legal Affairs & General Counsel



**OUR CORPORATE  
SUSTAINABILITY**

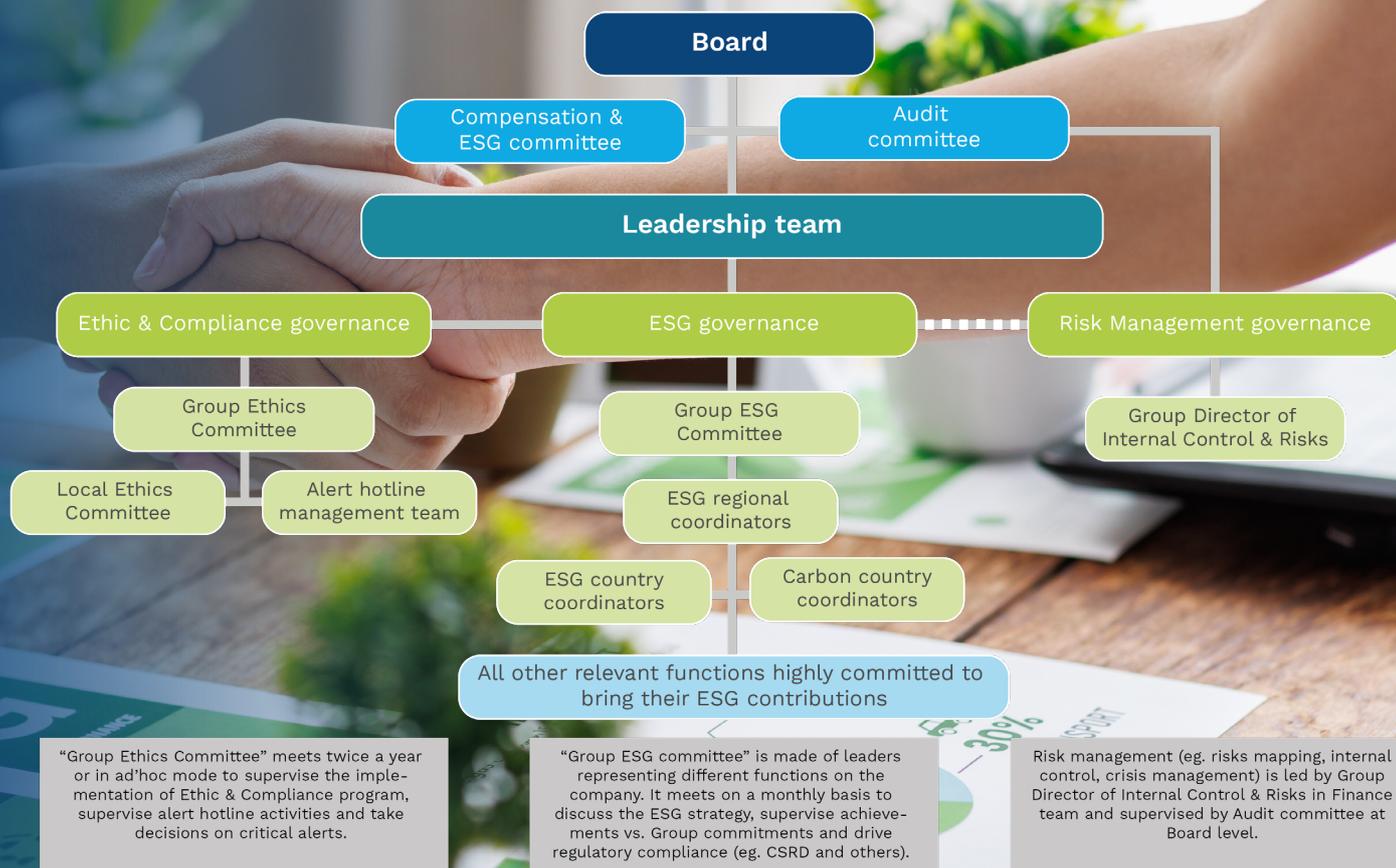
# OUR CORPORATE SUSTAINABILITY GOVERNANCE

Sustainability is at the heart of Mérieux NutriSciences' vision, mission, and business strategy, reflecting our unwavering commitment to **“doing business every day in a way that contributes to a more sustainable world.”**

Our CEO, **Nicolas Cartier**, serves as the sponsor for ESG, and the topic is embraced across the entire organization.

At global level, dedicated teams lead our key ESG initiatives, while regional and local ESG coordinators drive impactful actions within the entities. Our governance provides a good level of autonomy to each location of the group to move forward with concrete actions, while ensuring that **everyone within the organization is moving in the same direction.**

To further support this governance, we have created a virtual community on our **MXNS Connect intranet**. This platform enables ESG coordinators to exchange best practices, share success stories, and collaborate on common challenges.

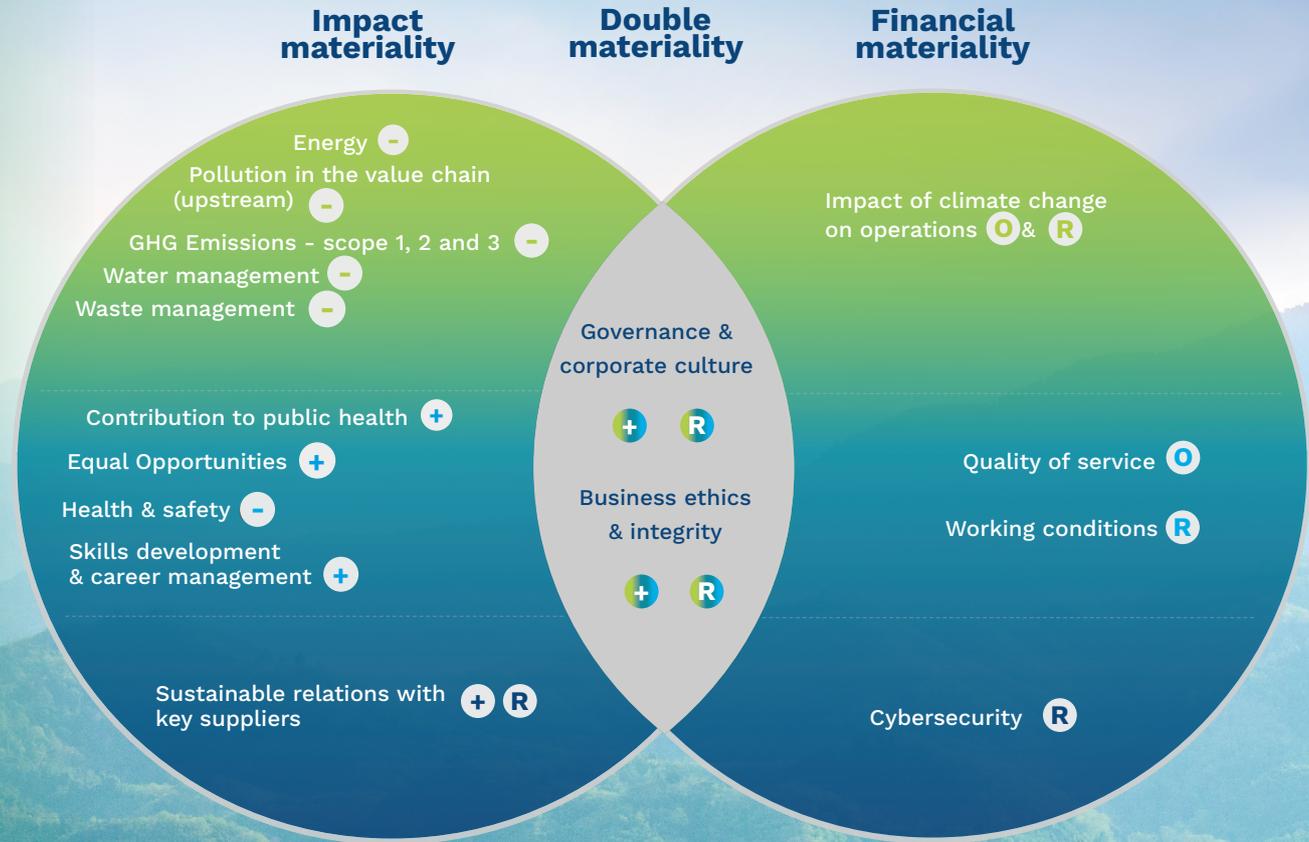


# BUILDING A SUSTAINABLE FUTURE: OUR DOUBLE MATERIALITY ANALYSIS

At the end of 2024, we conducted our double materiality analysis in alignment with the European Sustainability Reporting Standards (ESRS).

This assessment was carried out from both an “inside-out” perspective (impact materiality), referring to the actual and potential impacts of Mérieux NutriSciences on society and the environment, and an “outside-in” perspective (financial materiality), which refers to the financial risks and opportunities to which Mérieux NutriSciences is exposed.

Thus, through this iterative process, involving multidisciplinary teams, we deepened our understanding of the ESG aspects relevant to our activities which helped refine our strategic direction and highlighted areas for targeted improvement.



## LEGENDE

- + positive impact or - negative impact
- R risk or an O opportunity

# OUR 2030 ESG COMMITMENTS

## MÉRIEUX NUTRISCIENCES ESG COMMITMENTS

FOR BETTER FOOD. BETTER HEALTH. BETTER WORLD.

### BETTER FOOD. Sustainable Food Systems

Partner with agri-food companies to develop more sustainable food systems leveraging expertise and science-based solutions.

### SOURCING

We partner with agri-food companies on sustainable sourcing through better agricultural practices and development of alternative proteins.

### PACKAGING

We support food companies in their transition to sustainable packaging while ensuring food safety & quality.

### ENVIRONMENTAL FOOTPRINTING

We develop methodologies and data-based solutions to allow high-quality environmental footprinting assessments in the agri-food sector.

### BETTER HEALTH. Safe & Healthy Lives

Protect public health by upholding the highest quality standards while fostering a work environment that prioritizes employee safety & development.

### QUALITY

We uphold globally consistent, high-quality standards to protect consumer health and deliver best-in-class services to our customers.

### SAFETY

We are committed to providing the safest possible working environment for our employees.

### PEOPLE DEVELOPMENT

We support employees in their growth, development and fulfilment throughout their careers.

### BETTER WORLD. A Fair & Sustainable Future

Drive ethical practices, fostering inclusivity, and embracing environmental responsibility as fundamental pillars of our mission to create a better world.

### PLANET

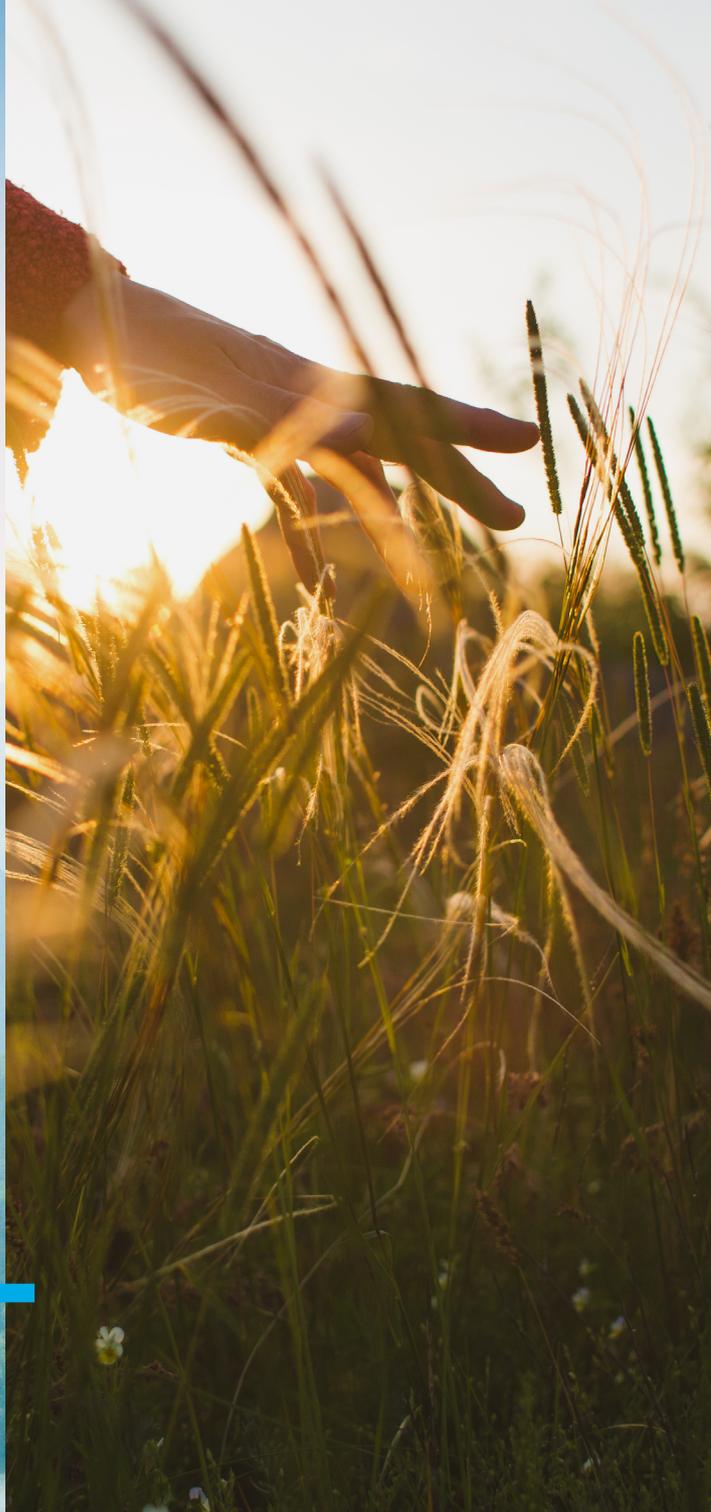
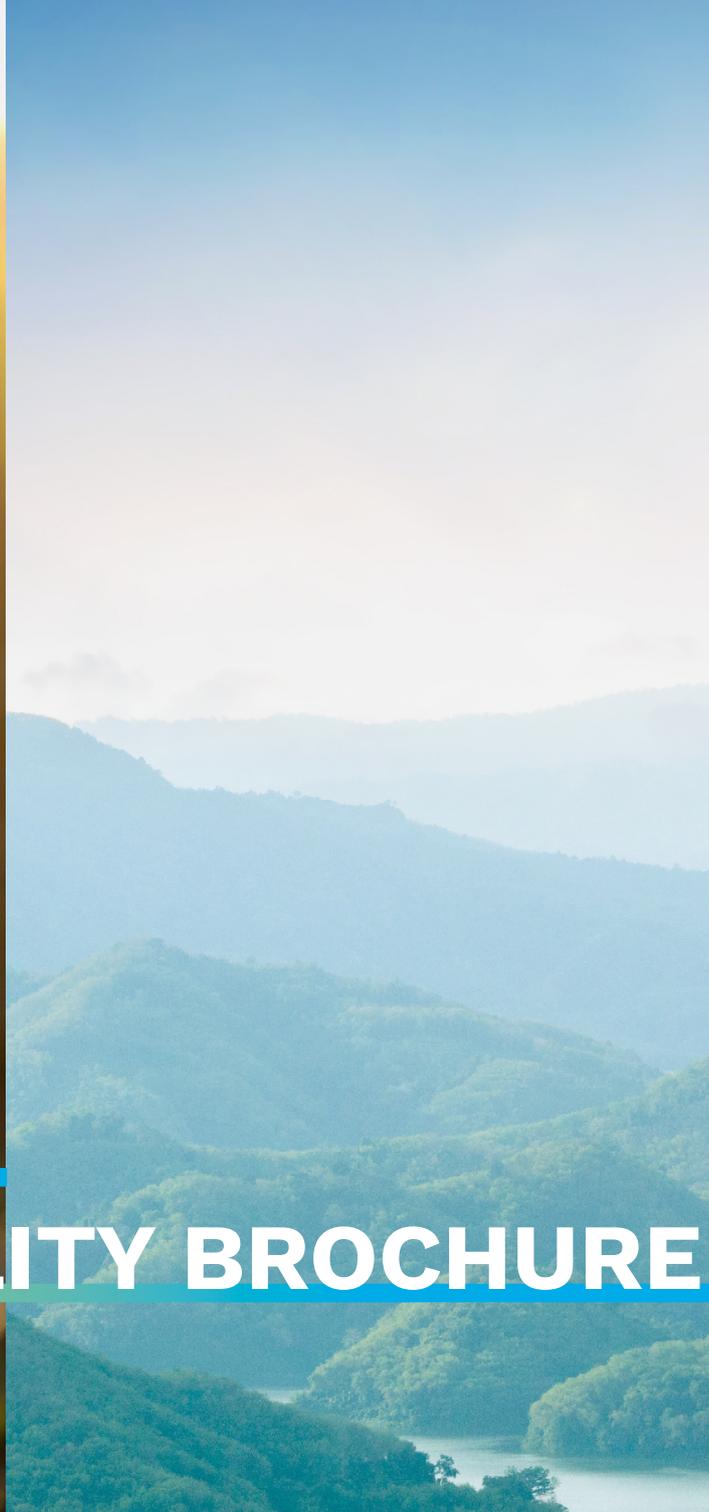
We minimize carbon emissions and reduce our environmental footprint.

### EQUAL OPPORTUNITIES

We foster a united culture where everyone belongs and thrives.

### ETHICS & GOVERNANCE

We uphold transparency, compliance, and integrity in everything we do.



**ABOUT OUR  
SUSTAINABILITY BROCHURE**

# ENVIRONMENTAL KPIS

KPIs	FY21	FY22	FY23	FY24	FY25	Evolution FY25 vs FY21
# FTE Coverage for carbon footprint calculation	7 647	7 891	8 105	8 440	10 446	
% FTE Coverage	96.6%	96.6%	99.5%	99.5%	99,5%	
<b>METRIC TONS OF CO2 EQUIVALENTS</b>						
Direct GHG emissions from stationary combustion	5 154	4 729	8 882	6 516	7 260	
Direct GHG emissions from mobile combustion	6 793	7 460	7 682	7 356	7 142	
Direct physical or chemical processing GHG emissions	Not relevant					
Direct fugitive GHG emissions	1 432	1 101	2 100	3 215	2 273	
Total Scope 1 emissions*	13 380	13 290	18 664	17 087	16 675	
Total Scope 2 (location-based)*	18 322	19 292	24 858	25 763	24 206	
Total Scope 2 (market-based)*	18 210	18 766	24 101	22 686	18 425	
<b>Total Scope 1&amp;2 (location-based)</b>	<b>31 702</b>	<b>32 582</b>	<b>43 522</b>	<b>42 850</b>	<b>40 881</b>	
<b>Total Scope 1&amp;2 (market-based)</b>	<b>31 590</b>	<b>32 056</b>	<b>42 765</b>	<b>39 773</b>	<b>35 100</b>	
<b>Total Scope 1&amp;2 Intensity per FTE (market-based)</b>	<b>4.2</b>	<b>4.1</b>	<b>5.3</b>	<b>4.7</b>	<b>3.4</b>	<b>-20%</b>
*Data from newly acquired laboratories are included as of 2023						
Purchased goods and services	57 400	55 386	72 273	74 798	86 286	
Capital goods	504	785	1 226	885	918	
Fuel- and energy-related activities (not included in scope 1 or scope 2)	5 965	7 240	9 911	11 081	11 048	
Upstream transportation & distribution	2 032	2 152	5 872	6 360	6 729	
Waste generated in operations	3 221	3 701	5 423	6 339	8 780	
Business travel	1 191	2 271	2 482	3 319	3 228	
Employee commuting	-	-	-	7 404	8 383	
Upstream leased assets	Accounted in S1 & S2					
Total Scope 3**	70 313	71 535	97 187	110 187	125 372	
**New laboratories not included						
<b>Total Carbon Footprint (location-based)</b>	<b>102 015</b>	<b>104 117</b>	<b>140 709</b>	<b>153 037</b>	<b>166 253</b>	
<b>Total Carbon Footprint (market-based)</b>	<b>101 903</b>	<b>103 591</b>	<b>139 952</b>	<b>149 960</b>	<b>160 472</b>	

# SOCIAL KPIS

Material topic	KPIs	FY21	FY22	FY23	FY24	FY25	Evolution FY25 vs FY21
<b>Diversity, Equity &amp; Inclusion</b>	Percentage of women in the workforce	61%	58%	60%	61%	60%	-2%
	Percentage of women in senior management (CEO M-1 + M-2)	39%	39%	39%	42%	42%	8%
	Percentage of women in senior management (CEO M-3 + M-2 + M-1)	47%	45%	45%	45%	47%	2%
	Percentage of women in senior management (Exec)	20%	20%	20%	27%	33%	67%
	Percentage of women in senior management (MDS)	24%	20%	18%	24%	24%	-
	MyLife@MXNS Survey Question: Percentage of participants answering "Agree to a large extent" or "Totally agree" to the question "I consider my company care about diversity & inclusion"	69%	80%	80%	80%	83%	20%
	MyLife@MXNS Survey Question: Percentage of participants answering "Agree to a large extent" or "Totally agree" to the question "I feel good in my team"	80%	82%	82%	81%	84%	5%
<b>People Development &amp; Culture of feedback</b>	Percentage of employees receiving regular performance & career development reviews	71%	69%	71%	77%	79%	11%
	Percentage workforce trained	83%	82%	85%	81%	87%	5%
<b>Wellbeing &amp; Life Balance</b>	Absenteeism rate	4%	4%	4%	4%	4%	-
	Engagement survey per year	1	1	1	1	1	-
	MyLife@MXNS Survey: Percentage of participants	48%	79%	78%	81%	78%	63%
	Improvement of our eNPs	-	+10 pts	+3 pts	-2 pts	+11pts	+22 pts
	Employees satisfaction score (%) Percentage of employees giving a mark of 7/10 or above to the question "On a scale of 0 to 10, how likely would you refer Mérieux NutriSciences to a friend or family member as a good place to work?"	61%	66%	69%	67%	73%	20%
	MyLife@MXNS Survey Question: Percentage of participants answering "Agree to a large extent" or "Totally agree" to the question "I consider my company to care about life balance"	52%	55%	58%	61%	63%	21%
	Employee turnover rate (%)	18%	16%	19%	15%	12%	-34%
<b>Occupational Health &amp; Safety</b>	LTIFR ((# accidents with lost time/ hours worked) x 200 000) * Reworked indicator in 2022	N/A*	1.8	1.3	1.3	1.2	-33%
	MyLife@MXNS Survey Question: Percentage of participants answering "Partially agree" or "Totally agree" to the question "I feel safe at work" (%)	78%	83%	84%	83%	86%	10%
<b>Food Safety &amp; Quality</b>	Percentage of our revenue dedicated to the food business, including food packaging & food contact materials (%)	85%	84%	84%	84%	84%	-1%

# GOVERNANCE KPIS

Material topics	KPIs	FY 21	FY 22	FY 23	FY24	FY25	Evolution FY25 vs FY21
<b>Ethics &amp; Compliance</b>	Percentage of employees trained on business ethics (including anti-bribery & corruption) through the Code of conduct	70%	80%	90%	90%	78% (new training program)	>95% as of December 2025
<b>Data Integrity &amp; Privacy</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0	0	0	-
<b>Responsible &amp; Transparent Supply-Chain</b>	Percentage of spending to suppliers assessed in Ecovadis	31%	31%	32%	29%	27%	-12%
	Percentage of our Global & Regional buyers that have goals on sustainable procurement practices	100%	100%	100%	100%	100%	-
<b>Highest quality standards</b>	100% of analytical testing laboratories have independently verified quality managements systems (ISO17025/GMP/ ISO9001/other)	100%	100%	100%	100%	100%	-
	Percentage of labs having passed at least one internal quality audit conducted by Mérieux NutriSciences independant team, in the past 2 years	100%	100%	96%	99%	100%	-
<b>Quality of service</b>	Customer satisfaction score (rating of 7/10 and above)	85%	85%	86%	86%	87%	2%
	NPS	38	38	37	37	46	21%
<b>General indicators</b>	Total workforce in full time equivalent	7 906	8 295	8 564	8 630	10 559	34%
	New hires permanent contract	1 382	1 905	1 439	1 395	1 512	9%
	MyLife@MXNS Survey Question: Percentage of participants answering "Partially agree" or "Totally agree" to the question "I consider that MXNS cares about Planet"	68%	70%	74%	73%	78%	15%

## OUR REPORTING METHODOLOGY

The publication of this Sustainability Brochure presents a consolidated picture of our **ESG journey, achievements, and commitments at the close of our first strategic cycle**. It highlights our non-financial performance in alignment with our 2025 ambition, shaped by our first materiality assessment and guided by international frameworks such as the Ten Principles of the United Nations Global Compact.

The FY25 reporting scope covers **the entire Mérieux NutriSciences Group including the newly acquired labs**, with data corresponding to fiscal year 2025 (from October 1, 2024, to September 30, 2025).

Greenhouse gas (GHG) emissions for Scopes 1, 2 and 3 are calculated annually using a dedicated GHG accounting platform, compliant with both the GHG Protocol and Bilan Carbone® methodologies. Activity data is collected through a structured reporting process involving local ESG coordinators as well as central data systems (e.g., purchasing data tools). Emission factors are drawn from reputable sources, including ADEME, Boavizta, DEFRA, Ecolnvent, and the IEA, with country-specific factors applied when available. Mérieux NutriSciences includes all relevant GHG Protocol categories applicable to its activities, as identified in the table "Environmental KPIS".

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Better Food. Better Health. Better World.

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