



MOTUL

POWERING SUSTAINABLE PROGRESS

SUSTAINABILITY REPORT 2024

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FOREWORD BY OUR CHIEF EXECUTIVE OFFICER



The path to sustainability is not one we walk alone. It is a shared journey made possible by the efforts of our teams and the trust of our stakeholders and partners. As we present this year's Sustainability Report, I am delighted to share that in Asia Pacific, we are accelerating our environmental initiatives, and more importantly, reinforcing the foundation of trust and accountability that underpins our long-term growth as a leader in our industry.

2024 marks an important step forward. For the first time, we have implemented a region-wide greenhouse gas inventory using the Veridis platform, thereby facilitating the quantification of our GHG impact and setting science-based targets in the future, at the same time initiating deeper exploration into sustainable technologies across our product offering and manufacturing.

At Motul Asia Pacific, we are rethinking what growth means in a resource-constrained world. From incorporating renewable energy in our manufacturing, to lightweight packaging and the use of regenerative base oils in our NGEN range, sustainability has become embedded in how we innovate, operate, and grow. We are not just doing this because we must, but because we believe in shaping a more responsible future for our industry.

“

At Motul, we are rethinking what growth means in a resource-constrained world.

”

We know trust must be earned, not declared. To our people and partners: thank you for your commitment, your energy, and your belief in what we are building together. The road ahead is not without challenge, but with the right intent, the right tools, and the right mindset, I am confident we will continue to lead the change that our industry needs.

Let's keep moving forward with purpose and with pride, as we power towards a cleaner future.

Warm regards,
Lionel Dantiacq
CEO, MOTUL Asia Pacific



Lionel spoke about Sustainability on MoneyFM in March 2025.
[Listen here.](#)

EXECUTIVE SUMMARY

Our Sustainability Report showcases our FY2024 initiatives that align with our Sustainability Policy, which outlines a comprehensive commitment to environmental, social, and governance (ESG) principles. Motul Asia Pacific aims to focus on six strategic pillars: research and development, efficient raw material sourcing and manufacturing, green packaging, enhanced delivery systems, compliance protocols, and strong governance. Initiatives include ISO 14001-certified factories, solar energy deployment, use of recycled packaging materials, and proprietary systems like Tank Management for predictive inventory and low-emission logistics.

The policy also emphasises community engagement, fair labour practices, and transparent governance. A Sustainability Committee and Working Group oversee implementation across the region, ensuring alignment with international standards and local cultural nuances. Motul Asia Pacific supports vocational training for youth and maintains a whistleblowing platform to uphold ethical standards. Through innovation, collaboration, and proactive risk management, we integrate sustainability into every aspect of our business operations.

SUSTAINABILITY HIGHLIGHTS

Our Focus Areas

- Carbon Impact (Scopes 1, 2, 3)
- Circularity of materials
- Sustainable innovation
- Product quality, safety & environmental quality
- Career development of employees
- Employee health, safety & well-being
- Community partnerships & social investment
- Ethics & anti-corruption
- ESG management system
- Responsible procurement

Strategic Pillars



R&D

- Eco-friendly Products
- Lifecycle Analysis



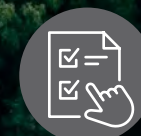
Manufacturing

- ISO 14001
- Renewable Materials
- Energy Efficiency



Packaging

- Recycled Materials
- 100% PCR Bottle Project



Compliance

- Regulatory Alignment
- Risk Management

Community & Workforce



- Fair Employment, Skill Development

- Vocational Training for Youth

- Whistleblowing Platform for Ethical Concerns

STAKEHOLDER ENGAGEMENT



Customers

- Regular visits to workshops
- Online communication



Manufacturing Partners

- Weekly and monthly connects
- Quarterly business reviews
- Annual onsite visits and audits



Suppliers- raw material, packaging material, 3PLs

- Understand and acknowledge Motul Asia Pacific's Supplier Code of Conduct
- Annual business review with key suppliers
- Engage 3rd party consultants to onboard suppliers for ESG assessment
- In the process of obtaining carbon emission factors on raw materials used in our products



Employees

- Performance appraisals and compensation reviews
- Annual Voice of Employee survey
- In-person events – biannual town halls, engagement events, CSR activities
- Internal employee communications



Non-Governmental Organisations (NGOs)

- Collaboration to co-develop programs



Regulators & Government

- Discussions and collaborations with regulators
- Regular reporting

- Product quality
- Public health
- Circular economy
- Price and value
- Ethical business conduct
- Safety, reliability and experience of services
- Protection of data and privacy

- Quality, reliability and delivery of goods and services
- Contract management
- Cost competitiveness
- Sustainability

- Fair terms and conditions
- Legal compliance
- Operational transparency
- Decarbonisation
- Sustainable procurement
- Traceability

- Financial performance and sustainability updates of the company
- Organisational updates for the region
- Job security
- Compensation and other employee benefits
- Fair employment practices
- Accountability and transparency
- Career growth and development
- Diversity and inclusion
- Health, safety and wellbeing

- Environmental, social and economic impact in the long term
- Accessibility of beneficiaries

- Environmental, social and economic compliance
- Human rights
- Regulatory compliance practices
- Labour practices
- Data regulation
- Industry regulations

MESSAGE FROM CHIEF SUSTAINABILITY OUR OFFICER

At Motul Asia Pacific, sustainability guides our business – shaping resilience, innovation, and responsibility. In FY2024, we advanced circularity through re-refined base oils, co-developing next-generation lubricants that reduce lifecycle carbon intensity and meet strict performance standards. Our circularity efforts, aligned SDG 12, reimagine used oil as a valuable resource and drive down virgin-material use.

We're enhancing transparency by integrating carbon data into new product lines via the Veridis platform, supporting GHG protocol alignment. Our use of AI-powered tools helps optimise lubricant lifespans, improve efficiency, and reduce Scope 3 emissions.

People are at the heart of our progress – we foster talent, prioritise safety, and expand well-being programmes across our teams and supply chain. Collaborative partnerships with regulators, communities, and industry peers reinforce our shared sustainability goals and ethical sourcing, as seen in our EcoVadis supplier assessments and universal code of conduct adoption.

Looking ahead, we focus on scaling RRBO innovation, setting science-based climate targets, accelerating sustainable products,

RRBO: Re-Refined Base Oil

“

People are at the heart of our progress – we foster talent, prioritise safety, and expand well-being programmes across our teams and supply chain.

”

deepening employee engagement, and maintaining high standards in ESG reporting.

Sustainability is not just compliance, it's our foundation for responsible growth and positive change.

Keith Schulz
Chief Sustainability Officer
Motul Asia Pacific

SUSTAINABILITY STRATEGY & POLICY COMMITMENTS

1

Purpose & Forward-Looking Strategy

In Asia Pacific, we are committed to advancing sustainable development as a long-term strategic orientation, fully integrated with our business growth agenda. This includes delivering high-performance lubricant solutions to our customers while safeguarding finite natural resources and facilitating a safe and equitable clean energy transition. Anchored in our 2025 roadmap, our strategy is underpinned by comprehensive greenhouse gas

accounting across Scopes 1, 2, and 3, in accordance with the GHG Protocol. This full value-chain approach enables us to anticipate regulatory trends, proactively mitigate environmental and transition risks, and enhance competitiveness in an evolving landscape shaped by escalating climate policies, decarbonisation requirements, and the global shift toward circular economy models being adopted across multiple jurisdictions.



Key commitments for 2025-2027

- Embed life-cycle thinking in all new product developments and customer value propositions.
- Implement GHG accounting and report the full value-chain emissions span of business units within our operational control.
- Use measurement insights to prioritise decarbonisation and circularity investments.
- Enhance social impact in parallel with environmental performance – because sustainable communities are the foundation for long-term development.

2

Material topics – Ten Topics in one Coherent Agenda

Our sustainability strategy is structured around the three ESG pillars – Environmental (E), Social (S), and Governance (G) – and is anchored by ten material topics within a coherent programme. These priorities were identified through a double materiality assessment conducted with the active participation of employees, customers, suppliers, and community partners. The material topics include:

 Environmental	• Carbon impact (Scopes 1, 2, 3) • Circularity of materials • Sustainable innovation & product safety • Responsible packaging
 Social	• Career development of employees • Employee health, safety & well-being • Community partnerships & social investment
 Governance	• Ethics & anti-corruption • ESG management system • Responsible procurement

Each initiative supports a material topic within the strategy under the purview of the Steering Committee and a project manager, with resources aligned to the annual budget cycle.



SUSTAINABILITY STRATEGY & POLICY COMMITMENTS

3

Circularity as an Engine of Innovation

Our approach to circularity extends far beyond waste management but as a feed-stock strategy that unlocks new formulations and lowers carbon intensity. Our planned EPR project captures used engine oil, re-refines it to regenerate base oil (RRBO) and incorporates it into next-generation lubricant formulations, co-developed with OEM (Original Equipment Manufacturers) partners and additive suppliers to ensure compliance with high-performance specifications while reducing lifecycle carbon intensity.

Complementary pilots explore chemical recycling of plastics and regenerate solvents for metal-working fluids. By 2027, we expect RRBO and other secondary feedstocks to represent over 20% of base-oil demand in core product families while meeting OEM performance specifications through co-development with additive suppliers.

In parallel, we are transitioning to a minimum 90% post-consumer recycled (PCR) content target for packaging by 2026.



4

Comprehensive Carbon Management Across the Value Chain

We recognise that over 80% of a lubricant's total lifecycle emissions originate outside its direct operational boundaries, and take a comprehensive approach to emissions measurement and reporting. This includes upstream sources—such as raw materials, packaging, and logistics—as well as downstream impacts from customer use and end-of-life treatment, in addition to our own manufacturing and office operations. Through the Zuno Carbon's Veridis Carbon Accounting Platform platform, digital emissions data from suppliers, contract blenders, and logistics partners are consolidated into a centralised ESG data lake giving rise to carbon intensity

dashboards. Such transparency equips us with the insights needed for:

- Enabling operationally feasible emissions reduction trajectories, subject to the validation of Scope 3 baselines (2024–2026).
- Guiding the prioritisation of collaborative mitigation efforts with high-emitting supply chain partners.
- Delivering audited Product Carbon Footprints (PCFs) to high demand products, enhancing our ability to manage Scope 3 emissions by 2027.

At the operational level, our renewable energy program is showing clear and measurable progress. Our manufacturing facility in Vietnam has achieved a 48% share of electricity sourced from renewables since April 2024, with a targeted increase to 95% by 2027. These efforts enable us to optimise green power sourcing and further reinforce our transition toward a low-carbon business model.



SUSTAINABILITY STRATEGY & POLICY COMMITMENTS

5



Social Impact & Community Partnerships

We prioritise the health, safety, and overall well-being of our workforce, recognising that a resilient and supported team is fundamental to long-term business success. Particular focus is given to factory employees and contract workers, with structured programmes deployed across all business units, which include welfare monitoring systems and robust occupational health and safety measures.

Additionally, we are deeply committed to inclusive talent development, ensuring equitable access to growth and advancement opportunities across roles, geographies, and employment types, and this has contributed to multiple business units achieving the "Great Place to Work" certification, with full certification across all Motul Asia Pacific entities as an eventual goal.

To further enhance organisational culture and internal capabilities, we invest in employee wellness, mental health support, and leadership development through its "Stewards of Talent" programme – creating a work environment where individuals are empowered to grow, lead, and thrive.

Our social sustainability efforts extend into the communities where we operate.

In Vietnam, we co-created the "Seeds of Hope" vocational-training programme with IECD, to give technical-college students industry-ready skills in mechanics and maintenance with its first cohort graduating in 2024. The model is now being replicated in Indonesia and India.

Our partnership with Saigon Children supports at-risk youth through scholarships, life-skills coaching and paid internships, with the third cohort starting in fourth quarter of 2025. These initiatives are measured using employability outcomes and income uplift metrics.

6

Governance and Supply Chain Integrity

Motul Asia Pacific has established a robust annual ESG cycle that includes scope definition, standards alignment, audit coordination, and sustainability reporting. ESG accountability is fully embedded in each business unit's strategic and operational planning, ensuring sustainability is part of day-to-day decision-making.

A cross-functional Sustainability Steering Committee provides quarterly oversight which includes reviewing ESG initiatives, approving funding, and monitoring KPIs. All



By end-2024

85%

of raw material
suppliers were rated
in EcoVadis

100%

of manufacturers
signed the Supplier
Code of Conduct

programmes are aligned with our rolling three-year strategic plan and annual budget, ensuring transparent investment and measurable outcomes in carbon reduction, cost optimisation, and market positioning.

To uphold ethical and sustainable sourcing, we implemented EcoVadis-based supplier assessments in 2024. Under Phase II of our responsible procurement programme, full ESG compliance will become a contractual requirement for all suppliers by 2026.

SUSTAINABILITY STRATEGY & POLICY COMMITMENTS

7

2025 – 2027 Strategic Focus Areas

I

Validate scope 1, 2, 3 with limited assurance

II

Scale RRBO supply chains across ASEAN as the basis for NGEN formulations.

III

Accelerate commercialisation of products with a sustainable basis from Industrial to Automotive Product segments.

IV

Advance Inclusive Impact Initiatives: extend the Seeds of Hope vocational training programme to two additional countries and double graduate numbers; strengthen collaboration with Saigon Children to deepen social impact.

V

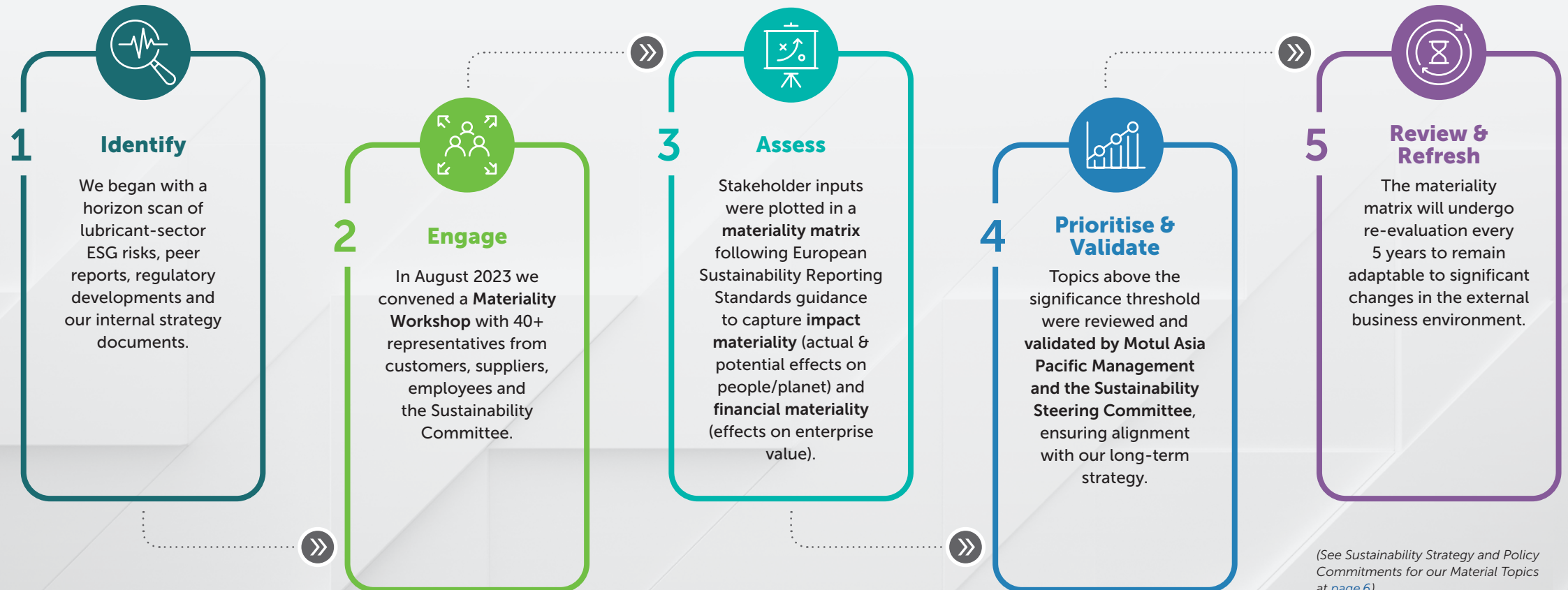
Enhance ESG Transparency: work towards enhanced alignment with leading sustainability reporting practices alongside ongoing improvements in ESG data quality and traceability.

By embedding sustainability in product innovation, supply-chain decisions and community investment, we hope to build a competitive advantage that endures across the entire value chain – creating tangible benefits for customers, employees, suppliers and society.

MATERIALITY ASSESSMENT PROCESS

MATERIALITY AT MOTUL ASIA PACIFIC

1. How We Determine What Matters



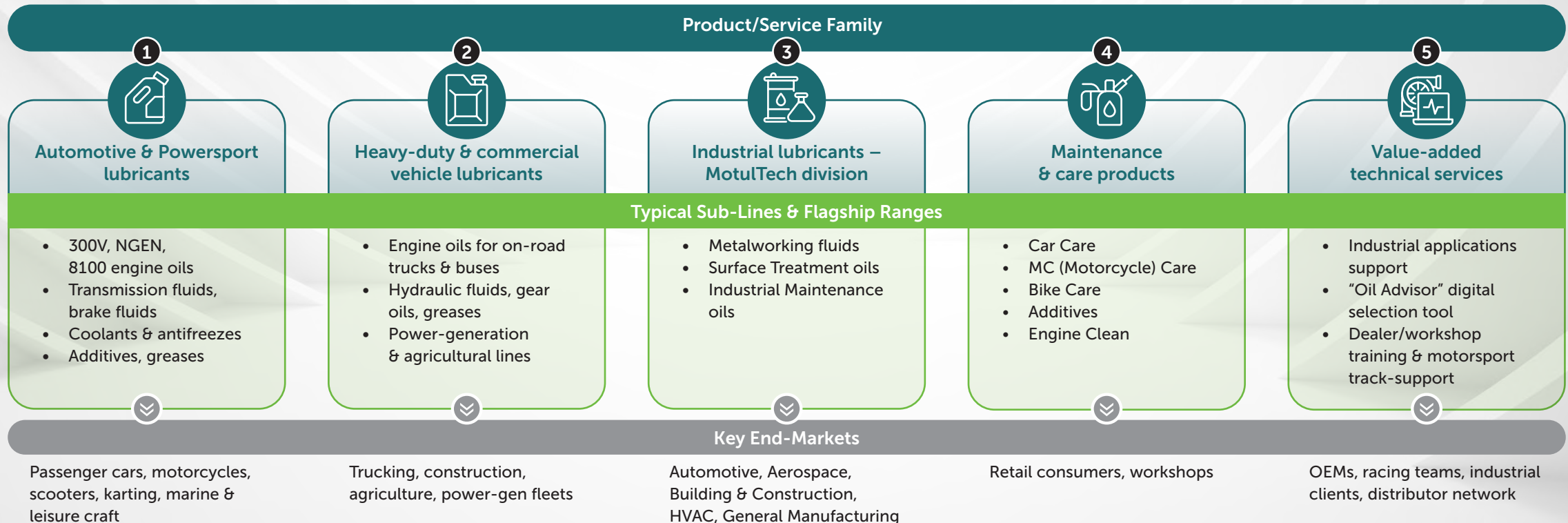
(See Sustainability Strategy and Policy Commitments for our Material Topics at [page 6](#))

COMPANY OVERVIEW

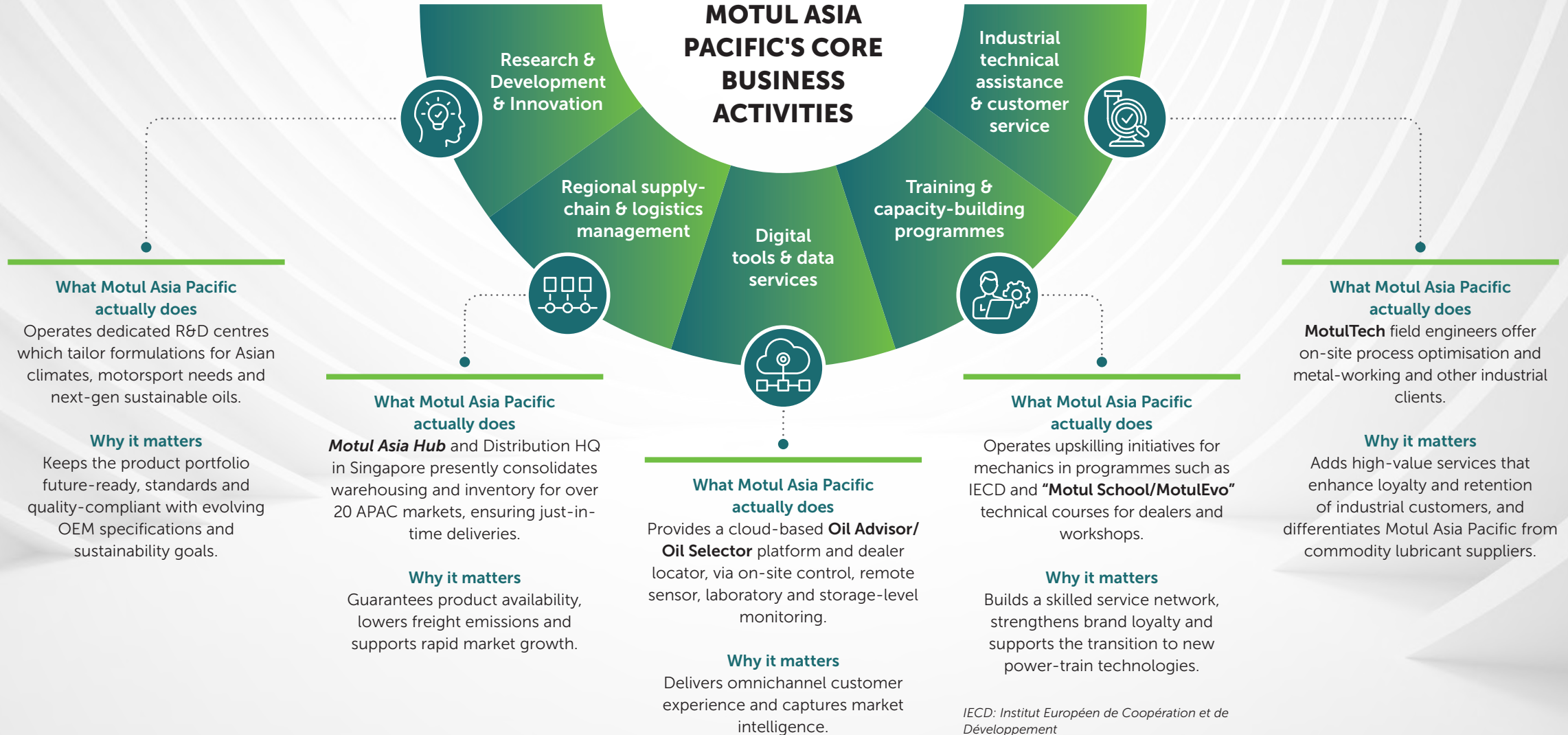
Activities, Value Chain and Key Relationships

Motul Asia Pacific operates in the **lubricants and related specialty chemical manufacturing space**. Standard industry codes confirm this positioning:

Our core business is the **formulation, blending and distribution of high-performance lubricants and related specialty fluids**, complemented by technical support services. Our portfolio falls into four broad product families, in addition to value-added services as follows:

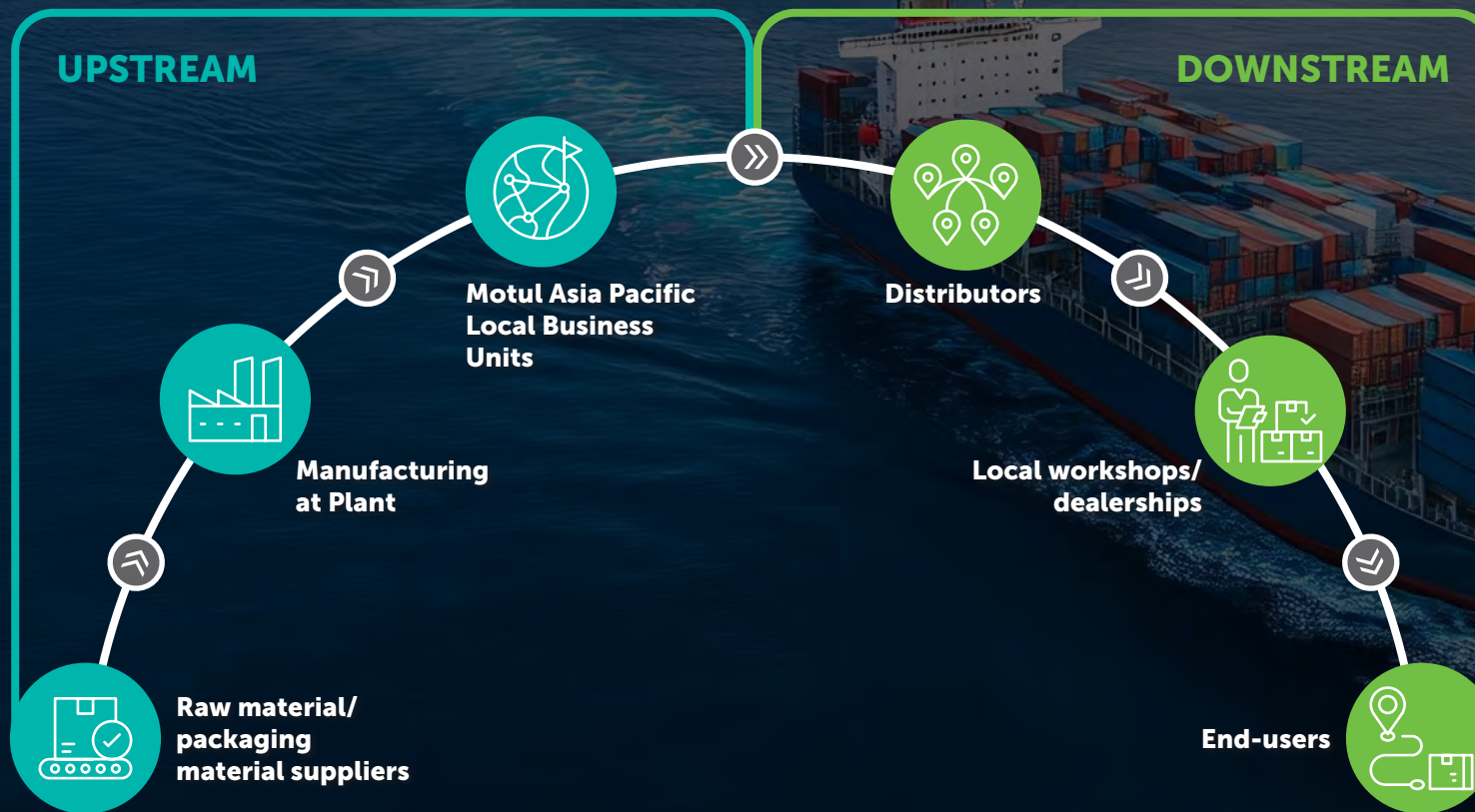


COMPANY OVERVIEW



COMPANY OVERVIEW

Overview of Motul Asia Pacific's Value Chain



The main players in our upstream value chain are raw material and packaging material suppliers, our manufacturing plant.

Our downstream value chain consists of authorised distributors, local workshops/dealerships and end-users. In addition, Motul Asia Pacific works with various third-party logistics companies based on business need.



WHAT MAKES THE MOTUL SPIRIT

(OUR PEOPLE AND PARTNERS)



OUR PEOPLE STRATEGY & VISION

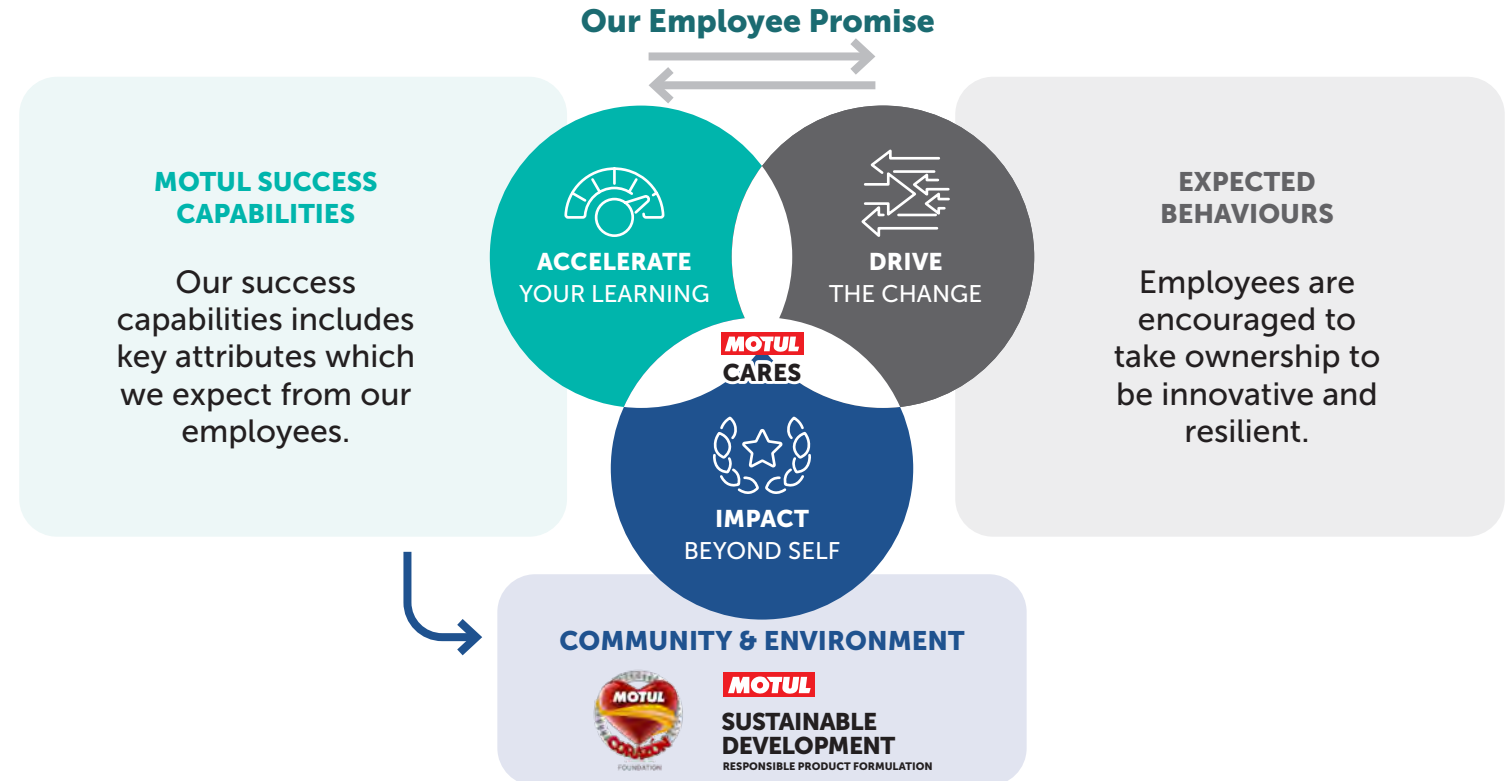
MESSAGE FROM OUR CHIEF WORKFORCE OFFICER

Miranda Lee
Chief Workforce Officer



At Motul Asia Pacific, Sustainability is not just a strategy—it's a mindset we bring to life through our People. We believe that building a sustainable future starts with empowering individuals to grow, lead with purpose, and make a meaningful impact in everything we do. From fostering a culture of inclusion and integrity, to championing well-being and continuous learning, we are actively shaping a workplace where every person can thrive and contribute to something greater than themselves.

Inherent in our People strategy, is our mission to make Sustainability a personal passion for all, because when we invest in People, we create ripples of impact that go far beyond our business. Together, we are not only driving performance, but nurturing a legacy of care, resilience, and shared responsibility for generations to come.



In our Employee Promise, we commit to offering a fair and competitive total rewards strategy, while strengthening our learning and development programmes to nurture a high-performing culture aligned with our strategic goals. We strive to foster a respectful, inclusive, and caring environment where our people feel a strong sense of belonging, and where integrity and professionalism guide how we work.

Through our 'Do Good' initiatives, we aim to extend our impact beyond the workplace by contributing meaningfully to our communities and advancing Sustainability in all markets where we operate, we continually enhance our HR service delivery model to drive greater efficiency to deliver an improved employee experience.



Our Vision is to inspire a dynamic work environment where our talents can thrive, develop, collaborate and feel connected.



BUILDING A CAREER LATTICE

In the journey of transformation, where new technologies such as AI are reshaping our work and business, our careers will pivot from a 'Traditional Career Ladder' to one shaped as a 'Career Lattice' which emphasises diverse experiences and perspectives to develop a wide range of skills and knowledge through cross-functional moves and lateral transitions. As our needs continue to evolve and diversify, we are building complementary talent capabilities in emerging sectors such as data centers and electric vehicles. Moreover, we are steadfast in providing continuous learning to drive excellence, innovation, and long-term success. We are fully committed to developing our people at every level through structured training programmes and hands-on learning opportunities across the region.



Stewards of Talent

was launched in 2024 and designed for all managers in Asia Pacific, whose efforts are pivotal to the promotion of development and growth for our People, and ultimately contributing to talent retention. Stewards of Talent equips our managers with the tools and the right mindset to coach, support, and elevate their teams every day.



Reaching the Summit

is a regional project management development programme which empowers managers to lead cross-functional projects outside their usual scope, providing an experiential learning platform to hone strategic thinking, problem-solving skills and promote cross-team collaboration while broadening leadership exposure across the business.

ACCELERATING OUR PEOPLE

Career Development, Capability Building, and Talent Attraction & Management

At Motul Asia Pacific, our people are the engine driving our performance. We are committed to cultivating a workplace where every individual can grow, thrive, and make an impact.

We support employees at every stage of their professional journey by offering them everyday opportunities to grow and develop through a structured programme comprising on-the-job learning, tools and ongoing feedback. Our Accelerate programme, designed for middle managers and above, takes a proactive approach to nurturing our workforce. The Individual Development Plans (IDPs) are embedded into our performance cycle, encouraging personalised career development for progression. This is hosted on our Human Resource Information System, SuccessFactors.



Capability Building

To ensure we remain competitive and future-ready, we continue to invest in learning and upskilling across our teams in the Asia Pacific region:

In 2024, employees in Asia Pacific completed over

540

learning hours,
with an average of

19

hours per employee.



ACCELERATING OUR PEOPLE

Nurturing for the Next Generation – Celebrating Motul's Most Promising

As part of our strategy to attract and nurture young talent, in 2023 we launched Motul's Most Promising in Singapore and Indonesia – our flagship programme designed to engage students and recent graduates through real-world business challenges about our products and services, and hands-on learning. We partnered with Halogen Foundation, a non-profit youth-centric organisation to execute the programme. The programme has become a meaningful pipeline for identifying high-potential young professionals who share our values and are excited to grow with us.



We were proud
to welcome
TWO
interns into the
Motul family



“

MMP was an incredible opportunity where everyone came out with a valuable experience. The curriculum and business case challenge were well conceived, and it served as an excellent opportunity for us to demonstrate our fledgling business acumen while providing a fresh perspective on Motul's future challenges. Any programme that encourages and rewards curiosity and drive is something to be cherished and valued!

”



Eugene Lim
Business Process Executive
MMP Participant



Give the article a read [here](#).

TALENT ENGAGEMENT

Talent and Engagement

In FY2024, Motul Asia Pacific enhanced its employer brand to reflect our commitment to people, purpose, and performance. Key initiatives included:



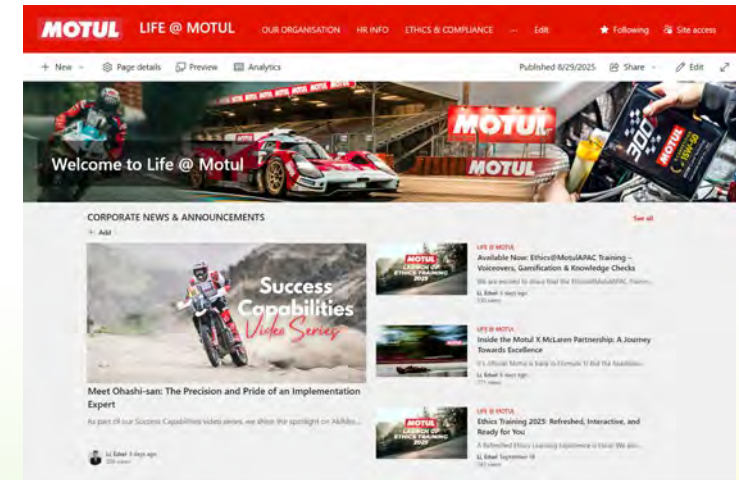
Regular pulse surveys and feedback sessions to ensure employee voices are heard and acted upon.

For our annual **Voice of Employee (VOE)** survey, we achieved a employee engagement score of **72% from a 95% participation rate from Asia Pacific**, including standout results in compliance, management, and teamwork.



Life@Motul: Where All Our Teams Connect

Life@Motul, our regional intranet launched in FY2024, reflects our strong culture of connection, collaboration, and care. From interactive campaigns to learning programs, wellness activities, and events, Life@Motul brings our people together across the region by showcasing these efforts ensuring that every voice is heard and every achievement is celebrated.



DRIVEN TO ENGAGE



In FY2024, we marked a significant milestone in our social sustainability journey by achieving Great Place to Work® certification for the Singapore and Indonesia business units. This recognition reflects our deep commitment to fostering a resilient, inclusive, and growth-oriented workplace culture. The certification was supported by structured programmes that prioritise employee well-being, including welfare monitoring systems, robust occupational health and safety measures, and mental health support initiatives.



Recognising Excellence: The Exceptionals Programme

The Exceptionals programme was launched in 2022 to celebrate employees who exemplify our core values and success capabilities. There are three categories: People Who Inspire, Being at the Forefront of Customer Centricity and Pioneering, Innovative, Explorative. In FY2024, we added a new category called the Sustainability Trailblazer, to showcase the individuals who embody the spirit of sustainability while giving their all to the company.



Read the LinkedIn post [here](#).



Winners of The Exceptionals Programme have their cards featured on Motul Asia Pacific's public LinkedIn page and internal channels for recognition and visibility.

A HEART FOR DOING GOOD: MS HUONG'S JOURNEY IN SEEDS OF HOPE

For **Huong Duong Thanh**, our Customer Service Manager based in Vietnam, creating positive impact goes beyond the boundaries of her job description. As a key coordinator for Seeds of Hope in Vietnam, Huong plays a vital role in building connections between students, employers, and the community.

A firm believer in empowering youth and connecting them to industry, Huong acts as the link between vocational schools, distributors, and the employer network, helping students understand what real world opportunities await and what employers look for. She organises training and internships, ensuring young beneficiaries are well positioned to succeed.

Huong taps into her strong relationships with distributors and sales teams to encourage broader participation. This hands-on engagement ensures that students receive relevant, practical exposure that can truly transform their career prospects.

Having previously taken part in Corporate Social Responsibility projects like building playgrounds and renovating schools, Huong finds deep personal fulfilment in giving back to society and her community. "Helping others, especially youth in difficult situations, has always been close to my heart," she says. "With **Seeds of Hope**, we're not just helping individuals. We're investing in the future of our community."

Huong's commitment to empowering the youth is rooted in a belief she holds dearly: "We cannot always build the future



for our youth, but we can build our youth for the future." This guiding principle fuels her dedication to the Seeds of Hope project, where she sees every workshop visit, training session, and internship placement as a stepping stone toward a more promising future for them. For Huong, the project is more than a corporate initiative – it's a meaningful mission that uplifts lives and enhances Motul Asia Pacific's brand as a responsible, community-focused company.

“

We cannot always build the future for our youth, but we can build our youth for the future.

”

Ms Huong Duong Thanh



OCCUPATIONAL HEALTH & SAFETY

At Motul Asia Pacific, we're dedicated to ensuring the health, safety, and well-being of our employees. We demonstrate this commitment by fostering a safe and positive work environment, achieved through our comprehensive health and safety programs. Managed by our HSE committees, our yearly HSE plan is carefully executed to protect our employees, contractors, and partners. Our protocols are designed to align with all relevant legal requirements and eliminate possible harmful situations on-site.



Risk Management: Functional teams, including engineers and supervisors, collaborate to identify and mitigate risks.



Emergency Preparedness: We conduct inspections and maintenance of emergency equipment, provide employee training, and maintain emergency response teams for situations like fires, chemical spills, and medical emergencies.



Employee HSE Training: Training empowers employees with the knowledge and skills to work, live, safely. It covers risk identification, electrical safety, chemical handling, first aid, and firefighting drills.

HSE: Health, Safety & Environment

MOTUL ASIA PACIFIC SUSTAINABILITY REPORT 2024



Safety Guidance: Clear guidance is provided through standard operating procedures (SOPs), work instructions (WIs), communication signage, and regular safety briefings.



Assessments & Inspections: We use both internal and third-party experts to regularly assess our performance and identify areas of improvement.



Continuous Improvement: HSE initiatives are a core part of our Kaizen program, which encourages employees at all levels to submit feedback. We also have a reward and recognition system to motivate our team.



OCCUPATIONAL HEALTH & SAFETY

Our Health, Safety, and Environment Policy

At our factory, the HSE Policy serves as our guiding principle, ensuring the well-being of our employees and contractors, while caring for the environment around us. We have a 'zero accident' goal for our employees, contractors, and visitors at our factories, coupled with a commitment to maintaining 'zero pollution' within our operations.

Our policies cover the following topics:

- Compliance with laws, regulations, procedures, regulations and standards, with necessary directions to ensure safe working conditions and environmentally friendly operations.
- Providing the means to assess, maintain and continuously improve the HSE management system.
- Ensuring employees receive essential information, guidance, equipment training, and supervision.
- Encouraging active employee participation in providing feedback or reporting issues to enhance workplace safety.
- Establishing measurable goals to reduce the factory's environmental impact;
- Raising awareness of health, safety and environmental concerns to our stakeholders.

We remain committed to the proactive identification and mitigation of risks, effectively diminishing the probability of accidents, and upholding the well-being of our workforce and the communities we serve.



We have
**Zero
Accidents**
—
**Zero
environmental
incidents**

OCCUPATIONAL HEALTH & SAFETY

Health, Safety, and Environment Committee

Our HSE Committee plays a crucial role in assisting the Factory Director in meeting the factory and department-level health, safety, and environmental responsibilities.

Committee Composition: Committee Chair, Committee Members, and an HSE Professional.

- **Committee Chair:**
 - Leads committee meetings.
 - Approves committee correspondence and reports.
- **Committee Members:**
 - Participate in peer-to-peer operational discussions.
 - Maintain communication with their respective departments.
- **HSE Professional:**
 - Reports critical metrics and updates on HSE processes.
 - Shares progress on corrective actions.
- **Training:**
 - New representatives receive comprehensive training on HSE committee functions, facilitated by HSE professionals.



OCCUPATIONAL HEALTH & SAFETY

Risk Management at Motul Vietnam

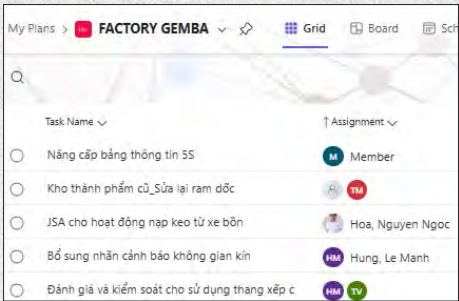
We observe the GEMBA principles which emphasise on-site direct engagement with our front-line employees.

In FY2024, we conducted thorough risk assessments to ensure proper workplace safety, including evaluations of personal protective equipment (PPE) to guarantee our employees are well equipped. We also performed ergonomic observations to verify that staff were properly trained on equipment handling to prevent injuries. Any issues found during these assessments were immediately reported to the HSE Committee for prompt action and mitigation.

Weekly GEMBA
by all managers and supervisors for all areas



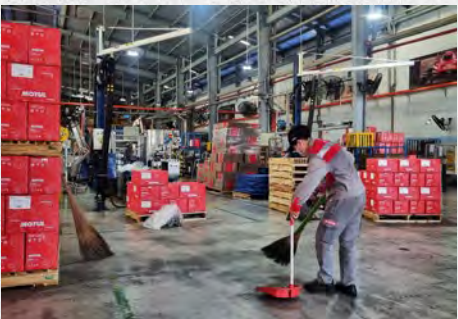
Action captured in dashboard, dedicated
owner assigned for follow-up



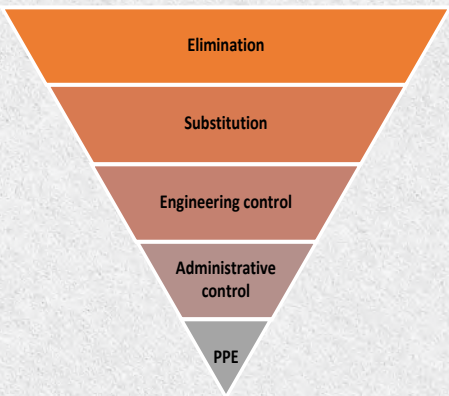
Results



Training on procedures



Managing risks with the
hierarchy of controls



HSE signage at specific areas



OCCUPATIONAL HEALTH & SAFETY

We promote well-being among all employees, and our support activities for well-being include:

- Annual team-building events, health checks
- Appreciation Day
- Fitness and wellbeing initiatives
- Nutritious dining for employees
- Counselling and health care

Our **Environmental Manual** is fully aligned with ISO 14001 standards and supported by a comprehensive set of **Standard Operating Procedures (SOPs)**. These SOPs outline clear protocols to ensure compliance with all relevant environmental and legal requirements, while fostering a culture of accountability and risk management.

Our **Sustainability Committee** drives the execution of our environmental strategy, meeting regularly to plan, implement, monitor, and enhance performance across all regional operations. They ensure Sustainability objectives are embedded in business processes and culture. To uphold HSE compliance, we provide regular training for employees, contractors, and suppliers on regulatory requirements and best practices, enabling active participation in environmental protection and workplace safety.

Our Sustainability Committee drives the execution of our environmental strategy, meeting regularly to plan, implement, monitor, and enhance performance across all regional operations.



We've improved our environmental performance yearly which is closely monitored by our Sustainability Committee through **weekly and monthly reviews**. This structured performance tracking supports our commitment to **continuous improvement** and proactive environmental management.

In addition to our technical systems, we foster a culture of Sustainability through employee engagement initiatives such as **Site Green Day activities** and the **5S program**, which promote clean, organised, and environmentally responsible workspaces.

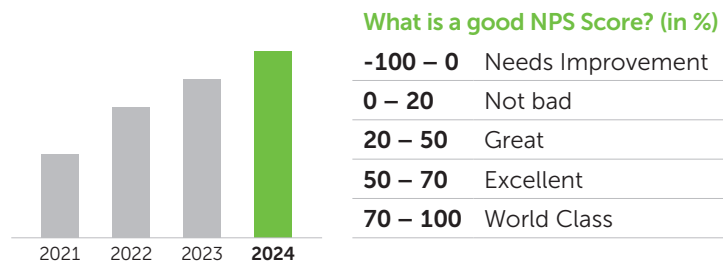


CUSTOMER CENTRICITY: OUR ROADMAP TO SUCCESS

With customers at the heart of our business, we deliver value through every interaction. We strive to be the partner of choice by staying close to our customers – listening actively, responding quickly, and anticipating their needs.

We are advancing customer centricity through key initiatives:

- We plan to launch **Microsoft Dynamics 365** in FY2025 to help streamline processes, improve visibility into customer issues, and centralise data to enhance service delivery.
- Customer Rooms will create collaborative spaces for teams to better understand and address customer needs.
- Our annual Voice of Customer (VOC) survey ensures feedback drives improvements.
- Customer Centricity SharePoint Site keeps resources in one place to embed a customer-first culture.



NPS: Net Promoter Score

Our Framework

Our Customer Centric Framework has 4 performance pillars to identify, qualify and address customers' concerns and feedback.



Measure & Improve customer satisfaction

Assess the performance of our NPS/VOC and Customer Rooms to track key account management performance and close the loop on customer feedback



Be easy to do business with

Leverage the use of customer service software tool (Microsoft D365) to track KPI's
Utilise digital platform to enhance the customer experience



Empower our employees

Design business policies and practices to facilitate the seamless solution of customer issues



Envision a customer centric mindset

Voice of Employee scores, which is the bedrock of our business, reflects our commitment to customer service

DRIVEN BY PASSION, POWERED BY PURPOSE: PEIFA'S 44,000KM JOURNEY OF A LIFETIME

For Zhou Peifa, our Deputy Business Development Manager based in Singapore, the road to Sustainability isn't just something discussed in the office – it's something he's lived, quite literally, on the seat of a motorcycle.

In a bold display of endurance and belief, Peifa embarked on an extraordinary journey called 2 Man 2 Bike, traversing 44,000 kilometres over seven months, from Asia to Europe. Alongside his trusted "bro," he navigated some of the most challenging terrains imaginable – remote mountain passes, rocky roads, and secluded landscapes where help was miles away and every decision mattered.

 Watch 2 Man 2 Bike [here](#)



What powered this incredible journey? Grit, brotherhood, and Motul.

Peifa placed his unwavering trust in the premium quality of Motul Oil. Over the entire course of the journey – spanning dozens of countries and harsh climates – his motorcycle only needed to be serviced three times. That's the power of reliability, performance, and sustainability in action!

His story is a shining example of how our products support not only our customers' passions but the well-being of our planet. Fewer oil changes meant less waste, less resource consumption, and a powerful testament to the longevity and efficiency of our lubricants.

Peifa's ride wasn't just a personal triumph – it was a moving demonstration of what Motul stands for: innovation, adventure, and responsibility. Through this journey, he didn't just cross borders – he broke boundaries.



“

Peifa's ride wasn't just a personal triumph – it was a moving demonstration of what Motul stands for: innovation, adventure, and responsibility.

”

Mr Zhou Peifa



THE BETTER WORLD WE'RE BUILDING



ENVIRONMENTAL GOVERNANCE & STRATEGY

ORGANISATIONAL BOUNDARY & SCOPE LOGIC

We define the limits of our greenhouse-gas inventory using the equity-share approach recommended by the GHG Protocol. All assets in which Motul Asia Pacific holds 50% or greater ownership or controlling interest are included; minority stakes remain outside the boundary unless operational control clearly rests with Motul Asia Pacific.

Operational Boundary – Scope Definitions

Scope	Emission Sources Included	Key Exclusions (With Rationale)
Scope 1 – Direct	- Stationary combustion (fossil fuel use) - Mobile fuel use (fleet vehicles, forklifts) - Process emissions (lubricant blending)	Fugitive refrigerants from HVAC systems at smaller offices (data unavailable; <1 % of estimated footprint)
Scope 2 – Indirect energy	Purchased electricity, dual reported as location-based and market-based	None
Scope 3 – Value-chain	Categories 1, 2, 3, 4, 5, 6, 7, 9, 12	Categories 8, 10, 11, 13–15 screened <1 % and deferred; Cat 1/2/12 excluded for India HO until ERP data available

Scope 3 categories follow GHG Protocol mapping; Motul Asia Pacific refines coverage as data granularity improves.

Ownership & Control Nuances

- **Leased facilities:** Warehouses and offices under rolling 12-month or longer leases are included because Motul Asia Pacific exercises operational control.
- **Pop-up or project sites:** Locations operating < 6 months are assessed annually for materiality and typically excluded.

Boundary Management

1. **Annual boundary review** – conducted each January to capture acquisitions, divestments, or major contract changes.

2. **Expansion projects** – newly built or acquired assets are included in the inventory once they pass commissioning and begin commercial operation, counted from the beginning of the subsequent financial year, in the interest of maintaining clean YoY and asset v. asset comparisons.
3. **Baseline-year deferment** – because Motul Asia Pacific's footprint is still expanding, a formal baseline year will be set in FY2027 after boundaries stabilise.
4. **Change disclosure** – any boundary adjustments versus the prior year are disclosed in the notes to the GHG tables and, if material, restated for comparability.

This boundary-setting logic balances completeness with practicality, ensuring that Motul Asia Pacific's inventory reflects the most significant sources of emissions while acknowledging areas still under development.

ENVIRONMENTAL GOVERNANCE & STRATEGY



» Greenhouse Gas (GHG) and Carbon Impact (FY 2024 reporting period – 1 Jan 2024 to 31 Dec 2024)

Motul is continually improving how it measures and manages carbon impacts across its value-chain in the Asia Pacific. In FY2024, we advanced our GHG inventory systems, aligning more closely with the GHG Protocol. Some data categories now feature automated feeds, while others still use estimation or supplier reports. By sharing our current progress and limitations, we reinforce our commitment to transparency. With each reporting cycle, we are moving toward stronger data quality and broader scope, building a solid foundation for future targets and external verification.

Six Key Assumptions

- Baseline year deferred to **FY2027** to capture a stable operational footprint as our footprint of assets is projected to continually expand currently.
- Spend-based or percentage-of-whole methods temporarily bridge data gaps (e.g., Cat 6 business travel).
- Supplier inclusion threshold: **USD 1 million annual spend** for our manufacturing partners and 3rd Party Logistics (3PLs) (subject to future adjustment).
- Fugitive-gas emissions from suppliers are assumed immaterial until tracking improves.

Methodological Framework – Referencing-in-Progress

In Asia Pacific, we structure our carbon accounting around internationally recognised standards. At this stage, we **reference** these frameworks to guide our methods, but are still in midst of developing robust processes that drive us towards fuller conformity across the relevant disclosure requirements.

Guiding Framework	Core Principles We Reference Today	Current Implementation Status*
GHG Protocol – Corporate Accounting & Reporting Standard (Scopes 1 & 2)	• Equity-share boundary • Dual “location-” and “market-based” Scope 2 accounting • Activity-data hierarchy (primary > secondary > spend)	High alignment for stationary combustion, electricity, and most owned assets; fugitive and mobile sources still being refined
GHG Protocol – Corporate Value Chain Standard (Scope 3)	• Fifteen-category structure • Avoidance of double counting between upstream and downstream logistics	Partial alignment: Categories 1, 4, 6, 7, 9, 12 quantified; remaining categories either estimated from screening results or temporarily out of scope
ISO 14064-1:2018	• Principles of relevance, completeness, consistency, transparency, accuracy	Embedded in data-quality checks and emission-factor governance; external assurance not yet obtained

ENVIRONMENTAL GOVERNANCE & STRATEGY

FY2024 GHG & ENERGY PERFORMANCE

Renewable Energy Initiatives

In FY2024, we embarked on the process of fully implementing an additional new rooftop solar project to supplement energy consumption at our wholly-owned manufacturing facility, Vietnam Factory.

In total, the energy footprint our Vietnam Factory consists of three primary energy sources:

- 1  Grid Electricity
- 2  Motul Asia Pacific-owned & managed solar array
- 3  Asia Clean Capital Vietnam (ACCV) solar infrastructure development partnership

In March FY2024, we implemented a partnership with ACCV in order to supplement our existing energy sources of Grid Electricity and our built and integrated solar array. As of December, we have obtained I-REC accreditation for the ACCV solar array and are currently working on following up with accreditation for the Motul Asia Pacific-owned solar array.

Engaging ACCV on a long-term solar infrastructure development partnership would let Motul Asia Pacific lock in electricity priced below EVN's rising tariffs while leaving all capex and maintenance off the balance sheet; every megawatt-hour generated comes bundled with I-REC certificates, giving Motul Asia Pacific verifiable, audit-ready evidence of 100% renewable electricity for GHG Protocol and reporting. The accredited array shields the business from future carbon-pricing and buffers against grid-based pricing volatility.

*I-REC: International Renewable Energy Certificate
EVN: Energy Vietnam Group*

ENVIRONMENTAL GOVERNANCE & STRATEGY

GHG & Energy Performance Metrics

FY2024 marks a step-change in our greenhouse gas reporting. For the first time we captured region-wide activity data through the Veridis platform, applied a single, locked set of emission factors, and broadened coverage beyond Scopes 1 and 2 to include the most material Scope 3 categories in our value chain. This more complete inventory underpins the new intensity metric introduced in this report and offers a transparent baseline from which future, reduction targets can be set. Detailed figures follow in the emissions section; taken together, they signal that Motul Asia Pacific now measures and manages its carbon footprint with greater compliance, precision and accountability going forward.

Motul Vietnam, our flagship manufacturing site was powered

48%

by renewable energy underwritten by I-RECs resulting in

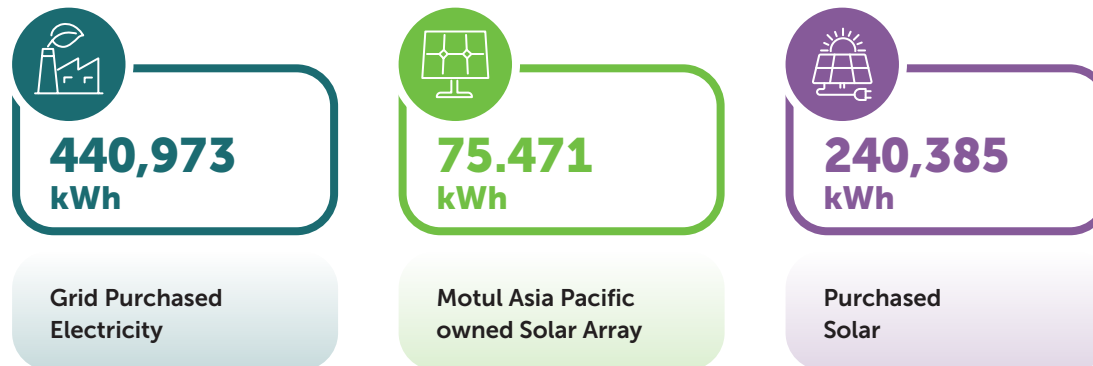


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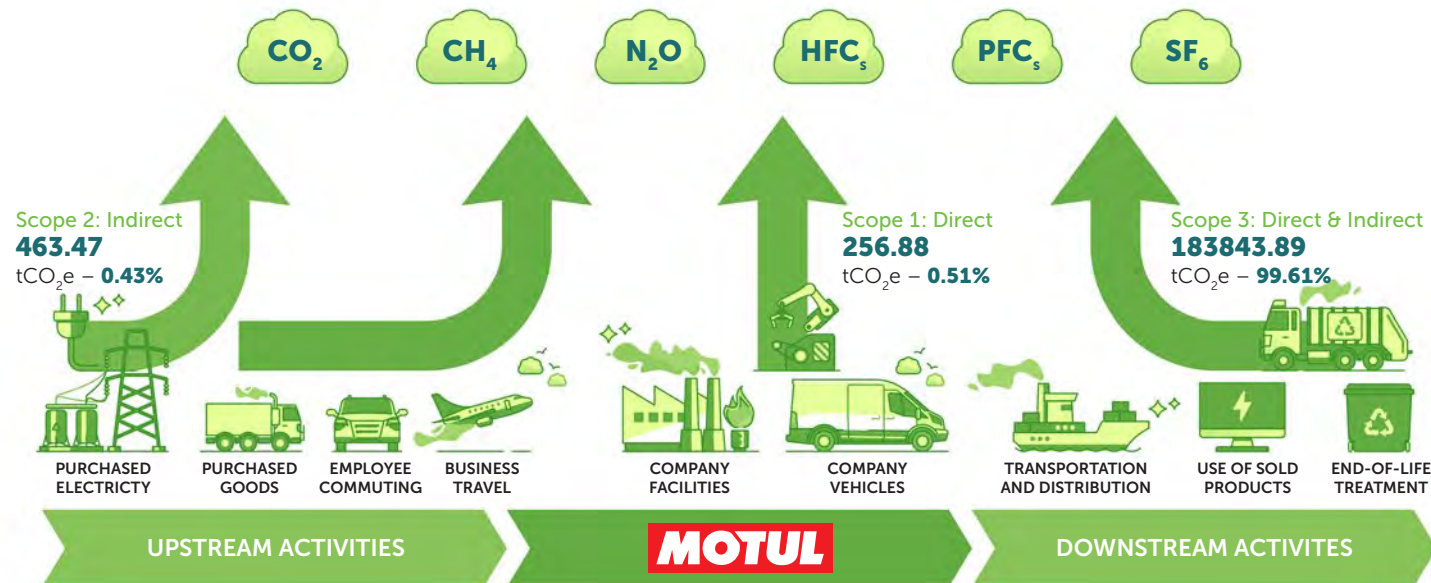
tCO₂e in avoided emissions*

Calculated via grid purchased electricity emission factor from Official Letter No.1726/BDKH-PTCBT, issued by the Department of Climate Change under the Ministry of Natural Resources and Environment (MONRE)

Energy Footprint of Motul Vietnam Factory FY2024



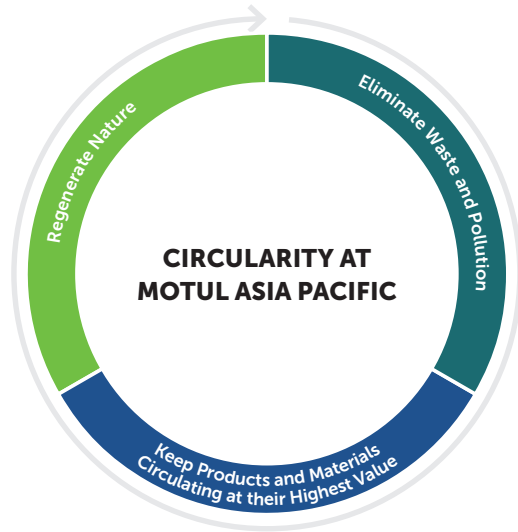
Emissions Footprint of Motul Asia Pacific FY2024



Scope 3 makes up a significant portion of Motul Asia Pacific's footprint, consisting primarily of activities outside our direct operational control.

We have identified this as a key opportunity to work closer than ever with our upstream and downstream business partners to see what strategies to undertake in greener manufacturing and logistics.

CIRCULARITY



For Motul Asia Pacific, advancing circular practices – like its NGEN range with up to 75% regenerated base oil and 50% recycled packaging – reduces dependency on virgin resources, manages regulatory risks, and appeals to customers seeking sustainable products. Redesigning material flows is not just ESG compliance, but a strategic move for resilience and growth in a rapidly evolving market.

Packaging Development for PCR-inclusion & Lightweighting of Bottles

In FY2024, Motul Asia Pacific launched foundational efforts to integrate circularity into its packaging operations, focusing on the adoption of post-consumer recycled (PCR) HDPE. The Sustainable Packaging initiative, formalised in FY2024, seeks to save up to 686 tonnes, or about 50% of the company's 0.8L and 1L bottles. The project also aims to streamline packaging by eliminating over-engineered caps.

A governance structure was established, with a Steering Committee and key leads coordinating strategic discussions with our suppliers. Initial assumptions included retaining our bottle design and aligning new caps with corporate approvals, while addressing risks like budget limitations and technical challenges in blending PCR and virgin materials.

Motul Asia Pacific also initiated collaboration with **Ngee Ann Polytechnic's Centre for Environmental Sustainability** to evaluate the mechanical properties of 50:50 virgin and PCR-HDPE blends. Early engagement with converters aimed to reduce bottle weights from 75g to 65g, and ROI analyses supported the economic case for recycled content. These preparatory actions in FY2024 provide a robust foundation for advancing circular packaging and reducing our plastic footprint.



By leveraging Magorium's technology, even contaminated and unsorted plastic waste can be transformed into NEWBitumen – a commercial-grade material offering a more sustainable alternative to traditional, oil-derived bitumen.



Circularity Initiative with Magorium

Motul Asia Pacific advanced its commitment to sustainability in FY2024 through a new circularity initiative with **Magorium**. By leveraging Magorium's technology, even contaminated and unsorted plastic waste can be transformed into **NEWBitumen** – a commercial-grade material offering a more sustainable alternative to traditional, oil-derived bitumen.

To ensure success, preparatory activities in FY2024 included assessing material compatibility, logistics, and quality assurance, alongside collecting pilot batches of plastic waste from Singapore workshops. Regulatory analyses were also conducted with a focus on Vietnam's import rules, paving the way for potential scaling via the factory.

Collectively, these efforts demonstrate our dedication to minimising environmental impact, promoting resource optimisation, and advancing circular economy principles, with the broader goal of establishing industry leadership in sustainability across its operational regions.

PRODUCT INNOVATION

Powering Our Next Adventure: Innovation for a Sustainable Tomorrow

The lubricants industry is undergoing a profound transformation. As global efforts to combat climate change intensify and mobility systems evolve, Motul Asia Pacific is advancing product innovation to meet the needs of a more sustainable world without compromising performance. We strive to power every journey, today and tomorrow, with smarter, cleaner, and more responsible solutions.

As car manufacturers and OEMs across Asia Pacific shift toward greener materials and production practices, we are proactively innovating to meet and exceed these expectations. At the heart of this effort is our **Development Centre (D-Centre) in Vietnam**, our dedicated regional R&D hub driving core product innovation and leading strategic collaborations that expand our sustainable solutions portfolio.

In FY2024, we began introducing a broader range of environmentally friendly motor oils and care products in Asia Pacific. These solutions were designed to deliver high performance while delivering clear environmental benefits.

Reimagining Engine Oils: The NGEN Breakthrough

Our NGEN range marks a major milestone in our commitment to sustainable mobility. Launched in Asia Pacific in FY2024, NGEN 5 and NGEN 7 are formulated with high-quality Re-Refined Base Oils (RRBO)¹, offering the performance of 100% synthetic lubricants while reducing environmental impact.

- **NGEN 5** delivers smooth, fuel-efficient performance ideal for daily riders and commuters with up to 75% RRBO
- **NGEN 7** is crafted for high-performance and adventure riding, even in extreme conditions, with up to 50% RRBO
- Both are packaged in bottles made from 50% post-consumer recycled plastic and are fully recyclable.

RRBO helps reduce cradle-to-gate CO₂ emissions by up to 80% compared to virgin base oils. The NGEN series supports circularity by turning used oil into high-quality formulations that meet API SP and JASO MA2 standards.

Looking ahead, the NGEN range will continue to evolve, with new formulations on the horizon to support the growing hybrid and low-emission vehicle segment. These upcoming products will bring Motul Asia Pacific's sustainable innovation into areas such as transmission and braking systems, further strengthening our commitment to cleaner mobility solutions.



¹ **Re-Refined Base Oils** are a smarter, more responsible alternative to fossil-based oils. Rather than extracting new resources, RRBOs are made by collecting used engine oils and re-refining them through an advanced purification process.

PRODUCT INNOVATION

Motul Care Range: Everyday Sustainability, Thoughtfully Designed

Sustainability isn't limited to engine oils. We are extending eco-conscious innovation into vehicle maintenance with the launch of the **Motul Car Care** and **Motul Bike Care** ranges in Asia Pacific.

Each product in the Care Range has been carefully formulated to deliver high performance while minimising environmental impact:

- **pH-neutral and free from harmful chemicals**, ensuring safe use for users and surfaces
- **Formulated with biodegradable ingredients where feasible, in line with our environmental criteria**
- **Packaged in bottles containing up to 50% recycled plastic**, fully recyclable to support waste reduction

Whether used for interior detailing or bike maintenance, these care products enable consumers to make more responsible choices in their everyday routines.



[Read more:](#) Motul NGEN Rolls Out Across Asia Pacific



Driving Industrial Change: MotulTech's Greener Fluids

Our commitment to sustainability extends beyond the road. MotulTech, our industrial division, delivers expert-driven lubrication solutions that empower metalworking operations across Asia Pacific. As key industries shift carbon neutrality, MotulTech is developing high efficiency metal working fluids and release agents that prioritise sustainability without compromising performance. In FY2024, MotulTech introduced two groundbreaking solutions for high-pressure die casting (HPDC) applications in Asia, transforming how structural components for EVs and mobility systems are produced.



PRODUCT INNOVATION

Built for Performance, Designed for the Future

At Motul Asia Pacific, sustainability is embedded into the design of every product. From RRBO-based engine oils and eco-conscious packaging to hybrid-ready formulations and biodegradable care solutions, we are redefining what high-performance lubrication looks like for a more responsible future. Looking ahead, our R&D teams will continue to explore new frontiers in sustainable innovation. Through partnerships with OEMs, government bodies, and forward-thinking collaborators, we aim to accelerate the transition to cleaner mobility and create lasting value for the communities we serve.



Sustainable Innovations in High Pressure Die Casting

Product	Key Features	Sustainability Benefits
CASTING MINIMAL DLO <i>(Water-free Die Lubricant)</i>	- Fully synthetic and water-free - Minimal spray dosage (0.2 – 0.5g/kg) - Free from solvents and hydrocarbons - Heat-treatment compatible - Electrostatic spray-ready	- Eliminates water use and thermal shock - Reduces lubricant consumption and waste - Improves worker safety and air quality - Supports longer die life
PISTOCAST 48 <i>(Piston Lubricant)</i>	- Synthetic, free of mineral oils and sulphur - Low, friction - Very low dosage (0.5 – 3.0g/shot) - Compatible with precision volumetric dosing	- Lowers emissions and improves efficiency - Extends piston and shot sleeve lifespan - Minimises lubricant waste and downtime

Together, these fluids represent a paradigm shift from traditional water- or mineral-based solutions toward **cleaner, smarter, and more efficient alternatives**.

Tangible Environmental Impact

Performance Impact	Outcomes
Water Usage	100% eliminated in die lubrication
Lubricant Consumption	60 – 90% less vs. conventional products
Hazardous Emissions	0% solvents, 0% sulfur or chlorinated compounds
Die Life	Up to +30% longer lifespan
Piston and Shot Sleeve Life	Significantly extended due to lower friction
Waste Generation	Reduced overspray and no wastewater

These innovations prove that industrial performance and sustainability are not mutually exclusive. MotulTech is helping shape a future where cleaner processes go hand in hand with lower costs, higher productivity, and reduced environmental footprint.

MOTUL GREEN GUIDE

Purpose & Strategic Rationale

In 2024, we identified a critical need for a single, company-wide knowledge hub to demystify ESG concepts, policies and data processes for employees. With rapidly expanding disclosure requirements and the introduction of the Veridis carbon-accounting platform, staff surveys and project post-mortems revealed three consistent pain points:



1 Fragmented information

ESG policies, guidelines and data-collection notes were dispersed across e-mails, shared drives and isolated SharePoint sites.



2 Knowledge gaps

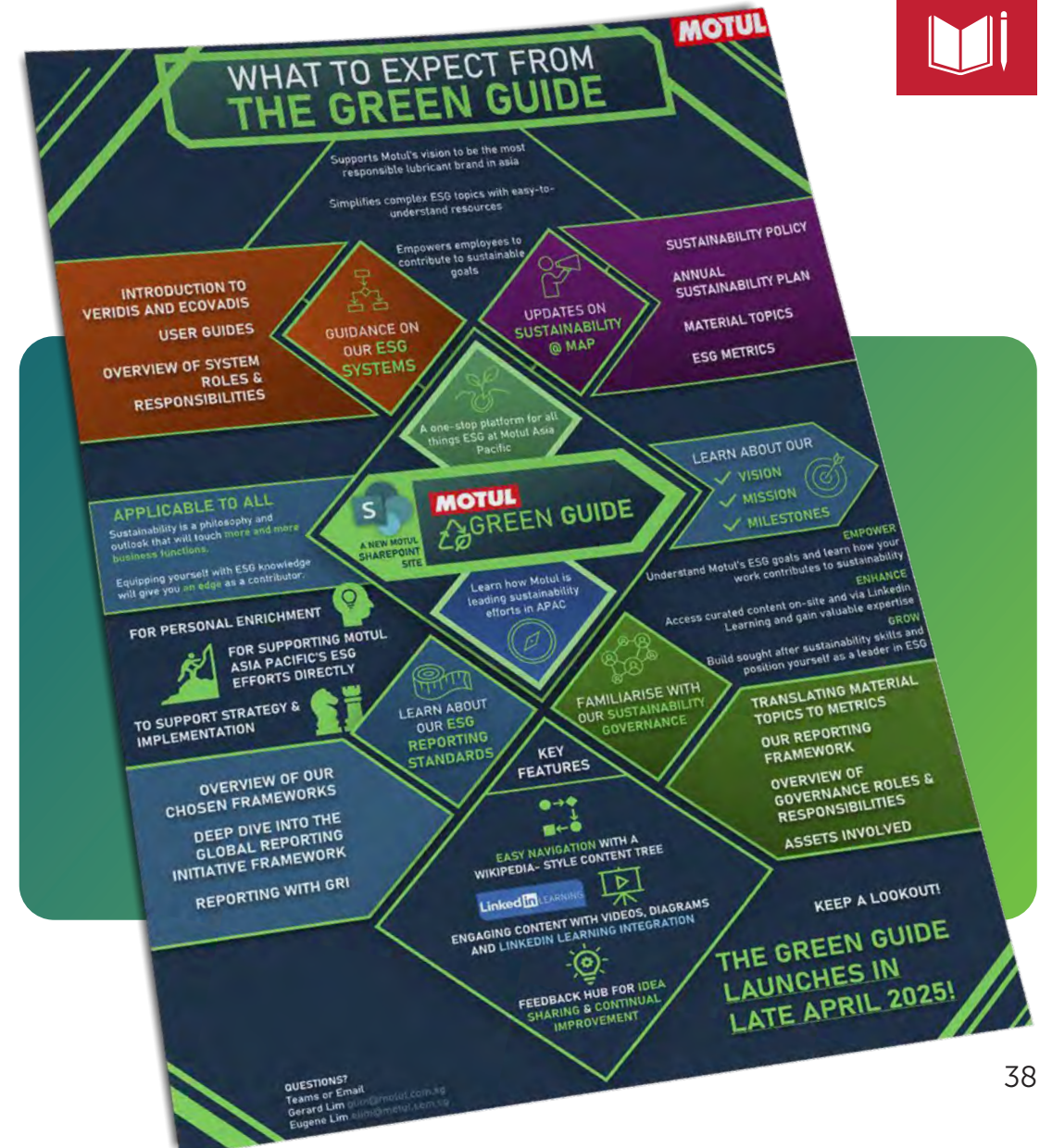
New data owners and approvers reported uncertainty about roles & responsibilities, language/ vocabulary (e.g., "material topics", "emission factors") and the end-to-end reporting cycle.



3 Inefficient onboarding

Each sustainability exercise required ad-hoc briefings that duplicated effort and risked inconsistent messaging.

Consolidating these insights, the Sustainability Team proposed the **Motul Green Guide**, a digital playbook to anchor ESG literacy, safeguard data quality and nurture a culture of shared responsibility.



FROM THE BANKS OF MEKONG TO A MANUFACTURING CENTER OF EXCELLENCE: MR. TOAN'S JOURNEY

At Motul Asia Pacific, ESG isn't just a framework – it's a commitment to building a better future through the people who power our operations. Few embody that spirit more deeply than Toan Lam Khai, our Factory Director in Vietnam, whose journey from humble beginnings to industry leadership is both inspiring and deeply aligned with our ESG values.

Born in Saigon City, Toan grew up in the rural Mekong Delta where poverty was a daily reality and opportunities were scarce. But from those early days, he learned the values of resilience, resourcefulness, and hard work – values that would guide him through every chapter of his life.

Today, Toan leads our Vietnam factory with the same clarity of purpose that carried him through adversity. His leadership is

grounded in operational excellence. Whether it's implementing waste reduction measures, promoting energy-efficient practices, or championing a culture of safety and well-being for every employee on site, Toan brings ESG to life on the factory floor.

But perhaps most importantly, Toan sees people as the foundation of progress. He believes in uplifting those around him, creating an inclusive and supportive workplace where everyone – from line operators to engineers – feels seen, heard, and empowered to grow. His personal story, forged through hardship, fuels his empathy and his deep belief in the power of opportunity.

Toan is proof that sustainable leadership doesn't start in the boardroom – it starts with integrity, determination, and a heart committed to doing better for people and the planet.



“

Toan is proof that sustainable leadership doesn't start in the boardroom – it starts with integrity, determination, and a heart committed to doing better for people and the planet.

”



Mr Toan Lam Khai

FACTORY OF THE FUTURE

In FY2024, we have embarked on a “Factory of the Future” journey for Motul Vietnam, to re-imagine how our lubricants are produced in a world that demands speed, precision and sustainability. By exploring automation, real-time data analytics and energy-efficient technologies, the initiative aims to raise productivity, lower our carbon footprint and equip our people with next-generation skills. This transformation will strengthen our cost competitiveness, support increasingly stringent ESG expectations and ensure we continue delivering high-quality, responsibly produced products to customers across the region.

Why we launched it

A strategic review of emerging manufacturing technologies confirmed the need for a more flexible production model, lower carbon emissions, and faster custom-product turnaround. Building a “Factory of the Future” centred on automation, real-time data analytics and high-efficiency equipment will preserve Motul Vietnam’s cost advantage while meeting tightening ESG requirements.



Pain points we are solving

- Fragmented production data limits root-cause analysis of quality incidents.
- Isolated, mostly manual equipment raises error risk and slows change-overs.
- Low automation constrains throughput and repeatability.
- Sub-optimised electricity sourcing and usage drives emissions and expense.
- Upcoming clean-energy mandates require readiness for a higher share of renewables.

In FY2024, the project achieved key milestones, including a cost-benefit analysis of capabilities transformation and investigations into full plant automation, benchmarking with regional partners, and completing both a digital-maturity assessment and an IoT architecture blueprint. While evolving regulations and limited regional energy-market transparency presented challenges, proactive steps – such as collaborating with regulators and launching a solar feasibility study – were taken to address them. The rapid advancement of industrial IoT and increased policy support are driving momentum, promising emissions reductions, higher-skilled jobs, and reliably produced, more sustainable lubricants for customers.

Material topics addressed

Motul APAC material topics	Relevance in this project
 Employee Health, Safety & Well-Being	Ergonomic automation reduces manual handling and incident rates.
 Employee Career Development	Smart Manufacturing, Data Analytics & IoT
 Carbon Impact	On-site renewables reduce Scope 1 & 2 emissions.
 Product Quality, Safety & Environmental Compatibility	Closed-loop data boosts process control and minimises waste.

SECURING A SMOOTH JOURNEY

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS





ETHICS & COMPLIANCE



Motul Asia Pacific is committed to ethical business practices that uphold transparency, trust, and integrity across all operations. Strict ethical standards and robust anti-corruption measures protect our reputation and support a sustainable business environment.

Our **Code of Ethics**, implemented in FY2021, sets the standard for responsible business conduct and supports a safe, inclusive, and diverse workplace. The Code is reviewed annually to reflect legislative or regulatory changes and covers key sub-topics within each policy. We communicate these to all employees and relevant stakeholders via email announcements and through our internal social media platform. All policies are available on our employee intranet and are incorporated into the induction training for new employees. Regular region-wide panel discussions and other engagement activities ensure a continued conversation on these topics.

Our Regional Ethics Committee

Long-term sustainability of our business relies on the support of a strong corporate governance team and set up to ensure that we remain responsible and continue to be trusted by our stakeholders. This was the underlying principle which led to the establishment of the Regional Ethics Committee ("the Committee").



ETHICS & COMPLIANCE

Speak Up! Whistleblowing Programme

We uphold the importance of transparent and truthful communication, and how it helps us to become a accountable organisation. Our promise is to make a space where every person in our organisation is not only motivated but enabled to voice out their issues, building a culture of confidence and cooperation.

Our Whistleblowing Policy is designed to create a secure and confidential environment, allowing our employees and stakeholders to report any suspected or actual instances of unethical or improper behaviour. The Whistleblowing Platform is hosted on a highly secure, encrypted, and password-protected system provided by our trusted external partner, ensuring complete anonymity and the highest level of attention and protection when addressing concerns. Furthermore, we have established an escalation process that allows employees to submit reports and disclosures with the guarantee of objectivity, and impartiality.



Gamified Training Platform

450
Employees
participated

100%
completion rate
achieved

The Code of Ethics and Sub-Policies Training

To enhance accessibility and comprehension of the Code and its sub-policies, we implemented a solution to deepen employee engagement. An interactive gamified training platform was deployed in five languages to reach out all employees and management in the APAC region. In the initial rollout, 322 employees from various business units actively participated, achieving an impressive 100% completion rate. This success continued in 2024 with a total of 450 employees completing the training. As part of our commitment to ongoing compliance and understanding, we have plans to introduce a refresher training program.

To ensure easy access to all available information, we introduced QR codes and informative awareness posters, positioned at various key locations within our regional offices and factory facilities. In addition, we initiated a dedicated training program tailored to the specific needs of our factory staff, which garnered enthusiastic participation from 123 employees.



Compliance with our Code of Ethics and Sub-Policies

We will continue to act in compliance with existing laws and regulations and present ourselves with the highest ethical standards.

RISK MANAGEMENT

Risk Management Approach

Effective risk management stands as a vital foundation to ensure the continuity of Motul Asia Pacific.

Overview of the Risk Management Approach

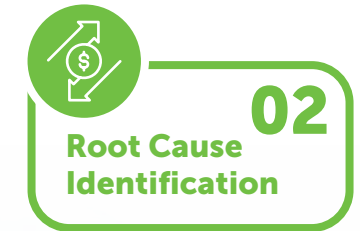


The Ethics and Compliance Committee sets the risk appetite and tolerance, which determines the risk assessment criteria in this process.

Every two years, we conduct a four-month risk management exercise involving the regional team and local Business Units (BUs), championed by the Chief Executive Officer and Chief Financial Officer.

The initial phase of this exercise focuses on the identification and evaluation of the nature and severity of exposure to potential risk. Guided by our risk mapping methodology, each BU is tasked with identifying potential risks, including the risks outlined on the right.

Risk Register Documentation



RISK MANAGEMENT

Mitigation measures to be taken for each risk are required to be documented in the risk register. Depending on the severity of the risks, each BU is encouraged to include risk mitigation and preventive actions of key team members along with a response plan for different stakeholder groups.

The last phase of the risk management exercise focuses on verifying the results and impact of the risk management process. The Ethics and Compliance Committee reviews the consolidated risk register and assesses that the risk identification, assessment, and mitigation process are adequately evaluated and documented appropriately. The reviewed key risks are then presented to the Core Leadership Team for alignment.

We conduct annual risk management refresher workshops to communicate to all relevant parties on risk management examples and best practices, equipping our team with the latest insights to bolster our risk management efforts and capabilities.

By establishing a concrete framework and processes to identify and assess risks and concerns, we ensure that potential hazards and operational complexities are promptly addressed.

Some of the key risks are summarised below:



Market Volatility

With the increasing trend of electric vehicles (EV) adoption, the global automotive lubricants market is exposed to the risk of reduced demand. We are diversifying our current business lines and expanding our product lines. Corresponding actions such as recruiting talent for all BUs to aid in the acceleration of our diversification plans have been implemented.



Geopolitical Threats

Given the geographical diversity of our business, we are exposed to various geopolitical threats which could impact the production and sales significantly. This can be mitigated by monitoring geopolitical developments and increasing local production.



Laws & Regulations

We are committed to comply with the applicable laws and regulations of the various jurisdictions we operate in. To identify the regulatory authorities, legal and compliance experts and perform the required compliance checks before product registrations.



Cybersecurity

We have in place mandatory training programmes to raise cybersecurity awareness for employees, comprehensive policies and cybersecurity insurance. Assessments of the cybersecurity level and closing the gaps are performed regularly by the IT department.

SCIENCE SHOULD TRAVEL: RIPON'S STORY

When Ripon Saha left India nearly a decade ago, he packed more than two Master's degrees in chemistry and corrosion engineering. With him, he brought a conviction that good science should travel – and that it should serve people as much as product performance. After building his early career formulating specialty and process lubricants for global firms, regional projects tugged him toward Southeast Asia. In 2016 he arrived in Vietnam, where cross-cultural teamwork quickly became the catalyst for his next leap: leading Motul's D-Center, the Asia-Pacific hub that now shapes the company's most forward-looking lubricants.

Ripon's Sustainability mindset begins at home. He refuses single-use plastics, favours durable products, and tends to plants on his balcony with a miser's eye on water and energy. The gestures are small, he says, "but they add up," and they remind his team that Sustainability is a habit before it is a metric. Professionally, his curiosity ranges from breakthrough biofuels to the way sustainable farming techniques can lift rural incomes across Southeast Asia – proof that environmental gains and human welfare can rise together.

That philosophy has already changed what comes off D-Center's benches. Our recent line of engine oils, branded NGEN, swaps virgin base-stock for high-grade re-refined oil, cutting carbon while still meeting exacting performance standards. Another project replaces mineral-oil metalworking fluids with renewable esters; early customer trials report cleaner air, lower misting, and faster biodegradation – welcome news for factory workers and the surrounding community alike.

Asked where this blend of ingenuity and empathy was first rooted, Saha points not to a single Eureka! moment but to "the power of collaboration." At Motul he sees R&D, marketing, supply partners, and HR working in step with Asia-Pacific leadership to embed sustainability into every brief. That collective spirit, he believes, is what turns a clever formula into tangible benefits for mechanics, riders, and the planet they share.



“

That philosophy has already changed what comes off D-Center's benches. Our recent line of engine oils, branded NGEN, swaps virgin base-stock for high-grade re-refined oil, cutting carbon while still meeting exacting performance standards.

”

Mr Ripon Saha



D-CENTER: SUSTAINABLE INNOVATION AND FORMULATION



Motul Asia Pacific's D-Center is the region's innovation hub, charged with turning the Group's Sustainable Product ambition into tangible, lower-impact lubricants. The programme's strategic objective – developing products that are both high-performance and environmentally responsible – is owned by the D-Center leadership team and overseen by a cross-functional Product & Sustainability Steering Committee that meets every quarter.

D-CENTER'S PROCESSES



Quality Management & Compliance

- All processes are governed by an ISO-certified Integrated Management System (IMS), covering document control, calibration schedules, incident reporting, and management-of-change workflows across departments.
- Product development follows a structured, five-stage gate process with KPIs validated at each phase. Approval is granted only when full compliance with industry standards (API SP, ACEA C6, JASO MA2, OEM requirements) is demonstrated.
- Chemical compliance is closely monitored, with global and local regulations guiding Safety Data Sheets, labelling, and raw-material acceptance. A central dashboard flags high-risk substances before pilot batches are authorised.
- Laboratory methods are accredited to ISO/IEC 17025 and use standardised global procedures. Data is managed automatically, ensuring accuracy and traceability.



Sustainability & Product Stewardship

- Emissions and sustainability claims are quantified according to GHG Protocol Product Standard and ISO 14067, ensuring comparability and auditability when lifecycle data is available.
- All new and reformulated products undergo a thorough health-and-safety assessment from design to end-of-life. In FY2024, no product withdrawals or recalls were required.
- Fleet-scale CO₂-e avoidance modelling is underway. The NGEN product range shows promising results in reduced friction, longer drain intervals, and fuel-economy gains to be confirmed in 2025.



Operational Excellence & Future Priorities

- Safety improvements included an exhaust-system upgrade and laboratory re-layout, leading to better air quality and workflow. All recorded incidents in the year were addressed with corrective action.
- Investment in four high-value instruments expanded analytical capabilities and supported local technical employment.
- Forward priorities for FY2025 include extending re-refined-base-oil (RRBO) technology to more products, launching a mineral-oil-free, bio-based soluble-oil line for metalworking, both supported by dedicated teams and budgets.
- D-Center continues its standards-driven, stage-gate approach to deliver innovative, high-performance products with a reduced environmental footprint.



D-CENTER: SUSTAINABLE INNOVATION AND FORMULATION



D-CENTER & PEOPLE



Customer Climate Benefit

While fleet-scale CO₂-e avoidance modelling is still under development, lab results for the new NGEN range show reduced friction, extended drain intervals and measurable fuel-economy gains that will be quantified in FY2025.



Occupational Health and Safety

The site recorded one recordable injury and two near-misses, all closed out with corrective actions. A major exhaust-system upgrade and laboratory re-layout enhanced air quality and workflow safety.



Investment and Knowledge Transfer

Four high-value instruments were commissioned during the year, expanding analytical capability and strengthening local technical employment.

Moving forward, D-Center will (1) extend re-refined-base-oil (RRBO) technology to passenger-car motor-oils and transmission fluids, (2) launch a mineral-oil-free, bio-based soluble-oil line for metal-working applications— both underpinned by dedicated budgets and cross-disciplinary teams and further develop specialisation on oxidation stability, a key work on RRBO qualification.

Through this standards-driven, stage-gate approach D-Center delivers products that advance our performance heritage while reducing the footprint of every litre sold.



CYBERSECURITY



Keeping Cyber-Threats At Bay With A Robust Cybersecurity Program



At Motul Asia Pacific, we acknowledge the complexity and ever-changing landscape of cybersecurity threats, and we actively invest in safeguarding our networks, systems, and data against potential risks. Hence, we take cybersecurity very seriously and have maintained a program to identify, assess and manage cyber threats. We mitigate cyber risks through a comprehensive strategy that includes third-party assessments, requiring subcontractors to report cybersecurity incidents for impact evaluation, conducting internal IT security compliance reviews, and conducting training for our employees to be stewards of data protection.



Ensuring Data Privacy for All

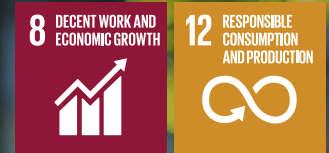


We are committed to protecting personal information, collecting only necessary data in line with its privacy policy, and ensuring it is used appropriately. Personal data is not sold nor shared with third parties, except where outlined in the privacy policies or if it is necessary to address legal requirements.

We implement strong security measures to protect data from unauthorised access and provide individuals with the right to access, correct, or object to the processing of their information.



MESSAGE FROM OUR CHIEF SUPPLY CHAIN & OPERATIONS OFFICER



In FY2024, global logistics faced mounting pressures from geopolitical conflicts, unpredictable weather, and new regulations demanding more sustainable supply chains. Motul Asia Pacific responded proactively, embracing digital transformation by upgrading operational platforms. These enhancements have given our teams the ability to access real-time data, enabling faster, smarter decisions that help reduce costs and waste while boosting resilience across our supply network.

We made significant strides in circularity by partnering with Ngee Ann Polytechnic's Centre for Environmental Sustainability, identifying new ways to manufacture lighter, fully recyclable bottles. This innovation is moving into the pilot phase in the coming year, reflecting our commitment to reducing environmental impact. Simultaneously, we developed the Motul Track and Trace system, which increases supply chain transparency, deters counterfeiting, and supports compliance and sustainability goals. The rollout of this system in FY2025 will set a new standard for product authenticity and accountability. Our efforts extend beyond our own operations. In FY2024,

we launched the Motul Supplier Code of Conduct and began EcoVadis sustainability assessments for key partners. Early results have been promising, driving collaborative action to address gaps and create shared value. These steps reinforce our view that operational excellence and responsible stewardship go hand in hand – and are essential in a volatile world.

By investing in richer data, circular innovation, and principled partnerships, we are building a supply chain that is cleaner, smarter, and stronger for the future. I am grateful to every colleague, customer, and supplier who has helped turn challenges into opportunities. Together, we continue to accelerate toward a low-carbon future.

Teddy Setiawan
Chief Supply Chain & Operations Officer
Motul Asia Pacific

RESPONSIBLE PROCUREMENT & SUPPLY CHAIN

Responsible Procurement – Spending on local suppliers

During FY2024, Motul Asia Pacific's procurement activities were anchored around our wholly-owned factory in Vietnam. We defined "local suppliers" as vendors legally registered within Vietnam, ensuring the metric reflects our direct economic impact on the host country.

Of our total procurement spend, 15.7 percent was directed to these local suppliers, identified through ERP vendor-master data and accounts-payable records. This baseline will guide future tracking as we consider adding contract manufacturing sites in other countries into the reporting boundary.

Item	FY 2024 Result
Reporting period	FY 2024
Definition of "local supplier"	Any vendor legally registered in Vietnam (same country as our owned manufacturing site, Motul Vietnam).
Significant location of operation covered	Vietnam
Methodology / data source	Spend and supplier-domicile data extracted from the ERP vendor-master and AP ledgers; suppliers flagged as local when registered in Vietnam.
Year-on-year change explanation	FY2024 is the baseline year; no prior-year comparator. Future reports will assess shifts as manufacturing sites in other countries are added to the boundary.

Motul Asia Pacific's Two-Line Defence for Sustainable Procurement

Motul Asia Pacific has adopted a two-line defence for sustainable procurement:



RESPONSIBLE PROCUREMENT & SUPPLY CHAIN

Supplier Standards of Conduct

Motul Asia Pacific formalised a **Supplier Standards of Conduct** in FY2024 to ensure that every new partner meets the Group's ethical, environmental and social expectations. The policy applies worldwide to all direct suppliers, their subcontractors and affiliates, and must be contractually accepted before any commercial relationship begins. Key requirements span legal compliance, anti-corruption, human-rights, labour practices, health & safety and environmental stewardship.

Findings & actions

During the year, none of our existing and new suppliers presented significant actual or potential negative environmental or social impact.

Ecovadis

In FY2024, Motul Asia Pacific engaged Ecovadis as a supplier-assessment tool as an independent assessment resource for its key suppliers and trading partners, offering increased visibility into the ESG activities of its upstream value chain.

For buying organisations, the platform delivers a single, comparable rating that provides holistic risk visibility across the four Sustainability themes, plus dashboards for progress monitoring and peer benchmarking.



Motul's Supplier Standards of Conduct

lay down the requirements – which every vendor must accept when doing business with us. This covers legal compliance, human rights, environmental stewardship and anti-corruption.

The EcoVadis Sustainable Procurement Programme

supplies an additional, independent assessment to ensure that those same social and environmental concerns are being met and highlight where possible avenues for improvement may exist.

Together, the two tools form a closed loop: clear expectations and objective measurement, as well as gap identification for future steps – with the aim of driving a continuously stronger, more transparent supply chain.

MARKETING & LABELLING

Product Information & Compliance

Product Information, Labelling & Responsible Marketing – FY2024 Overview

Motul Asia Pacific's marketing-and-labelling processes are anchored in a clear governance framework that blends globally recognised performance standards with country-specific rules. Every label and marketing claim is checked against two tiers of requirements: internally controlled specifications (e.g., API, ACEA and JASO performance grades; and externally mandated approvals across the product range such as SIRIM (Malaysia), MOE (Thailand), SNI and NPT (Indonesia), or Vietnam's QCVN 14:2018/BKHCN and Decree 43/2017 for technical quality and labelling.

Information Provided on Pack & in Technical Literature

Across Passenger-Car Motor Oil (PCMO), Motorcycle Oil (MCO), Chemicals/Additives (CACE) and Industrial & Heavy-Duty Oils (IO/HDO), we disclose 100% of substance-of-concern data and life-cycle health-and-safety information through Material Safety Data Sheets, with relevant safety information also printed directly on pack for all product categories. Disposal or end-of-life guidance is embedded in relevant CACE labels with marine risk and in all markets where national rules demand it; country roll-outs for other product categories are scheduled for FY2025.

Risk Management & Due Diligence

Before any product launch, regional team and local technical teams performs a multi-disciplinary review of labels, technical data sheets and marketing assets to verify regulatory claims, translation accuracy and brand consistency. Regular regulatory safety information and compliance reviews are conducted as part of the usual business process.

Performance in FY2024

During the year, there have been no incidents of non-compliance with legal or voluntary labelling codes, no fines recorded across all product families.

- For PCMO we will upgrade from API SP to API SQ for certain products
- Through this structured, approach to product information and responsible marketing, Motul Asia Pacific safeguards consumer safety, meets or exceeds regulatory expectations in every operating jurisdiction, and supports informed, sustainable product choice throughout the lubricant lifecycle.



Our GP Power 10W-40 Label, localised for the Vietnamese Market



FUELLING A BETTER TOMORROW



OUR COMMUNITIES : MAP CSR PROGRAMMES

We are committed to making a positive impact not only through our products and operations, but by building meaningful relationships with the communities wherever we operate. Across Asia Pacific, we continue to support social development programmes that empower youth, enhance access to education, promote inclusion and well-being.



- Motul builds meaningful relationships with communities across Asia Pacific, supporting youth empowerment, education, inclusion, and well-being.
- **Motul Corazón Foundation:** Over 45 projects globally. In Asia, the foundation supports Saigon Children (Vietnam), Seeds of Hope and PSE to expand access to learning tools, scholarships, and inclusive school infrastructure.
- **Seeds of Hope** (Vietnam): Vocational training in automotive mechanics for disadvantaged youth, in partnership with **IECD**, preparing them for sustainable careers in the mobility industry.
- **Saigon Children** and **Pour un Sourire d'Enfant (PSE)** (Cambodia): Provides education, vocational training, meals, healthcare, and emotional support to break the cycle of poverty, with a focus on technical skills aligned with our sector.
- Beyond foundation-led programmes, Motul affiliates run local CSR initiatives reflecting our values and strengthening community connections



Reimagining Plastics

We hosted **Reimagining Plastics: Crafting a Sustainable Future** at One°15 Marina in Sentosa, Singapore. This flagship Sustainability event brought together changemakers, industry partners, and environmental leaders to explore innovative, actionable solutions for reducing plastic waste and advancing circularity. Highlights included a dynamic panel discussion featuring Mathilda Dsilva, founder of the **Ocean Purpose Project**, and representatives from **Semula**, a local startup turning recycled plastic waste into functional everyday items through design and education.



» The event reflected Motul's ongoing commitment to environmental responsibility through thoughtful design, sustainable packaging, and collaborative partnerships that promote greener business practices.

OUR COMMUNITIES : MAP CSR PROGRAMMES



"Semula began as a plastic recycling startup. We help individuals and businesses adopt more sustainable ways of living, tackling plastic waste head-on by creating innovative solutions to divert it from landfills and incinerators. The Sustainability journey can often be a lonely one. Therefore we feel motivated to go further when we work with a company like Motul which understands the importance of promoting Sustainability across its global operations to reduce its carbon footprint."

Sok Leng
Co-Founder & Managing Director of Semula Pte Ltd



Seeds of Hope Programme

In partnership with IECD, Motul launched the Garage School Program to address youth unemployment and skills mismatch in the automotive sector across Southeast Asia. The initiative targets vulnerable youths studying automotive specialties, who typically lack access to formal employment due to financial and academic constraints. This programme fosters inclusive economic development through vocational training, job placement, and long-term career pathways. It also contributes to co-developing solutions with communities and educational institutions to address employment challenges.



Social Inclusion and Employment Outcomes

- **100%** of selected students completed the short course and secured formal employment post-training.
- The programme prioritised students from vulnerable backgrounds using socio-economic selection criteria, ensuring equitable access.

OUR COMMUNITIES : MAP CSR PROGRAMMES

Capacity Building and Education

- Projected target to have over 135 students trained across three years (2024–2026), starting from Vietnam, to expand to Thailand and the Philippines.
- Partner schools benefited from upgraded curricula, equipment, and pedagogical support.



Community Engagement and Local Partnerships

- The programme was co-developed with District Twelve Technical Economic College (DTTEC) in HCMC, which has supported over 200 students since 2019.
- Environmental and entrepreneurship awareness modules were integrated into the curriculum, promoting responsible citizenship.

Programme Structure and Timeline

The initiative is structured around four pillars:

The initiative is structured around four pillars:



Phased implementation spans:



DOING GOOD AROUND THE REGION

At Motul, we believe that true progress means creating positive impact not only within our business but also in the communities we serve. Across Asia Pacific, our teams are committed to giving back through initiatives that support education, sustainability, health, and community well-being. Take a look at some CSR highlights!



Thailand

The Thailand team gives back by offering lunch and stationery to children from disadvantaged families.



Singapore

Building a greener and more inclusive future through sustainability workshops.



Japan

Empowering communities by partaking in the event "Donation for the Foundation for Orphans from Traffic Accidents"



China

Championing change with initiatives that support special needs adults.



Vietnam

Creating lasting impact through education, health, and sustainability projects.



Indonesia

Uplifting communities by providing clean water.



CONCLUSION, WHAT'S NEXT

As we reflect on our progress in FY2024, the road to Sustainability is not only a responsibility but a powerful opportunity to lead through innovation. At Motul Asia Pacific, we are embracing this future by actively expanding our solutions to support the evolving needs of tomorrow's industries.

In the growing field of data centre sustainability, we are advancing the development of specialised coolants for Direct Liquid Cooling and Immersion Cooling systems – technologies that offer higher energy efficiency and lower environmental impact compared to traditional air cooling. Our growing expertise in thermal management puts us in a unique position to contribute to the performance and sustainability of critical digital infrastructure.

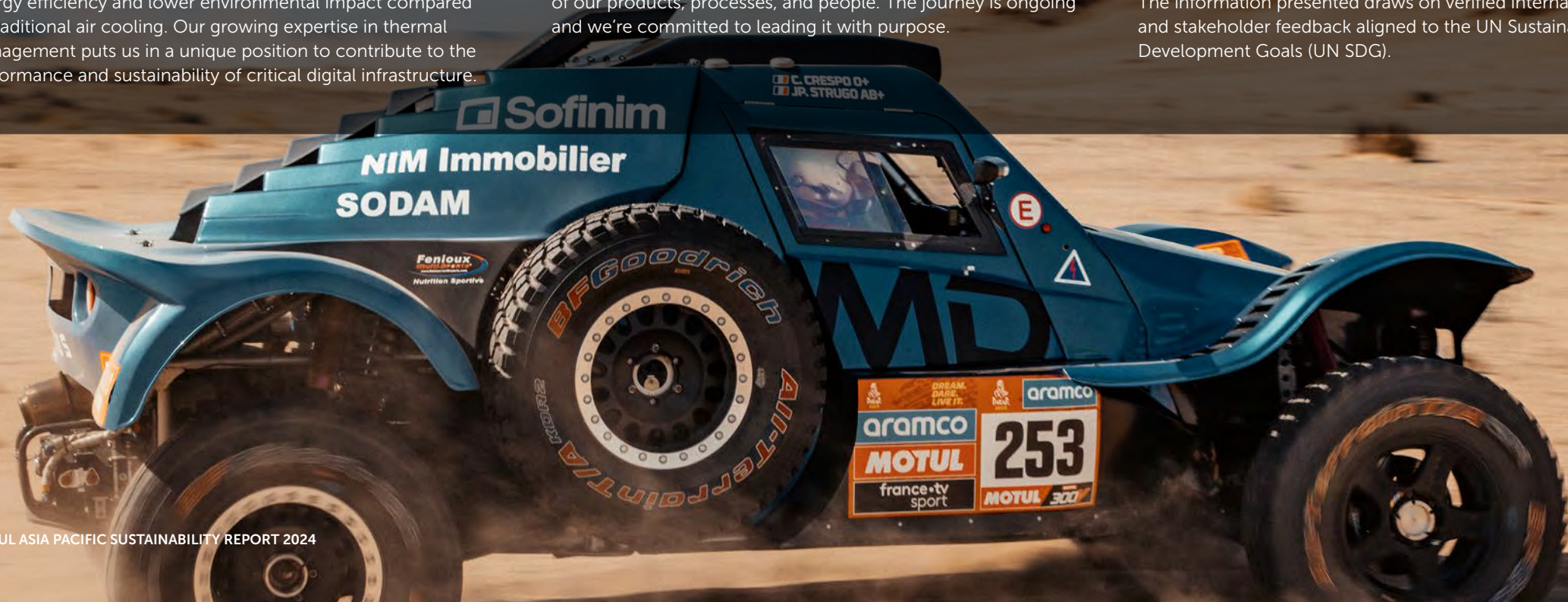
In the pursuit of lower-emission mobility, we are exploring strategic partnerships that combine premium lubricants with second-generation biofuels, unlocking new avenues for decarbonisation. These collaborations aim to deliver integrated, high-performance solutions without compromising efficiency.

As we move into 2025 and beyond, our ambition is clear: to drive responsible innovation across industries, forge partnerships that accelerate impact, and embed sustainability deeper into the DNA of our products, processes, and people. The journey is ongoing and we're committed to leading it with purpose.

About This Report

This report summarises Motul Asia Pacific's Environmental, Social, and Governance performance for FY2024, covering all operations in the Asia Pacific region. It reflects our commitment to transparency, responsibility, and sustainable growth, detailing the actions we have taken and the progress we have made toward our ESG goals.

The information presented draws on verified internal data and stakeholder feedback aligned to the UN Sustainable Development Goals (UN SDG).





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