PROUD OF OUR ROOTS

RACING FORWARD RESPONSIBLY

SUSTAINABILITY
REPORT
FY2025



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CHIEF EXECUTIVE OFFICER'S MESSAGE



FY2025 was a year of steady progress for Motul Asia Pacific as we continued to strengthen our business for the future. Sustainability is becoming an increasingly important part of how we innovate, serve our customers, and create long-term value—to help us make better decisions across our products, operations, and supply chain.

This year, we took important steps to strengthen our sustainability foundations. We began exploring new ways to better understand the impact of our products throughout their lifecycle. At the same time, we meaningfully investigated means of sustainable material substitutions for our products while retaining the performance that we are known for. These efforts are not only about meeting evolving expectations from our customers—they are about building a stronger, but more resilient business also that is ready for the future.

The journey is not always straightforward. Regulatory requirements are evolving, customer expectations continue to rise, and greater transparency is required across increasingly complex and sensitive value chains. Yet these challenges create opportunities for us to innovate, strengthen our customers' trust, and differentiate ourselves in a changing market.

What encourages me most is the commitment shown by our people and partners across the region. Their passion, expertise, and collaboration are driving meaningful progress and helping us turn ambition into action. Together, we are building a business that delivers the performance our customers expect while creating lasting value for our stakeholders and communities.

On behalf of Motul Asia Pacific, I thank our employees, customers, suppliers, and partners for their continued trust and support. We look forward to continuing this journey together as we shape a stronger and more sustainable future.

Lionel Dantiacq
Chief Executive Officer
Motul Asia Pacific

CHIEF SUSTAINABILITY OFFICER'S MESSAGE



As sustainability expectations continue to evolve, our focus has been on strengthening the capabilities that allow us to make better decisions. In FY2025, we advanced our greenhouse gas accounting programme, strengthened Product Carbon Footprinting (PCF) capabilities under ISO 14067, and embedded lifecycle thinking more deeply into product development and sustainability planning. These efforts are helping us establish a clearer understanding of environmental impacts across our products, packaging, and value chains.

Two initiatives demonstrate this approach in action. First, we continued to scale circular packaging through the expansion of Post-Consumer Recycled (PCR) content and lightweighting initiatives across our bottle portfolio. What began with our smaller pack formats has now expanded into our larger bottle sizes, placing us on a clear pathway towards 75% coverage of bottle packs with PCR content by 2027.

Second, we strengthened stewardship over the end-of-life of our products in Vietnam. Through a dedicated Extended Producer Responsibility (EPR) data platform, partnerships with licensed recyclers, and the creation of a structured collection network, we established the foundations for traceable used-oil collection and recycling. This work supports our ambition to create a more circular lubricant value chain while improving visibility over end-of-life product management.

Beyond packaging, we continued advancing the NGEN product family and our broader circular-lubricant strategy through the use of re-refined base oils (RRBO). Complementing this effort, our Development Center (D-Center) strengthened internal capabilities in lifecycle assessment, oxidation stability, and product carbon footprinting, making sustainability become a design consideration from the earliest stages of formulation development.

Taken individually, these initiatives may appear technical. Collectively, they represent something more important: the construction of the infrastructure required to scale sustainability across our business. Better data, stronger methodologies, deeper technical expertise, and trusted partnerships give us the ability to make more informed decisions and accelerate progress where it matters most. I would like to thank our employees, customers, suppliers and partners for their collaboration and commitment throughout this journey. Together, we are building a stronger, more transparent, and more circular Motul Asia Pacific.

Keith Schulz
Chief Sustainability Officer
Motul Asia Pacific

SUSTAINABILITY POLICY

1 Purpose & Forward-Looking Strategy

In Asia Pacific, we remain 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 2025–2027 roadmap, our strategy is underpinned by comprehensive Greenhouse Gas (GHG) accounting across Scopes 1, 2 and 3, internal stakeholder alignment and a commitment to Sustainable business practice.

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.

2 Our Agenda: The Ten Material Topics

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 are:

Pillar	FY2025 material topics
Environmental	Carbon Impact; Circularity; Sustainable Innovation; Product Quality, Safety & Environmental Compatibility
Social	Career Development of Employees; Employee Health, Safety & Well-being; Community Partnerships & Social Investment
Governance	Ethics & Anti-corruption; ESG Management; Responsible Procurement

Our Materiality Matrix



SUSTAINABILITY POLICY

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. (See Materiality Assessment for additional detail.)

Key Commitments for 2025–2027

Reported as progress against commitment rather than as forward intent:

- Embedding life-cycle thinking across new product developments and customer value propositions.
- Implementing GHG accounting and reporting the full value-chain emissions span of business units within our operational control.
- Using measurement insights to prioritise decarbonisation and circularity investments.
- Enhancing social impact in parallel with environmental performance — because sustainable communities are the foundation for long-term development.

3 Circularity as an Engine of Innovation

Across our different verticals in Automotive and Industrial, our approach to circularity extends beyond waste management and extends into a feed stock strategy that unlocks new formulations and lowers carbon intensity.

Our EPR project in Vietnam captures used engine oil for lifecycle extension and revalorisation of raw materials otherwise disposed through carbon intensive processes. Through this, we advance our active responsible position in line with EPR regulation in our key manufacturing locality in partnership with upstream waste management suppliers and downstream Original Equipment Manufacturer (OEM) partners.

We regard re-refined base oils as an important component of our innovative materials and low carbon strategy. Across our OEM, Motorcycle Oil (MCO) and Passenger Car Motor Oil (PCMO) verticals, we are developing products based on innovative RRBO formulations together with the support of our upstream and downstream partners. Our RRBO strategy will be an increasing part of our innovation efforts.

Under the same strategic umbrella, we run several initiatives in mitigating our impact in plastic packaging. We are currently exploring chemical recycling of our bottles into bitumen for roads as well as greater inclusion of Post-Consumer Recycled (PCR) resin and material reductions in our bottles. Towards FY2027, we target a 75% coverage of our plastic bottle packaging volumes by format with PCR content.

In parallel, our Industrial segment is focused on the inclusion of bio-based, renewable components in our metalworking fluids, where organic, lower-carbon material substitutions are employed whilst retaining performance and advancing handling safety. Bio-based metalworking fluids can contribute to circularity by reducing reliance on fossil feedstocks and, where derived from renewable or recovered biological resources, supporting a transition towards more circular material flows.



SUSTAINABILITY POLICY

4 Comprehensive Carbon Management Across Our 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 Veridis Carbon Accounting 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 programme continues to show clear and measurable progress. Our manufacturing facility in Vietnam has achieved a 41.4% share of electricity sourced from renewables, 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.

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, including welfare-monitoring systems and robust occupational health and safety measures. To further enhance organisational culture and internal capabilities, we invest in employee wellness, mental-health support and leadership development through our "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 the European Institute for Cooperations and Development to give technical-college students industry-ready skills in mechanics and maintenance, with the first 2 cohorts graduating in 2024 and 2025. The model is now being expanded to Thailand. Our partnership with Saigon Children supports at-risk youth through scholarships, life-skills coaching and paid internships, with the third cohort now underway. These initiatives are measured using employability outcomes and income-uplift metrics.

We are also deeply committed to inclusive talent development, ensuring equitable access to growth and advancement opportunities across roles, geographies and employment types — an effort that has contributed to multiple business units achieving Great Place to Work® certification, with full certification by the Great Place To Work® Institute across all Motul Asia Pacific entities as an eventual goal.

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 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. In FY2025, we refined the role of EcoVadis within our responsible-procurement programme, positioning it as a governance and risk-screening layer alongside our Supplier Standards of Conduct (SOSC). As of end-2025, **85%** of raw-material suppliers have been rated in EcoVadis and **100%** of manufacturers have signed the Supplier Standards of Conduct. Under Phase II of our responsible procurement programme, we are developing enhanced ESG compliance to become more robust with our expectations for all suppliers in the near future.

EXECUTIVE SUMMARY

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:

Product/Service Family

1. Automotive & Powersport	2. Heavy-duty & commercial vehicle	3. Industrial lubricants – MotulTech division	4. Maintenance & care	5. Value-added technical services
Typical Sub-Lines & Flagship Ranges				
› Engine oils for cars, motorcycles & powersports › Gear and Transmission fluids › Hydraulic fluids › Fork and shock oils › Greases	› Engine oils for trucks and buses › Gear and Transmission fluids › Hydraulic fluids › Greases › Power-generation & agricultural lines	› Metalworking fluids › Surface Treatment oils › Industrial Maintenance oils	› Brake-fluids › Coolants and antifreeze › Additives › Car Care › Motorcycle Care › Bike Care	› Industrial applications support › “Oil Advisor” digital selection tool › Dealer/workshop training & motorsport track support
Key End-Markets				
Passenger cars, motorcycles, scooters, karting, marine & leisure craft	Trucking, construction, agriculture, power-gen fleets	Automotive, Aerospace, Building & Construction, Heating, Ventilation, Air Conditioning, General Manufacturing	Retail consumers, workshops	OEMs, racing teams, industrial clients, distributor network

EXECUTIVE SUMMARY



OUR CORE BUSINESS ACTIVITIES IN ASIA PACIFIC

Research & Development & Innovation

What We Do

Operates dedicated R&D centres which tailor formulations for Asian climates, motorsport needs and next-gen sustainable oils.

Why it matters

Keeps the product portfolio future-ready, standards and quality-compliant with evolving OEM specifications and sustainability goals.

Regional supply chain & logistics management

What We Do

Manages a regional supply chain that consolidates warehousing and inventory to serve over 20 APAC markets, with production regionalised closer to demand for just-in-time delivery.

Why it matters

Safeguards brand integrity and customer trust, strengthens distributor profitability, and turns supply-chain data into actionable market intelligence.

Digital tools & data services

What We Do

Deploys a regional Track & Trace system that authenticates products, protects against counterfeiting and parallel imports, and provides end-to-end supply-chain visibility — complemented by the Oil Advisor selection tool, a B2B dealer platform, and the new MotulTech Asia digital platform.

Why it matters

Delivers omnichannel customer experience and captures market intelligence.

Training & capacity-building programmes

What We Do

Supports youth employability and technical upskilling through the Seeds of Hope vocational programme, delivered with IECD, and through Motul School and Motul Evo in select regions — providing product knowledge and application training for distributors, dealers and workshops.

Why it matters

Builds a skilled service network, strengthens brand loyalty and supports the transition to new power-train technologies.

IECD: Institut Européen de Coopération et de Développement

Industrial technical assistance & customer service

What We Do

MotulTech field engineers deliver on-site process optimisation, metalworking and industrial fluid support — now strengthened by a new regional digital platform and productivity-driven solutions that reduce waste and total cost of operation.

Why it matters

Adds high-value services that enhance loyalty and retention of industrial customers, and differentiates Motul Asia Pacific from commodity lubricant suppliers.

WHAT MAKES THE MOTUL SPIRIT



3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

CHIEF WORKFORCE OFFICER'S MESSAGE



Workforce transformation and people development remain a key priority for Motul Asia Pacific as we navigate the evolving socio-economic landscape.

As a result, organisations and employees alike will need to embrace continuous reskilling and upskilling to meet rapidly changing skill demands and remain competitive in the future workplace.

We have started our capability uplift with a broad exposure of artificial intelligence, analytics and automation across our organisation. Two foundations underpinned this in 2025: a region-wide Business Intelligence capability built on Power BI, and the modernisation of our financial digital core with SAP S/4HANA.

"The future of our business depends on the future readiness of our people, the values we uphold, and the impact we create together."

Listen to Miranda's MoneyFM 89.3 interview on equality and opportunity for women in technical industries

Succession planning and career development within our Accelerate programme remain central to our People strategy. As careers become increasingly dynamic, employees are navigating a career lattice rather than a traditional career ladder, seeking diverse experiences, cross-functional opportunities, and continuous growth. We are committed to supporting our people through ongoing skill development, meaningful career conversations, and expanded professional networks, empowering them to navigate a lifelong journey of learning, work, and career transitions in pursuit of their personal and professional aspirations.

Culture remains a defining driver of Motul's success. Through the relaunch of our Motul Values 2025, we are equipping our employees to thrive in a rapidly evolving world by fostering agility, resilience, and a forward-looking mindset.

Our commitment extends beyond the workplace. Through our regional Doing Good initiatives, we encourage employees to give back to their communities and contribute to causes that matter. By fostering a culture of care, responsibility, and purpose, we strengthen our connection to the communities we serve while reinforcing the values that unite us across Motul Asia Pacific.

As we look to the future, we are committed to building a workplace where every employee is prepared, trusted and empowered to contribute to our shared success, helping to propel us forward with purpose, innovation and resilience.

Miranda Lee
Chief Workforce Officer
Motul Asia Pacific

WORKFORCE TRANSFORMATION:

A JOURNEY TO EXCELLENCE

Our Accelerate Programme in 2025 focused on helping employees explore how emerging technologies, particularly AI, are transforming the way we work, collaborate, communicate, and create value across the business.

Our Extended Leadership Team completed a 10-week AI programme aimed at integrating AI into daily workflows and decision-making. Through hands-on capstone projects, our leaders explored how AI can simplify routine tasks, accelerate content creation, and unlock new efficiencies. Beyond enhancing productivity and data-driven decision-making, the programme helps to build a workforce that is AI-literate, adaptable, and ready to embrace the opportunities of a rapidly evolving future of work.

The programme also explored the importance of data storytelling and presentation skills. Through Lunch and Learn sessions, participants developed the skills to better understand data from different business functions, enabling teams across the organisation to communicate with greater clarity and context.

As we continue our workforce transformation journey, we remain committed to harnessing the potential of AI to strengthen our capabilities, foster cross-function collaboration, and deliver sustainable value for our customers and the business.

Employees in Asia Pacific completed over

15,152

learning hours

with an average 32 hours per employee

Our ELT completed a

10-WEEK

AI Programme

aimed at integrating AI into daily workflows and decision-making







MOTUL'S MOST PROMISING 2025:

ACCELERATING ENGINEERING TALENT

Building a resilient and future-ready workforce begins with investing in the next generation of talent. Our commitment came to life through Motul's Most Promising, designed to nurture young talents and equip them with the skills to shape the future of our manufacturing operations.

Following a highly competitive recruitment process that attracted more than 300 applicants, the candidate pool was narrowed to over 30 participants, with three graduates finally selected to join the Vilube factory team. Chosen not only for their potential but also their willingness to learn and grow, these young professionals represent the next generation of talent at Motul Asia Pacific.

The programme provides graduates with the opportunity to bridge classroom knowledge with real-world manufacturing experience. Working alongside experienced engineers and production teams, trainees gain first hand exposure to factory operations while applying engineering principles to solve practical challenges, improve processes and support continuous innovation.

Central to the programme is a strong culture of mentorship. Trainees are guided by experienced employees who share not only their technical expertise, but also the practical insights, values and problem-solving mindset developed through years of industry experience. This collaborative learning environment enables knowledge to be passed from one generation to the next, strengthening capabilities across the organisation.

By investing in young talent today, Motul Asia Pacific is building the skilled workforce needed for tomorrow. Motul Most Promising reflects our long-term commitment to developing people, fostering innovation and ensuring that our operations continue to evolve alongside the needs of the industry.











PEOPLE STORIES

A ROAD LESS TRAVELLED: CHAU, LE HUYNH BAO

Selected from a pool of more than 300 candidates, Ms Chau is one of the success stories of Motul's Most Promising (MMP) programme. After completing a week in 2025, she was selected to join the Vilube factory as a trainee engineer, where she supports daily operations and continuous improvement initiatives across the production environment.

For Ms Chau, engineering was not initially a lifelong passion. Encouraged by her mother to pursue a technical field with strong career prospects in Vietnam, she chose engineering as a practical pathway to opportunity. What began as a pragmatic decision has since grown into a rewarding journey of learning and development.

During her early days at Vilube, she encountered a challenge familiar to many young professionals: repetitive manual tasks that consumed valuable time. Rather than accepting the process as the status quo, Ms Chau saw an opportunity for improvement. She took the initiative to develop an application that automated several of these tasks, improving efficiency and allowing more time to focus on value-added work.

Her proactive approach reflects a mindset rooted in curiosity, innovation, and continuous learning. It is also a testament to the support she received throughout her journey.

Today, Ms Chau hopes to continue growing within Motul while inspiring more women to pursue careers in technical fields.

At Motul, we believe in creating pathways for young talent to develop their skills and realise their potential. Through initiatives such as Motul's Most Promising programme, we remain committed to investing in the next generation of innovators and leaders who will help shape the future.



> ***"What helped me was that my friends and tutors were very friendly and supportive. They helped me go through those challenges."***



> ***"I hope to grow with Motul, and hopefully more women will be inspired to pursue careers that are technical and quantitative in nature."***



Chau, Le Huynh Bao
Engineering Trainee
Vilube Factory, Motul Vietnam

OUR ORGANISATION VALUES:

THE MOTUL MAGIC: INGENUITY, DARING, PROXIMITY, PROACTIVITY, CRAFT, CARE

In 2025, Motul Asia Pacific refreshed its core values to better reflect who we are today and the organisation we aspire to become. Still deeply rooted in our heritage, this evolution captures a more explicit balance between technical expertise and human connection—articulated through the dual dimensions of Head (savoir-faire) and Heart (savoir-être).

At the centre of this framework are six values — **Craft**, **Ingenuity**, **Proactivity**, **Daring**, **Proximity**, and **Care** — which together define "The Motul Magic". These values are not new in spirit; rather, they have been clarified and sharpened to provide a more consistent and actionable guide for behaviours across our global organisation.

On the ***Head*** side, **Craft** reflects our relentless pursuit of excellence, grounded in deep technical expertise and precision. **Ingenuity** reinforces our commitment to innovation and our ability to anticipate change, while **Proactivity** underscores a mindset of leadership—taking initiative to shape outcomes rather than react to them. Together, these values ensure that Motul continues to deliver high-performance solutions and remains at the forefront of industry evolution.

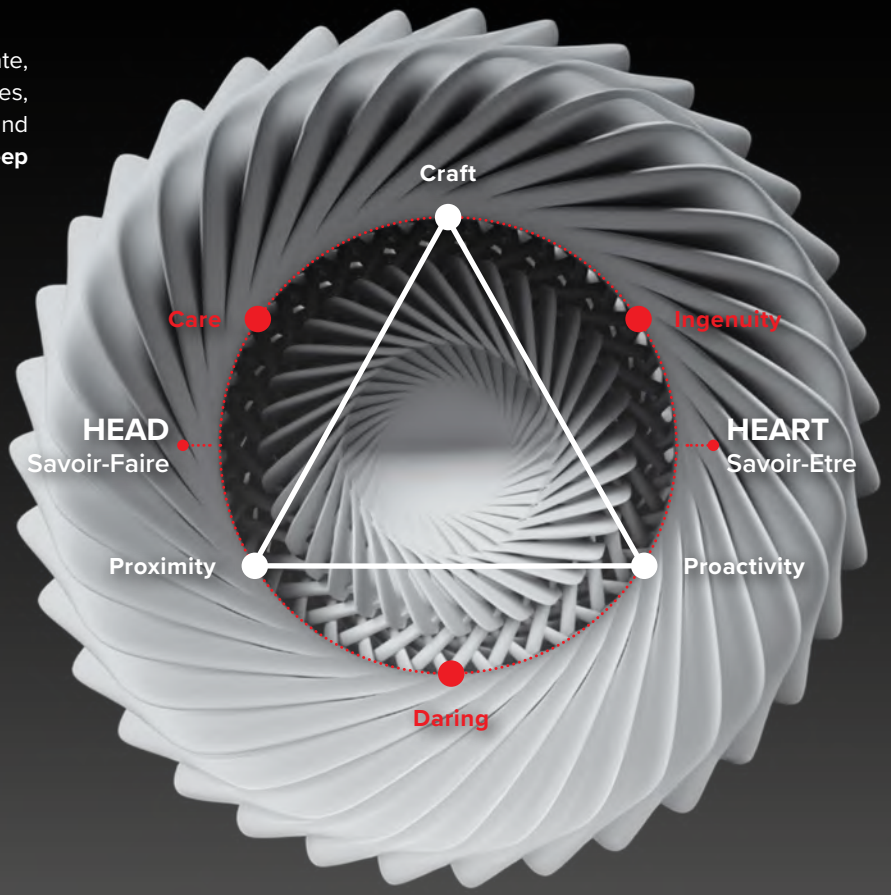
Complementing this is the ***Heart*** dimension, which brings equal emphasis to how we engage with people and the world around us. **Daring** speaks to our boldness in challenging conventions and embracing new frontiers, rooted in our long-standing motorsports heritage. **Proximity** highlights our role as a trusted partner—staying close to customers, understanding their needs, and working collaboratively to create impact. Finally, **Care** reinforces our responsibility towards our people, communities, and environment, placing sustainability and well-being at the centre of our actions.

This refreshed articulation comes at a pivotal moment for Motul. As we navigate an increasingly complex and fast-evolving landscape—marked by technological disruption, sustainability imperatives, and changing customer expectations — these values provide a clear and shared compass for decision-making. They reinforce a culture that is both performance-driven and purpose-led, enabling us to remain agile while staying true to what defines us.

Looking ahead, these values will continue to shape how we operate, collaborate, and innovate. By embedding them into our daily practices, we ensure that Motul's growth is not only driven by capability and ambition, but also guided **by integrity, responsibility, and a deep commitment to what truly matters.**

OUR VALUES:

THIS IS THE MOTUL MAGIC



FORGING OUR WAY FORWARD:

OUR 6 NEW VALUES



CRAFT

Relentless in Pursuing Excellence

Our history inspires us to always strive for perfection. We combine technical expertise with a strong commitment to precision, creating high-performance products and solutions.



INGENUITY

Pushing Our Limits

Innovation is at the heart of who we are. We use our deep knowledge and creative thinking to identify opportunities and set new industry standards.



PROACTIVITY

Leading the Way

We don't just respond to change—we take the lead. Whether it's improving sustainability, enhancing customer experiences, or developing new technologies, we work ahead of the curve.



DARING

Always Fearless

Courage drives us forward. From motorsports to transforming industries, we're willing to take risks, explore new possibilities, and challenge traditional ways of thinking.



PROXIMITY

Always the Partner of Choice

We are more than just a brand — we are a trusted partner. By staying close to our customers and stakeholders, we understand their needs, challenges, and goals, working together to make a meaningful impact.



CARE

Protecting What Matters

We care about the well-being of our people and communities. We act responsibly with sustainability in mind. Our commitment goes beyond performance — it's about protecting what truly matters.

OUR PULSE

Our people are at the heart of everything we do. This year's Voice of Employee (VoE) survey saw an outstanding 95% participation rate, reflecting our employees' strong commitment to sharing their experiences and shaping a better workplace together.

The survey achieved an overall 74% engagement score, providing valuable insights into what we are doing well and where we can continue to improve. The results highlighted particularly strong performance in key areas such as Risk and Compliance, Innovation, Teamwork, and Ownership, demonstrating a workplace culture built on accountability, collaboration, and a shared commitment to excellence.

We continue to strengthen our employer brand by featuring our people's stories and their successes. Through initiatives such as Success Capabilities and Behind the Wheel, we celebrate the unique stories, passions and achievements of our colleagues, fostering stronger connections across our teams while reinforcing Motul's reputation as a great place to work.

Looking ahead, we remain committed to creating an environment where every voice is heard, every contribution is recognised, and every employee is empowered to grow, collaborate, and shape the future of our business together.





74%

Engagement Score

The results highlighted particularly strong performance in key areas such as Risk and Compliance, Innovation, Teamwork, and Ownership

95%

participation rate across all regions in 2025

Great Place To Work® Certified

by The Great Place To Work® Institute



PEOPLE STORIES

A PERFECT LENS: ANDREW LAO

Photography is more than a creative outlet for Andrew Lao. What began with drawing and painting during childhood has evolved into a deep appreciation for capturing stories through the lens of a camera.

Photography entered his life in an unexpected way when he met a young woman working at Kodak, who would later become his wife. Through her, he was introduced to the world of film photography, from experimenting with Kodak films to understanding the craft behind every frame. What started as a shared interest soon became a lifelong passion and a meaningful part of their relationship.

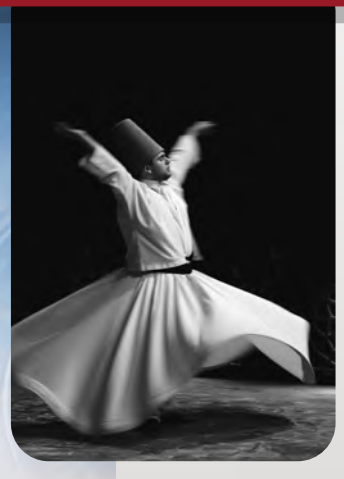
Photography allows him to reconnect with his artistic roots, viewing the world through a lens of both precision and emotion. That same attention to detail and analytical mindset carries into his role at Motul, allowing him to identify issues early, ensure financial accuracy, and support informed decision making. Much like composing a photograph, his work requires patience and the ability to see both the finer details and the bigger picture, helping keep the business running efficiently and on course.

> ***For me, photography goes beyond documenting moments. A good photograph should evoke emotion, spark imagination, and resonate with the viewer in a personal way. Whether capturing vast landscapes during my travels or observing candid moments in everyday street life, I am always searching for that subtle balance between reality and interpretation.***





Andrew Lao
Finance and Operations Director
Motul China







OUR PRODUCTS & PARTNERS



CHIEF MARKETING OFFICER'S MESSAGE



As we continue to strengthen Motul's presence across Asia Pacific, I am proud to reflect on another year of strong growth and strategic progress for our brand. Our footprint across the region has expanded significantly, supported by deeper market penetration, strengthened distribution networks, and increased engagement with customers across both established and emerging markets.

This growth reflects the commitment of our teams, distributors, and partners who continue to bring Motul Asia Pacific's premium products and technical expertise closer to consumers and industry professionals throughout Asia Pacific. Through targeted investments and a customer-centric approach, we have reinforced Motul's position as a leading lubricant brand trusted for performance, innovation, and reliability.

A key driver of this momentum has been the development of new strategic partnerships with leading automotive and motorcycle manufacturers. These collaborations represent important milestones in our regional growth journey, strengthening Motul's presence across diverse mobility segments and demonstrating the confidence that leading OEMs place in our technology, product quality, and brand strength.

At the same time, we are accelerating the development and deployment of our NGEN Hybrid product range to capture the rapidly growing hybrid vehicle segment across Asia Pacific. This initiative is not only aligned with the region's evolving mobility landscape and sustainability expectations, but also serves as a key growth lever to accelerate our Passenger Car Motor Oil (PCMO) and Chemicals, Additives and Care businesses. By offering innovative, sustainable, and high-performance lubricant solutions tailored to modern hybrid powertrains, we are well positioned to strengthen our market leadership and unlock new opportunities across both consumer and automotive channels.

As we look ahead, we remain committed to driving sustainable growth, expanding our regional influence, and building strong partnerships that will shape the future of mobility across Asia Pacific.

Carlo Savoca
Chief Marketing Officer
Motul Asia Pacific

SUSTAINABILITY IN OUR PRODUCTS

SUSTAINABILITY IN AUTOMOTIVE OILS

In FY2025, we made strides forward in advancing the inclusion of Re-Refined Base Oil in more of our products, embedding circularity deeply without sacrificing performance or quality delivered to our customers:

GP NEXT 4T : The Future of Performance Riding

Since its debut in 2020, the Motul GP Series has been more than just engine oil, it has been a way for everyday riders to live the MotoGP™ spirit on the streets. From GP Matic 4T and GP Power 4T, to the recently launched GP Ultimate 4T, each product has carried the thrill, style, and performance of the world's most exciting motorsport into daily riding.

With GP Next 4T, Motul pushes this legacy forward, introducing a product shaped not only by racing passion but also by responsibility for the road ahead. Engineered to deliver smooth responsiveness, uncompromised comfort, and stable performance, the GP Series ensures riders experience the exhilaration of the track in their everyday journeys, all while supporting eco-efficiency and driving sustainable innovation.

Marking yet another milestone, the all-new GP Next 4T is designed for riders who demand exhilarating performance while embracing a sustainable lifestyle. Engineered for today's diverse riders, from daily commuters who need reliability on the road, to weekend thrill-seekers chasing adrenaline, and eco-conscious riders who care about their footprint, the GP Next 4T ensures every journey delivers performance with purpose.

Whether cruising around the city or navigating the curves and turns of the roads, GP Next 4T provides superior protection, smoother gear shifts, and sharper response, all while minimising environmental impact through sustainable packaging and smarter formulations.

1. Enhanced Ester Technology Blend: Combines regenerated base oil with Ester to deliver powerful output and uncompromised engine protection, giving riders championship-level performance.

2. Eco-Responsible Packaging: Bottled in containers made with 50% recycled plastic and fully recyclable, ensuring every ride contributes to a lighter environmental footprint.

3. JASO MA2 Certified: Guarantees smooth wet clutch performance with precise gear shifts and reliable clutch engagement, critical for both city riding and high-performance conditions.



KEY FEATURES:

4. API SP Certified: Meets the latest international standard for engine protection and emissions compatibility, reinforcing durability and long-term reliability.

5. 10W-40 Viscosity: Maintains consistent lubrication and stability across diverse climates and riding environments.

6. Superior Engine Response: Provides high protection under load, with smoother gear transitions and sharper throttle response even in demanding, high-output scenarios.

By combining the spirit of MotoGP™ with Motul's ongoing sustainability journey, the GP Next 4T sets a new benchmark for motorcycle lubrication, proving that speed and responsibility can share the same road.

SUSTAINABILITY IN OUR PRODUCTS

SUSTAINABILITY IN AUTOMOTIVE OILS

Kawasaki Premium Oil by MOTUL 4T

Motul Asia Pacific has successfully launched Kawasaki Premium Oil by MOTUL 4T, the Kawasaki co-branded product across Asia Pacific market, marking a significant milestone in regional growth strategy and reinforcing commitment to our strategic collaboration with key business partners.

KAWASAKI PREMIUM OIL by MOTUL 4T is a 4-stroke motor oil based on a combination of the finest virgin base oils and additives blended with synthetic esters and high-quality regenerated oils. Suitable for any type of high-performance street or off-road motorcycle with 4-stroke engine and designed for severe conditions in sport and adventure riding.

This successful launch not only represents a major commercial achievement but also serves as a foundation for future innovation. As Motul Asia Pacific continues to strengthen regional footprint, we remain focused on delivering high-quality solutions, building strong customer relationships, and driving sustainable growth across the Asia Pacific market.



NGEN Hybrid 0W-8

Motul has broadened its NGEN hybrid lubricant lineup with the introduction of NGEN Hybrid 0W-8 engine oil. This additions strengthen the existing NGEN range, which already features NGEN Hybrid 0W-16 and 0W-20.

Developed specifically for modern hybrid vehicles, NGEN Hybrid 0W-8 is an ultra-low viscosity engine oil designed to reduce friction during the frequent stop-start cycles typical of hybrid powertrains. The product incorporates re-refined base oil (RRBO) and is packaged using recyclable materials, reinforcing Motul's sustainability initiatives. It is currently undergoing a systematic rollout through the Asia Pacific region.



SUSTAINABILITY IN OUR PRODUCTS

PARTNERING FOR SUSTAINABLE PACKAGING

In FY2025, Motul Asia Pacific collaborated with the Centre for Environmental Sustainability (CfES) at Ngee Ann Polytechnic, Singapore to develop an evidence-based white paper evaluating the performance of Motul NGEN Hybrid 0W-20, which incorporates 10% re-refined base oil (RRBO). The study combined a 77-day field trial involving six hybrid vehicles with independent laboratory analyses conducted by SGS to assess fuel efficiency, engine protection, viscosity behaviour, and wear characteristics under real-world operating conditions.



Motul Asia Pacific places a premium on developing industrial relationships with Research Institutions

The white paper contributes to the growing body of knowledge on sustainable lubricant technologies by providing independent, data-driven insights into engine oil selection for hybrid vehicles. The study supports the understanding that lubricant formulation, including the use of re-refined base oils, can contribute to improved fuel efficiency while maintaining engine protection, supporting resource efficiency and lower lifecycle environmental impacts.

The findings indicated that the NGEN Hybrid 0W-20 demonstrated consistent fuel efficiency trends while maintaining comparable or more favourable engine protection performance than the reference oil under the trial conditions. The white paper provides a credible reference for customers and industry stakeholders, while supporting Motul Asia Pacific's ongoing efforts to promote evidence-based product innovation and circular economy solutions within the lubricant industry.



NGEN Hybrid 0W-20

CONSISTENT
Fuel Efficiency Trends

while maintaining comparable or, in some aspects, more favourable engine protection performance than the reference oil under the trial conditions.

SUSTAINABILITY IN OUR PRODUCTS

SUSTAINABILITY IN INDUSTRIAL OILS

At MotulTech Asia, sustainability is an integral part of our long-term growth strategy and operational excellence. Over the past years, we have taken concrete steps to align our business model with environmental responsibility, product innovation, and customer-driven efficiency.

A key pillar of our progress has been the continuous development and promotion of advanced, more sustainable product technologies.

In parallel, we have strengthened our role as a technical partner to our customers by focusing on productivity-driven solutions. Our metalworking fluids and industrial lubricants are designed not only to enhance performance but also to extend tool life, reduce waste, and optimize total cost of operation per part. By helping customers improve process efficiency and reduce consumption, we directly contribute to lowering energy usage and resource intensity across their manufacturing operations. From an operational standpoint, MotulTech Asia has invested in improving supply chain coordination and operational efficiency across the region.

Looking ahead, sustainability remains a core driver of our strategy. We continue to accelerate the development and deployment of environmentally responsible products, including low-emission and biodegradable solutions, particularly in high-growth segments such as metalworking fluids, die casting, and HVAC applications. Our roadmap includes closer collaboration with OEMs and industrial partners to co-develop solutions that meet both performance and sustainability requirements.

In addition, we are committed to embedding sustainability into our operational decisions, through further improvements in supply chain efficiency, increased localisation where relevant, and the adoption of digital tools to enhance transparency and decision-making. Our ambition is not only to comply with environmental standards but to proactively contribute to a more sustainable industrial ecosystem in Asia.





SUSTAINABILITY IN OUR PRODUCTS

SUSTAINABILITY IN INDUSTRIAL OILS

MotulTech's product development increasingly favours renewable, bio-sourced and water-based chemistries that lower environmental impact while meeting demanding industrial standards.

Through MotulTech Baraldi, we offer a comprehensive range of High Pressure Die-Casting (HPDC) solutions — die lubricants, plunger (piston) lubricants, peripheral auxiliaries and advanced dosing systems. Wherever possible, these incorporate bio-sourced materials to minimise environmental impact and reduce the HPDC carbon footprint, extending the philosophy behind our FY2024 Casting Minimal and Pistocast solutions. This matters most in the fast-growing production of structural castings, battery cases and giga-castings for electric vehicles and mobility systems, where cleaner, minimal-application lubrication delivers both quality and sustainability gains.

Our MOTUL GREEN TECH™ range comprises process and maintenance lubricants based on renewable raw materials. Formulated to replace mineral oils across almost all machining conditions, these vegetable-based cutting fluids combine performance with operator care — featuring non-CLP labelling (even for low-viscosity grinding oils), no polycyclic aromatic hydrocarbons and a high flash point, improving workplace safety alongside environmental performance.



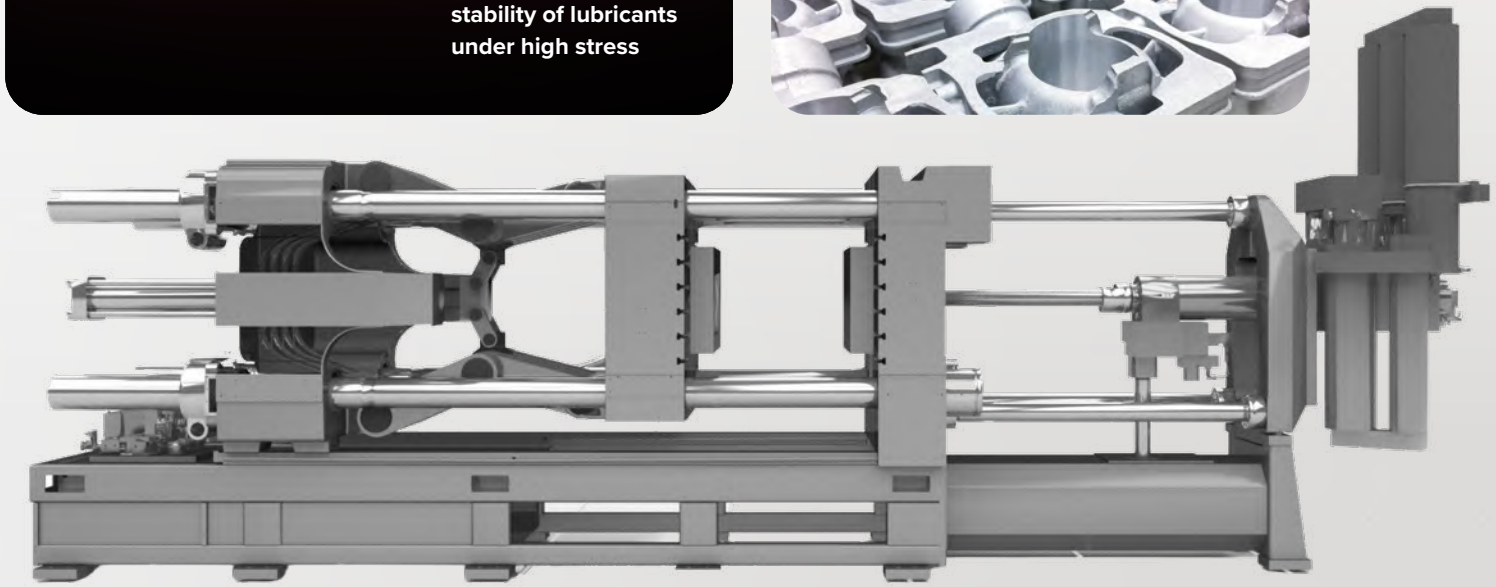


With the Motul ethos of performance without compromise, the range brings these advantages:

- **Compliance with the most stringent regulations**
- **Improved resistance to oxidation**
- **Excellent lubricating power, allowing lower consumption**
- **Lower toxicity**
- **Very high flash point to limit fire risk**
- **High viscosity index for better thermal stability of lubricants under high stress**

Through MotulTech Chem Arrow, we have supported the adoption of low- to zero-VOC (Volatile Organic Compound) lubricants in applications such as HVAC fin stamping, contributing to improved workplace safety, reduced emissions and compliance with increasingly stringent environmental regulations. Our industrial cleaning offer pairs high performance with lower impact through aqueous, NSF-certified cleaners that reduce reliance on traditional solvent-based products — removing grease, oils and metallic residues while enhancing operator safety.





SUSTAINABILITY IN OUR PRODUCTS

LOWER IMPACT, LIGHTER BOTTLES

Building on FY2024's rollout of post-consumer recycled (PCR) content and lightweighting across our 0.8L and 1L bottles, where 50% of packaging now blends PCR-HDPE with virgin plastic, Motul Asia Pacific has advanced this programme into its next phase, extending PCR-inclusion and lightweighting to our larger pack sizes: the 4L and 5L formats.

This expansion follows an 80/20 prioritisation logic: a small share of our SKUs, by pack size, account for most of the total packaging volume. Targeting these larger formats therefore delivers outsized environmental return per unit of engineering effort. Qualification work distinguished between flex spout cap (FS) and screw cap (SC) neck designs, each requiring separate material and structural validation given their differing seal and closure mechanisms.

Following successful qualification, the 4L SC and 5L SC bottles have moved into implementation and mass production, and the 5L FS bottle has passed qualification and is currently under phase-in phase-out review ahead of mass production.

As a result, the number of pack sizes covered by our combined PCR and lightweighting initiatives has grown from 5 to 8 of our 13 total formats (38.5% to 61.5% by SKU). By volume, this expansion has lifted coverage of our combined PCR and lightweighting initiatives from 90.2% to 95.5% of total packaging volume, reflecting both the breadth of this year's qualifications and the fact that our highest-volume formats were already well established from FY2024.

Across these 0.8L and 1L formats, lightweight specifications covered 97.7% of reported bottle volume and 50% PCR content reached 90.5%, together reducing virgin HDPE demand by an estimated 1,014.5 tonnes: 192.6 tonnes from lightweighting and 821.9 tonnes from recycled-content substitution, a 41.5% reduction against baseline. The 4L/5L expansion above is set to contribute from FY2026.

Looking ahead, Motul Asia Pacific is targeting qualification and rollout of PCR-inclusion and lightweighting for our 6L and 7L bottles by the end of 2026, extending coverage across effectively our full packaging portfolio.



FY2025

1,014.5 TONNES

Virgin Plastic

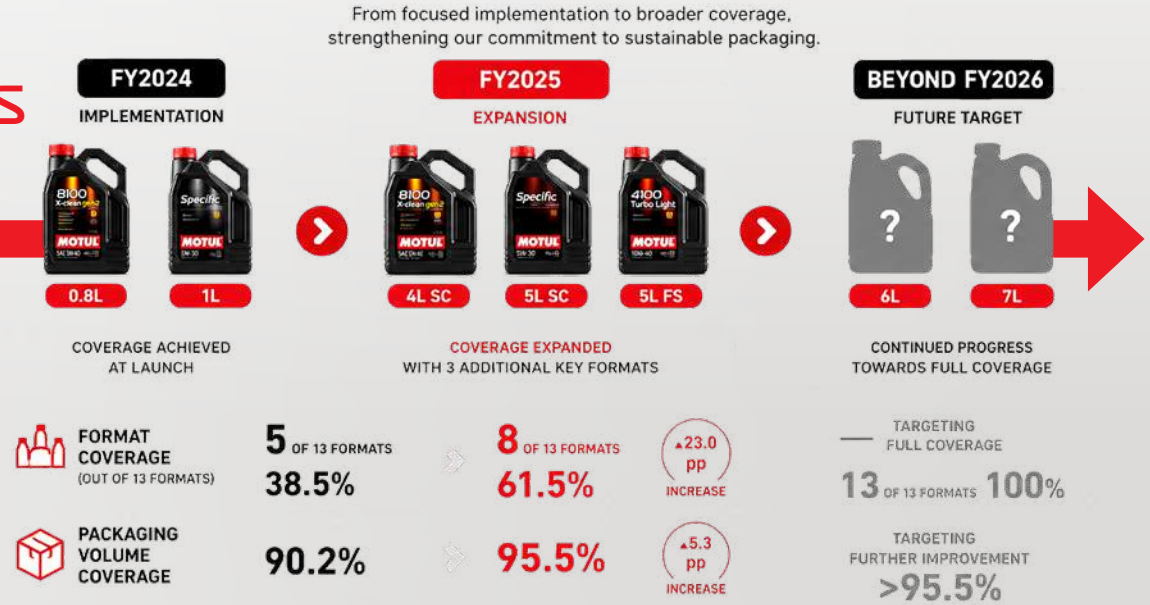
saved through this expanded (PCR) content and lightweighting programme.

Larger-volume pack sizes were prioritised using an

80/20

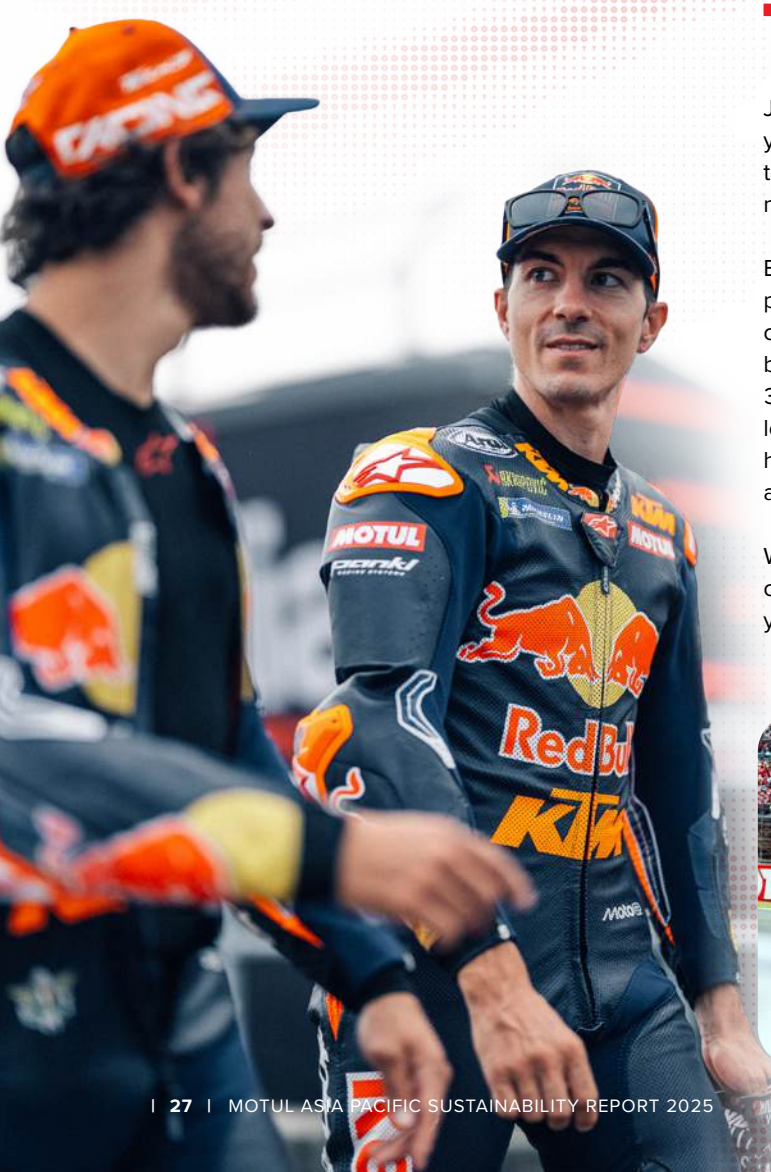
Approach

to maximise environmental return.



SPONSORSHIPS AND PARTNERSHIPS IN 2025

MOTOGP JAPAN – MOTEGI 2025



The 2025 edition of Motul Grand Prix of Japan was a successful event, and it brought the excitement of MotoGP to the Japanese fans. The 2025 edition marks the 15th year of MotoGP and Motul partnership in this globally renowned high performance motorcycle racing series.

Beyond global visibility, this partnership also provides Motul Asia Pacific with powerful opportunities in local engagement with fans and business ties. Motul Asia Pacific also leverages 360 activation on-site and online, reinforcing its local impact and translating the brand's racing heritage and technical excellence into lasting fan and business relationship.

We are proud to share that we have extended our partnership with MotoGP for another five years into 2030.









SPONSORSHIPS AND PARTNERSHIPS IN 2025

MCLAREN FORMULA 1 – OFFICIAL SUPPLIER FOR MCLAREN FORMULA 1 TEAM







McLaren Racing is partnering with Motul to bring its expertise in formulation and production in high-performance lubricants to the F1 track, as an Official Supplier of the McLaren Formula 1 Team.

Motul will join the McLaren Formula 1 Team from the 2026 Formula 1 season and beyond, providing the team with high-performance transmission lubricants. Developed exclusively for McLaren Formula 1 Team by the Motul R&D Centre.

Motul is a globally trusted brand that shares the McLaren Formula 1 Team's commitment to delivering the highest standards of technical performance. With innovation at the core of both brands, Motul and McLaren are united by a pursuit of excellence and a proud heritage in their respective fields.

Following the Formula 1 partnership, Motul will expand on the collaboration with a new proving ground, working with McLaren Endurance Racing in 2026.

SPONSORSHIPS AND PARTNERSHIPS IN 2025

SINGAPORE CYCLING FEDERATION – GO FOR GOLD CAMPAIGN

Known for our expertise in high-performance automotive, Motul Asia Pacific brought our expertise into the cycling domain by working with Singapore Cycling Federation in 2025. Motul Asia Pacific is proud to be a sponsor of the Singapore Cycling Go for Gold Campaign – this represents like-minded organisations to contribute and develop our national athletes such as Elizabeth Liau and Valencia Tan to reach Gold, regionally and globally, in the sports of competitive road and track cycling.

Like Motorsports, cycling is a team sport consisting of the athletes, coaches, gear and of course high performing lubricants in order to achieve peak results. Motul Asia Pacific will be bringing the same spirit.

Together, we are building more than sporting success—we are building an ecosystem that empowers Singapore athletes to dream bigger, go further, and inspire the next generation.

Go for Gold 2029 SEA Games Campaign & Women Cyclists Development Programme
Find Out More

Singapore Cycling Federation on Linkedin
Find Out More

SINGAPORE CYCLING FEDERATION



SPONSORSHIPS AND PARTNERSHIPS IN 2025

MOTUL ASIA PACIFIC AND GWM VICTORY AT THE TAKLIMAKAN RALLY

Following a dominant performance at the recent Taklimakan Rally, Motul Asia Pacific proudly congratulates Great Wall Motor (GWM) on securing a historic Grand Slam - sweeping all three T2 Production Class championships and locking down the top five overall positions in one of Asia's most demanding off-road endurance events.

The championship-winning result marks a significant milestone for Motul Asia Pacific and GWM, demonstrating the strength of collaboration between advanced vehicle engineering and proven lubricant technology under some of the harshest operating conditions.

As the Official Lubricant Partner of GWM, Motul Asia Pacific played a critical technical role throughout the rally, providing a high-performance range of engine oil, transmission fluids and brake fluid, engineered to withstand the extreme temperatures, relentless terrain and intense mechanical demands of desert competition. Motul's flagship racing lubricants, engineered with proprietary Ester Core® technology, proved their capability under those conditions, delivering maximum thermal stability, ultimate wear protection, and continuous reliability under extreme mechanical stress.



PEOPLE STORIES

THE MOTUL MAGIC - A PARTNERSHIP FOR LIFE: CLIFFORD OGLE

What began as a young boy's fascination with motorbikes grew into something far greater than a hobby — it became a calling. That passion has taken Clifford Ogle on a journey unlike most. By day, he meets with clients and helps drive Motul's business, but beyond the workplace, he pursues another lifelong passion as a professional superbike racer.

Getting his first bike was the spark that set everything in motion. What followed was a journey built on relentless hard work, discipline, and countless hours of practice. Race by race, Clifford steadily refined his craft, progressing through the categories and collecting championship wins along the way.

The journey was not without its darkest moments. A serious injury left Clifford with a broken wrist and doctors told him he would never race again. Refusing to accept that outcome, he committed himself to recovery, supported by the people who believed in him every step of the way. Against the odds, he made a remarkable return to the grid.

That same spirit of passion, commitment, and support is what drew Clifford to Motul. The partnership has opened new doors, connecting him with remarkable people and strengthening his standing within the motorsport community.

For Clifford, Motul is more than a sponsor. It is a partner that shares his values — passion, performance, perseverance, and a commitment to always moving forward.

> ***"My family is my greatest source of strength. My wife has stood by me through every challenge, always supporting me and giving honest feedback when I need it most. Together with our daughter, they keep me grounded and inspire me to be my best, both on and off the track."***

> ***"Whenever I mention I work with Motul, it gives me a lot more credibility and access to so much more. People recognise me not only as a superbike racer, but also as someone who represents Motul."***



Clifford Ogle
Sales Representative
Motul South Africa

SPONSORSHIPS AND PARTNERSHIPS IN 2025

KAWASAKI MAINTENANCE SOLUTIONS

Recently, Motul Asia Pacific successfully launched Kawasaki Maintenance Solutions, the first Kawasaki co-brand chemical products series with Motul across key Kawasaki markets in Asia Pacific, following the success of Kawasaki Premium Oil introduction in 2025.

This collaboration further strengthened and reinforced strategic collaboration with key business partners, translating motorsport driven partnership to innovative commercial deliverables.









SPONSORSHIPS AND PARTNERSHIPS IN 2025

MOTOGP CO-BRANDED PRODUCTS IN ASIA

Continuing the success of Motul Asia Pacific's collaboration with MotoGP, Motul Asia Pacific launched the latest edition of 2 product lines catered to MotoGP fans.

- **GP Matic**
- **GP Power**
- **GP Ultimate**
- **Motul GP Travel Kit**

First introduced in 2020 as the official MotoGP licensed lubricant series, the GP Matic 4T and GP Power 4T marked the groundbreaking collaboration between MotoGP™ and Motul.

Expanding on this collaboration, Motul Asia Pacific launched the Motul GP Travel Kits, a new line of compact motorcycle care essentials engineered to maintain performance and reliability across varying riding conditions.

Both product lines are developed from Motul's racing heritage and technical partnership with MotoGP. The Motul GP Travel Kits are designed to support effective maintenance in demanding, real-world environments. From heat and friction to dust and road contaminants, each portable solution delivers consistent, race-proven performance in a practical format. The GP 4T line delivers championship-level performance, combining advanced engineering with motorsport expertise honed over more than a decade of partnership with MotoGP™.



Customer Centricity



MOTUL Track &Trace

Motul Asia Pacific launched our revamped Track and Trace system in 2025 to enhance product traceability and combat counterfeit products. Together with the improved system, Motul Asia Pacific also proceeded to deploy new Motul branded Track and Trace features on our Automotive Engine Oil products in 2H 2025, which were produced across our extensive supply chain and manufacturing network in parts of the Asia Pacific region.

These enhancements allow for closer collaboration with our customers to drive better transparency and control across the distribution network, uphold Motul's brand reputation for quality, and ultimately contribute to a more consistent and reliable customer experience. Our consumers can now rely on improved anti-counterfeit features on the product label to tell whether they are buying a genuine Motul product from authorised workshops and outlets.

These features comprise a distinct hologram where the Motul logo and the word "TRUST" can be viewed within the image when viewed from different angles. A QR code is published that the consumer can scan and gain information about whether the product is genuine.





CUSTOMER CENTRICITY

Voice of Customer

We employ our Voice of Customer programme as an important mechanism to reinforce customer-centric and responsible business practices. By gathering structured feedback across countries, customer types and value-chain touchpoints, the programme helped teams better understand customer expectations and identify opportunities to improve the quality, consistency and responsiveness of our business relationships.

The 2025 MAP VoC result recorded an NPS of 56, reflecting a solid level of customer advocacy. Insights from the programme are used to inform business priorities across areas including product offer, pricing and conditions, account management, product training, ordering and payment, delivery, and claims management. This approach supports Motul Asia Pacific's commitment to long-term partnership, continuous improvement and sustainable growth, ensuring that decisions are guided by the evolving needs of customers and partners across the region.

Customer Rooms

One of the key pillars within our Customer Centricity Framework is to Empower Employees, where we design business policies and practices to facilitate the seamless resolution of customer issues.

A key initiative under this pillar is our Customer Rooms process. The principle of Customer Rooms is to provide a platform to effectively address complex, transverse issues that have a major impact on customer experience and cannot be sorted out by employees who directly engage with our customers. Team members who are selected to be part of the Customer Rooms process and governance, are empowered to identify and implement solutions with a customer-first mindset, and ensure that the issue is fully resolved and communicated to the customer.

Customer Service Hub

At Motul Asia Pacific, we want to be easy to do business with. We deliver transparency across our Order to Cash process, to leave our customers with the peace of mind that their orders, claims and any other feedback provided to us are acted on with the required urgency, and they can be assured that their expectations are met.

We thus embarked upon building a system for our Customer Service teams across the region to make it easier to trace our lines of communication, to track our performance against the service levels that have been aligned with all stakeholders, and to be able to deep dive into the root cause of why we were not able to deliver on each and every instance when this occurs.

This system, which is our Microsoft Dynamics 365 Customer Service Hub, has been developed and deployed to selected countries in 2H 2025.







BUILDING A BETTER WORLD



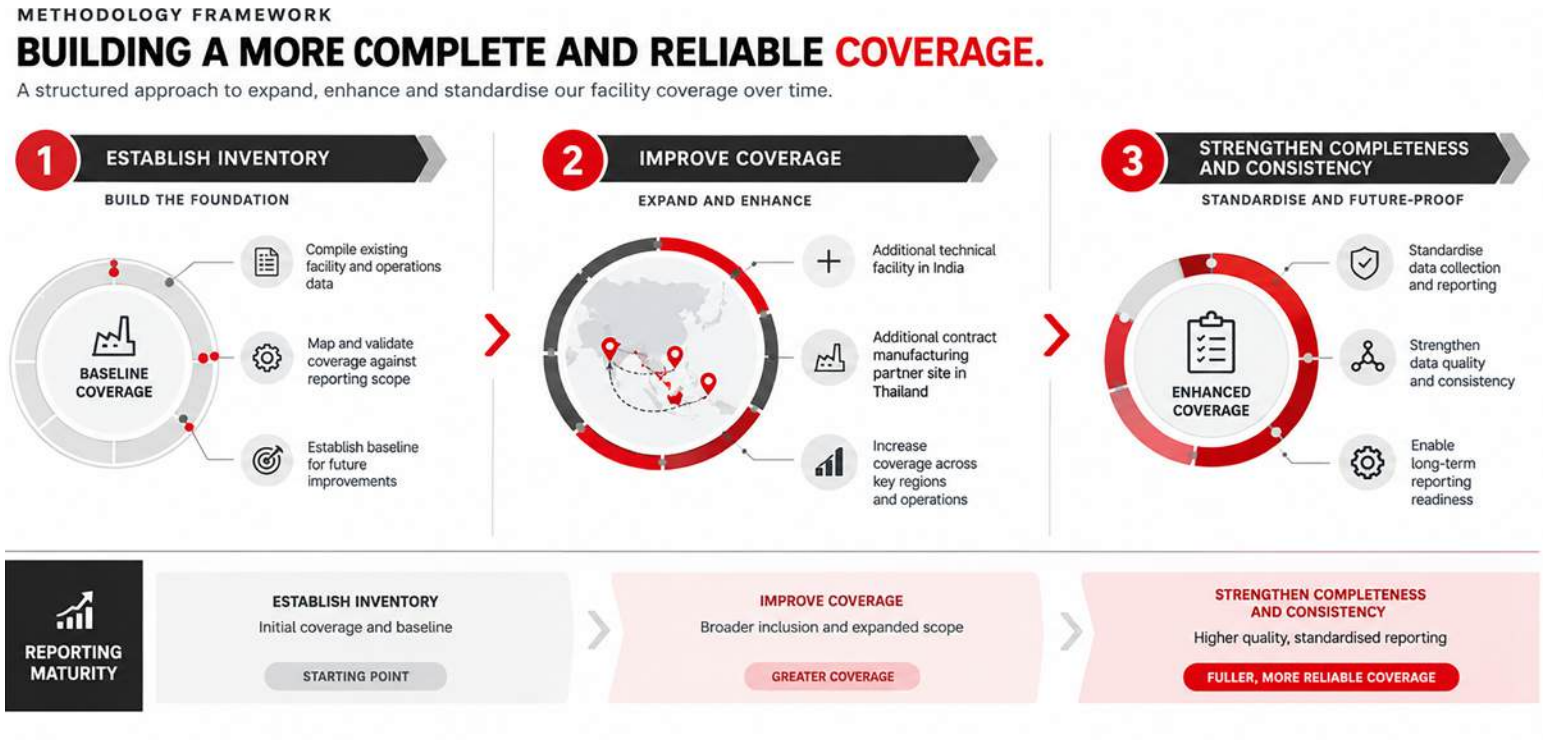
CORPORATE CARBON ACCOUNTING

GREENHOUSE GAS (GHG) AND CARBON IMPACT

Motul Asia Pacific continues to strengthen the way it measures and manages greenhouse gas emissions across its operations and value chain. Following the establishment of a more structured GHG inventory in FY2024, FY2025 focused on improving the completeness, consistency and representativeness of reported data. This includes broader organisational coverage and the progressive expansion of Scope 3 reporting where reliable activity data can be obtained.

Five Key Assumptions

Baseline year	A stable operational baseline remains under development and will be confirmed once reporting coverage and data quality are sufficiently mature.
Data gap treatment	Spend-based or percentage-of-whole methods may be used temporarily to bridge data gaps where primary activity data is not yet available.
Supplier inclusion	Supplier inclusion thresholds and coverage rules remain subject to future adjustment as the reporting framework matures.
Fugitive gases	Fugitive-gas emissions from suppliers are assumed to be immaterial until tracking improves or more reliable supplier-level data becomes available.
Scope 3 expansion	Scope 3 coverage is being expanded progressively, including gradual inclusion of UTD and DTD for contract manufacturing operations where data quality permits.



Our approach continues to reference internationally recognised frameworks, including the GHG Protocol Corporate Accounting and Reporting Standard, the GHG Protocol Corporate Value Chain Standard and ISO 14064-1. These frameworks guide how we define reporting boundaries, classify emissions sources and manage data quality, while our internal processes continue to mature toward greater transparency and comparability.

Scope 1, Scope 2 and Scope 3 disclosures in this section refer to Motul Asia Pacific overall. Energy use disclosures are presented for Vilube only, as our flagship manufacturing plant. Energy use from contract manufacturing organisations is not included in the energy disclosure on the following pages.

CORPORATE CARBON ACCOUNTING

RENEWABLE ELECTRICITY STRATEGY AT VILUBE

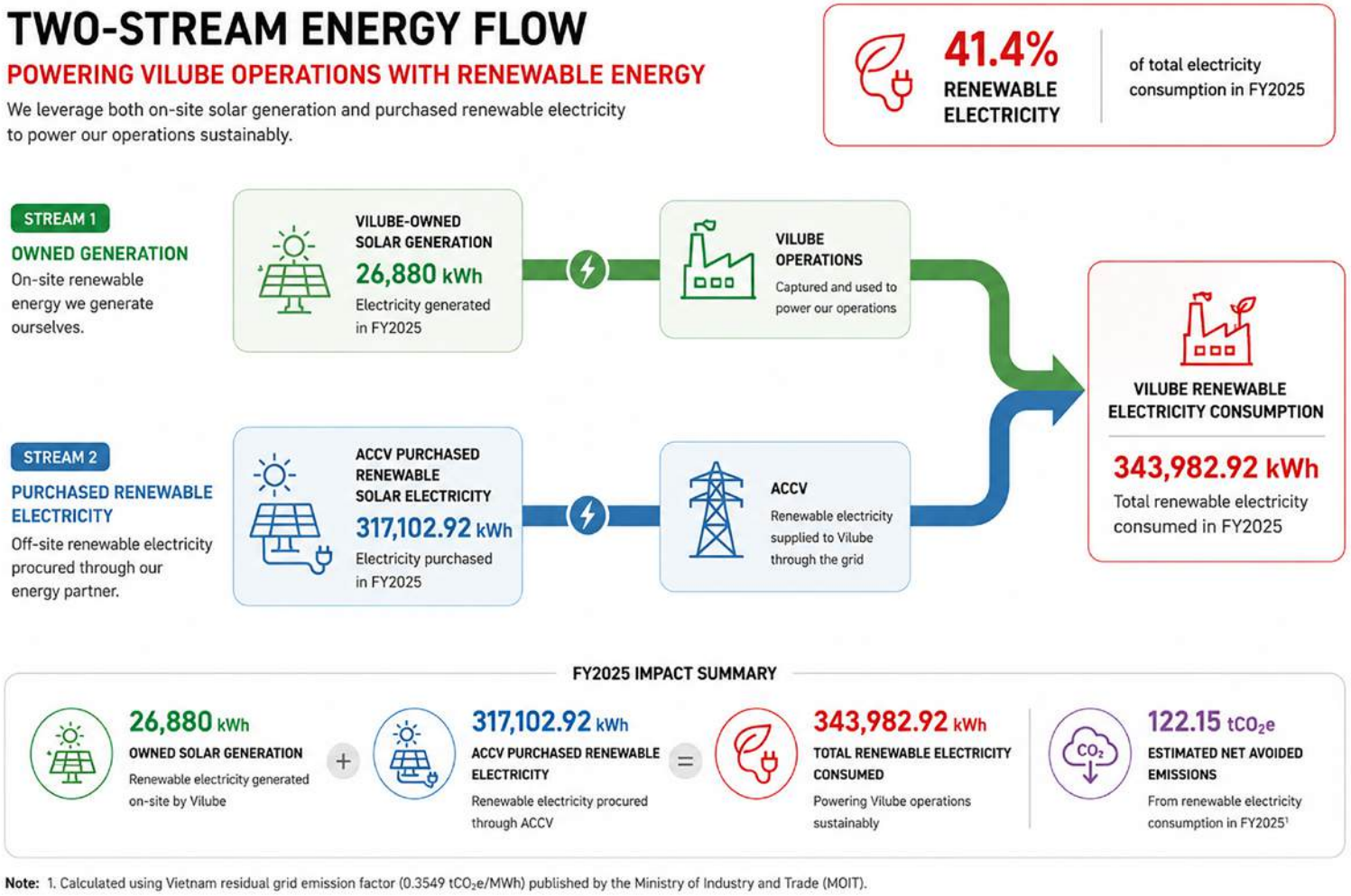
Vilube, our flagship manufacturing plant, continued to advance its renewable electricity strategy in FY2025 through a combination of on-site solar generation and purchased renewable electricity. This approach allows the plant to reduce reliance on conventional grid electricity while maintaining a practical pathway for renewable electricity sourcing at an operational level.

In FY2025, Vilube consumed 831,173.17 kWh of total electricity. Of this, 343,982.92 kWh, or 41.4%, came from renewable electricity sources. The renewable electricity mix comprised 26,880 kWh generated from Vilube-owned solar panels and 317,102.92 kWh of purchased renewable solar electricity through Asia Clean Capital Vietnam (ACCV). Grid electricity, including transmission load, accounted for 487,190.25 kWh.

The distinction between owned solar generation and purchased renewable electricity is important. Vilube-owned solar refers only to electricity generated from solar panels owned by Vilube, while ACCV solar refers to purchased renewable solar electricity. Together, these two sources form the plant's renewable electricity contribution for FY2025.

Through this combination of owned solar generation and purchased renewable electricity, Vilube avoided an estimated 122.15 tCO_2e in FY2025, calculated on a net basis against monthly grid electricity emission factors and the solar life-cycle emissions factor.

Metric	FY2025 value
Renewable electricity share	41.4%
Renewable electricity consumption	343,982.92 kWh
Vilube-owned solar generation	26,880 kWh
Purchased renewable electricity through ACCV	317,102.92 kWh
Estimated net avoided emissions	122.15 tCO_2e
Total electricity consumption	831,173.17 kWh
Grid electricity including transmission load	487,190.25 kWh



Note: 1. Calculated using Vietnam residual grid emission factor (0.3549 tCO_2e/MWh) published by the Ministry of Industry and Trade (MOIT).

CORPORATE CARBON ACCOUNTING

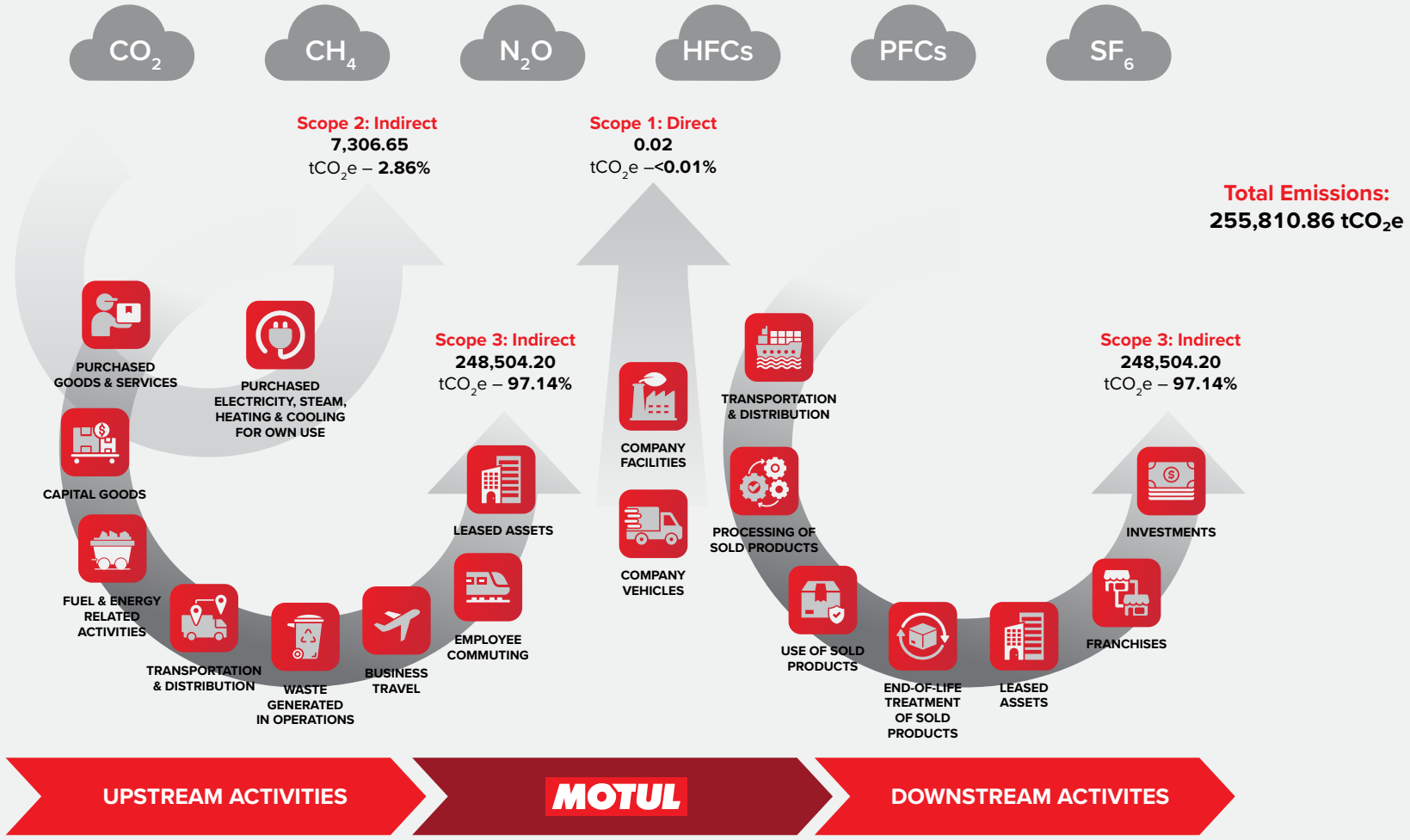
GHG AND ENERGY PERFORMANCE METRICS

FY2025 marks the next stage in Motul Asia Pacific's greenhouse gas reporting journey. Having established a more structured inventory in FY2024, the focus has shifted toward improving the breadth and reliability of activity data across operations and selected value-chain categories. This includes broader site coverage and a phased approach to expanding Scope 3 reporting where data quality allows.

In FY2025, reporting coverage was expanded to include an additional technical facility in India and an additional manufacturing partner site in Thailand. Scope 3 coverage also continues to develop through the gradual inclusion of upstream transportation and distribution (UTD) and downstream transportation and distribution (DTD) for contract manufacturing operations. These improvements support a more complete view of our emissions profile while recognising that data availability and quality will continue to evolve over time.

As our reporting capability matures, the insights from the GHG inventory will continue to inform where stronger data collection, operational engagement and supplier collaboration are needed. This supports a more consistent basis for future emissions management and decision-making.

Emissions Footprint of Motul Asia Pacific FY2025



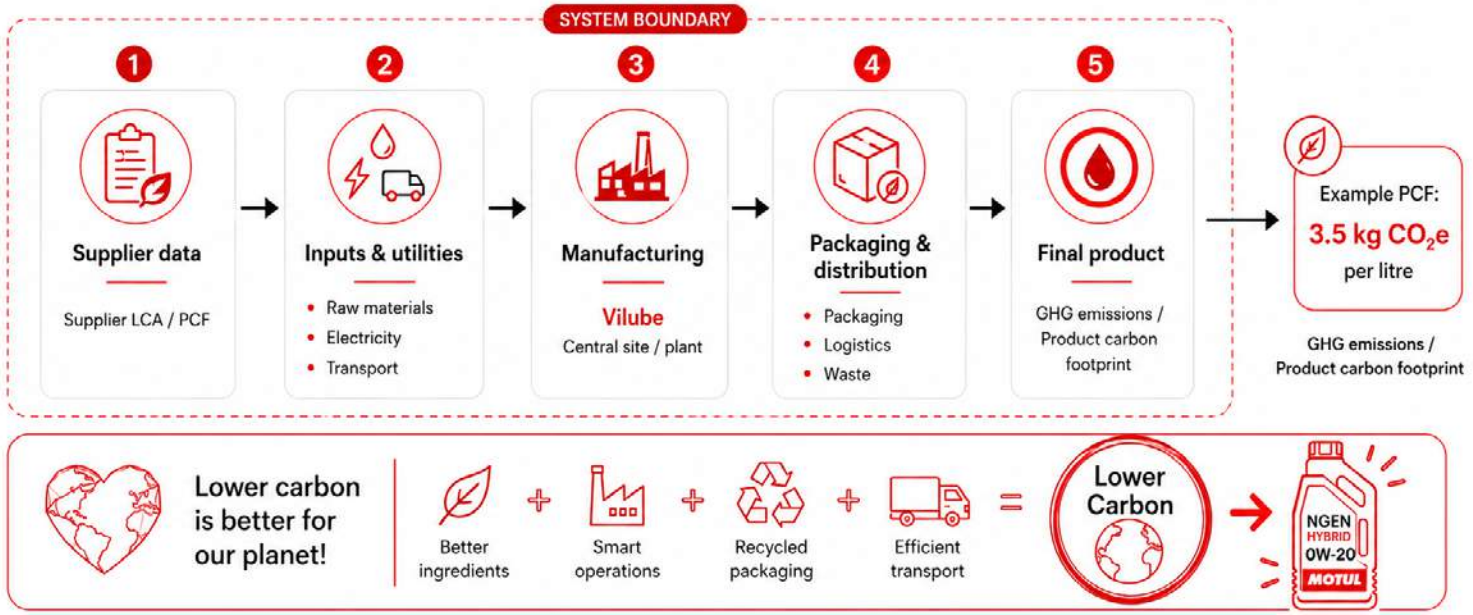
GHG (GREENHOUSE GAS)

CORPORATE CARBON ACCOUNTING
PRODUCT CARBON FOOTPRINTING: BUILDING READINESS FOR THE FUTURE

Motul Asia Pacific has achieved a strategic milestone in Product Carbon Footprint (PCF/CFP) management through BSI's training programme on product carbon footprint quantification methodology, aligned with ISO 14067:2018 and life cycle assessment principles under ISO 14040/14044.

One of the key outcomes is the standardisation of PCF methodology. Common principles have been established for system boundaries, declared unit definition, allocation hierarchy, activity data requirements, emission factor selection, data quality assessment, and calculation logic, forming a consistent, aligned, and repeatable approach. This standardisation helps reduce result variability, improve product comparability, and provide a robust foundation for scaling PCF deployment across broader product portfolios.

The most impactful outcome is the integration of PCF methodology into D-Center's product development process. Formulation experts at D-Center can now systematically assess carbon implications from the early stages of new product creation, including raw material carbon intensity, formulation scenarios, and cradle-to-gate impacts. This proactive integration has repositioned sustainability from a post-development assessment activity to a core design parameter, enabling more informed raw material selection and formulation strategies aligned with long-term emission reduction objectives.



The pilot products have successfully completed benchmarking, confirming the practicality and reliability of the standardised PCF methodology under real operating conditions. More importantly, the organisation has established a robust and verifiable framework for PCF data collection, life cycle inventory (LCI) compilation, calculation, interpretation, and verification readiness. This framework covers a clear data collection process, IP protection, formulas and critical information, evidence requirements, uncertainty management, data quality controls, allocation documentation, and alignment with ISO 14067:2018 — creating the necessary infrastructure for credible PCF disclosure, customer-facing substantiation, and future third-party verification activities.

EXTENDED PRODUCER RESPONSIBILITY

ADVANCING CIRCULARITY: COLLECTION OF USED ENGINE OIL

In 2025, Motul Asia Pacific achieved a key milestone in its sustainability strategy in Vietnam by completing the development and implementation of a comprehensive Extended Producer Responsibility (EPR) framework for used engine oil. This initiative established a robust foundation for regulatory compliance and scaled circular operations beginning in 2026.

In line with its obligations under the Law on Environmental Protection to collect and recycle a minimum of 15% of lubricants placed on the Vietnamese market, Motul Asia Pacific developed its proprietary EPR Data Platform. The platform provides centralised data governance, ensuring full traceability, data integrity, and independent auditability throughout the collection and recycling value chain. It has been designed to meet high standards of transparency and data compatibility required for national EPR reporting, thereby strengthening oversight and facilitating regulatory compliance.

Concurrently, Motul Asia Pacific entered into a contractual agreement with a licensed recycling company in Vietnam. Through this partnership, Motul Asia Pacific delivered targeted training and technical support to develop a structured collection network across garages, industrial zones, and the marine sector. All data collection and management activities are executed via the Motul EPR Data Platform under Motul Asia Pacific's direct supervision and control, ensuring accuracy, transparency, and strict adherence to applicable regulations.

These structured preparatory efforts have resulted in a fully operational infrastructure ready for scale-up. Building on this foundation, Motul has established a clear target to collect and recycle 1,500 tonnes of used engine oil in 2026. Successful delivery of this target will reinforce regulatory compliance while advancing Motul's commitment to the circular economy, resource efficiency, and the long-term sustainable development of the lubricants sector in Vietnam.

Regulatory Alignment

- 15% EPR obligation
- Legal compliance mapping
- Strategic direction setting

Platform Development

- Motul EPR Data Platform
- Traceability & Auditability
- Data governance & standards

Contractual Partnership

- Agreement with licensed recycler
- Clear roles & responsibilities
- Compliance framework

Capacity Building

- Training & technical support
- Collection network setup
- Garages, Industrial, Marine

Centralised Governance

- Motul oversight & control
- Real-time monitoring
- Full compliance readiness



FACTORY EXPANSION

BUILDING MOTUL'S FACTORY OF THE FUTURE

Building on the foundations established in FY2024, Motul Asia Pacific continues to advance its Factory of the Future journey at our flagship manufacturing site in Vietnam by placing equal emphasis on technological transformation and workforce development. As automation and digital manufacturing become increasingly integral to our operations, we recognise that the future of manufacturing depends not only on smart technologies, but also on the people who operate them.

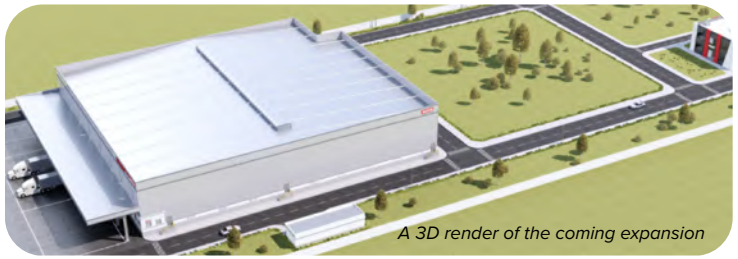
In FY2025, our focus expanded beyond infrastructure planning to strengthen the capabilities of our workforce. In partnership with Singapore's Institute of Technical Education, Education Services (ITEES), Motul Asia Pacific conducted a comprehensive assessment of existing competencies across the factory to better understand current capabilities, identify future skills and equipment requirements and establish structured development pathways for our employees.

The assessment provided valuable insights into the knowledge, skills and competencies required to support a smart manufacturing environment. Based on these findings, recommendations were developed to guide future investments across people, processes and technology, including competency-based training programmes, career development roadmaps and curriculum design for future engineering and technical talent.

As our manufacturing operations continue to evolve, these initiatives will equip employees with the skills needed to work alongside new technologies and support the factory's continued transformation, ensuring our workforce is ready to meet the changing needs of the industry.

The continued development of our Factory of the Future reflects our long-term commitment to sustainable growth. By investing in both technology and people, we are building a smarter, safer and more resilient manufacturing ecosystem — one that not only strengthens operational excellence, but also creates a safer working environment and meaningful opportunities for employees to grow alongside the business.





A 3D render of the coming expansion

FACTORY EXPANSION

DOUBLING DOWN ON CUSTOMER EXPERIENCE AT VILUBE

In FY2025, Motul Asia Pacific advanced one of its most ambitious engagement initiatives yet — the creation of a Customer Experience (CX) Center within our modernised Vilube factory in Vietnam. Housed in a new 2,000 m^2 Research & Development Center at the heart of the site's expansion, the CX Center is more than a place to showcase products. It is a living demonstration of how performance, innovation and responsibility come together across everything we do.

Designed as an immersive guided journey, visitors including distributors, industrial customers, OEMs and Motul enthusiasts, move through persona-led zones to experience live application demonstrations that include partnerships, the future of mobility and a hands-on garage with instrumentation benches that offers a tangible feel of the machinery and fluids that make our vehicles tick.

Our CX Center also reflects a deeper transformation of our Vilube site into a "Factory of the Future" — an Industry 4.0, data-integrated and increasingly renewable-powered operation. By bringing research, technical demonstration and customer collaboration under one roof, the center aims to deepen customer and business relationships and reinforce Motul's role as a valued partner as the industry transitions to responsible mobility. As our regional footprint grows, the CX Center stands as a forward-looking statement of intent: that the future of high performance and the future of sustainability are one and the same.



2,000M²
New Research & Development Center
housing Motul Asia Pacific's Customer Experience (CX) Center









FACTORY EXPANSION

D-CENTER: SUSTAINABLE PROGRESS & INNOVATION

1.

Advancing Circular Lubricants through RRBO

D-Center deepened its work on re-refined base oils (RRBO) and lower-impact formulations, anchoring the development and regional deployment of Motul's NGEN platform. The work spanned the full value chain — RRBO quality assessment, formulation development, performance validation, supply-chain evaluation, and collaboration with regional and global technical teams — alongside growing specialisation in oxidation stability, a key enabler of RRBO qualification. Together, these efforts propel Motul towards a circular model that extends base-oil life and reduces the footprint of every litre sold.

2.

Lubricants for the Region's Evolving Mobility and Industry Needs

D-Center expanded formulations tuned to the region's changing landscape — higher-biodiesel applications matched to the shifting energy mix, and lower-impact metalworking technologies for industrial customers. A key milestone: the mineral-oil-free, bio-based soluble oil flagged as a future priority in FY2024 has now completed development, with a prototype submitted for customer validation.

3.

Customer Climate Benefit

Lab results for the new NGEN range show reduced friction, extended drain intervals, and measurable fuel-economy gains. Fleet-scale CO_2-e avoidance modelling continues to mature, with quantified benefits being validated to support customer-facing climate claims.

FACTORY EXPANSION

D-CENTER: SUSTAINABLE PROGRESS & INNOVATION

4. Regional Collaboration and Knowledge Building

FY2025 progress was underpinned by close collaboration with Motul's technical teams across India, Japan, and Europe, validating formulations against diverse markets and regulations. A defining moment was the RRBO Development Workshop held in August 2025 at Vilube's head office in Ho Chi Minh City.

We convened with re-refined base oil supplier Pentas Flora, bringing together D-Center, supply chain, sustainability and sourcing teams across the full RRBO value chain. From base oil quality and formulation, to a collaborative roadmap and product carbon footprint discussions, we advanced key conversations on our future.

This shared knowledge base also advanced biofuel-compatible lubricants, sustainable metalworking fluids, eco-designed Motul Bike Care formulations, and ISO 14067-aligned product carbon-footprint assessment embedded from the earliest formulation stages — positioning D-Center as a regional node in a global knowledge network.

5. D-Center & People

Operational excellence translated into concrete gains this year. A major exhaust-system upgrade and laboratory re-layout enhanced air quality and workflow safety, with all recorded incidents closed through corrective action. On capability, four high-value analytical instruments were commissioned, expanding the Center's analytical capacity while strengthening local technical employment and knowledge transfer.

Looking Ahead

D-Center enters the next cycle with proof points rather than promises: circular RRBO technology embedded in the NGEN platform, and a bio-based metalworking fluid in customer validation. Priorities remain to extend RRBO into passenger-car motor oils and transmission fluids, scaling the bio-based soluble-oil line for metalworking, and deepening oxidation-stability expertise — all underpinned by dedicated budgets and cross-disciplinary teams.

Through its standards-driven, stage-gate approach, the Center delivers products that advance Motul's performance heritage while reducing the footprint of every litre sold.



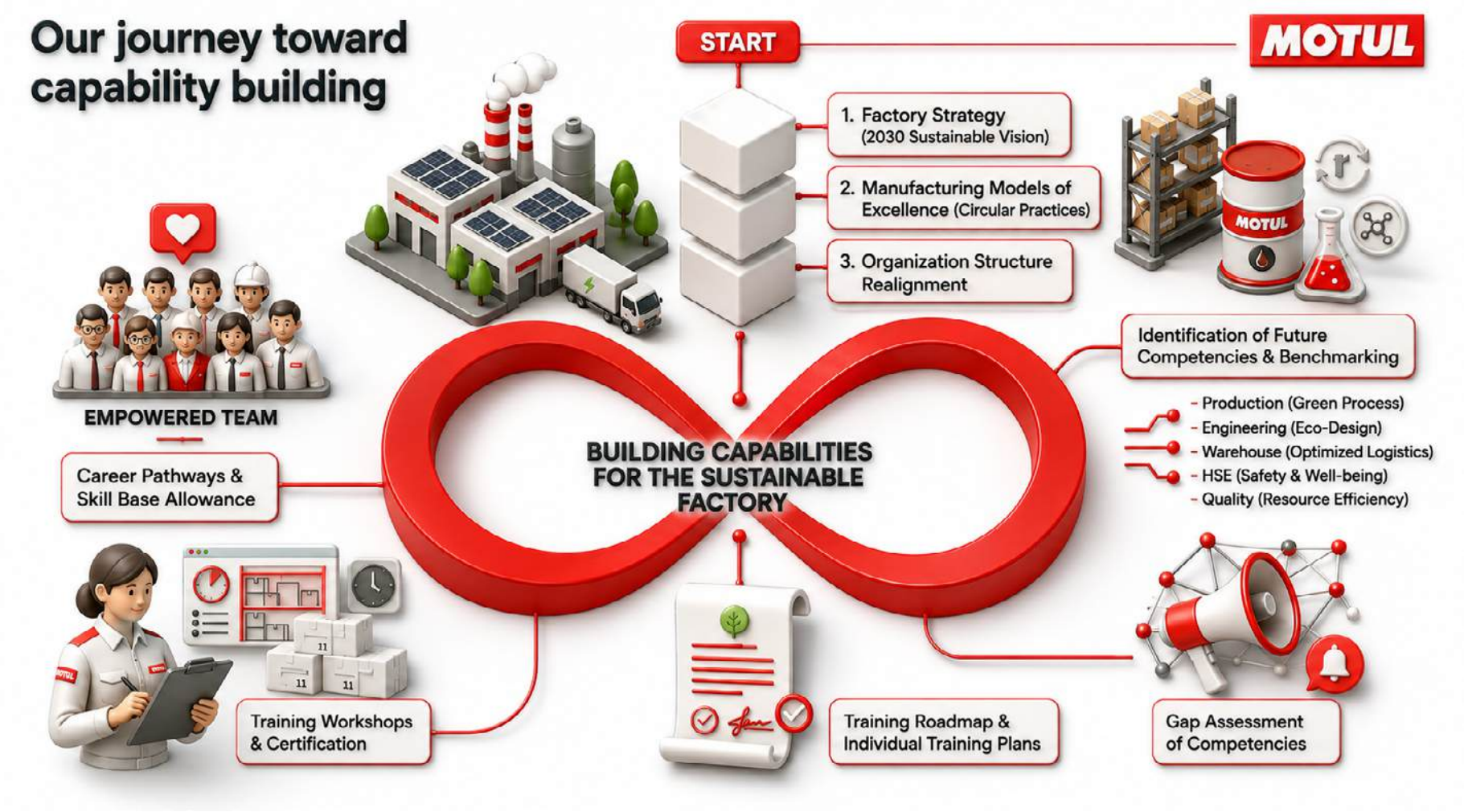
FACTORY EXPANSION

WORKFORCE TRANSFORMATION – FACTORY OF THE FUTURE

Our manufacturing operations are advancing the Factory of the Future roadmap through greater automation and real-time data integration.

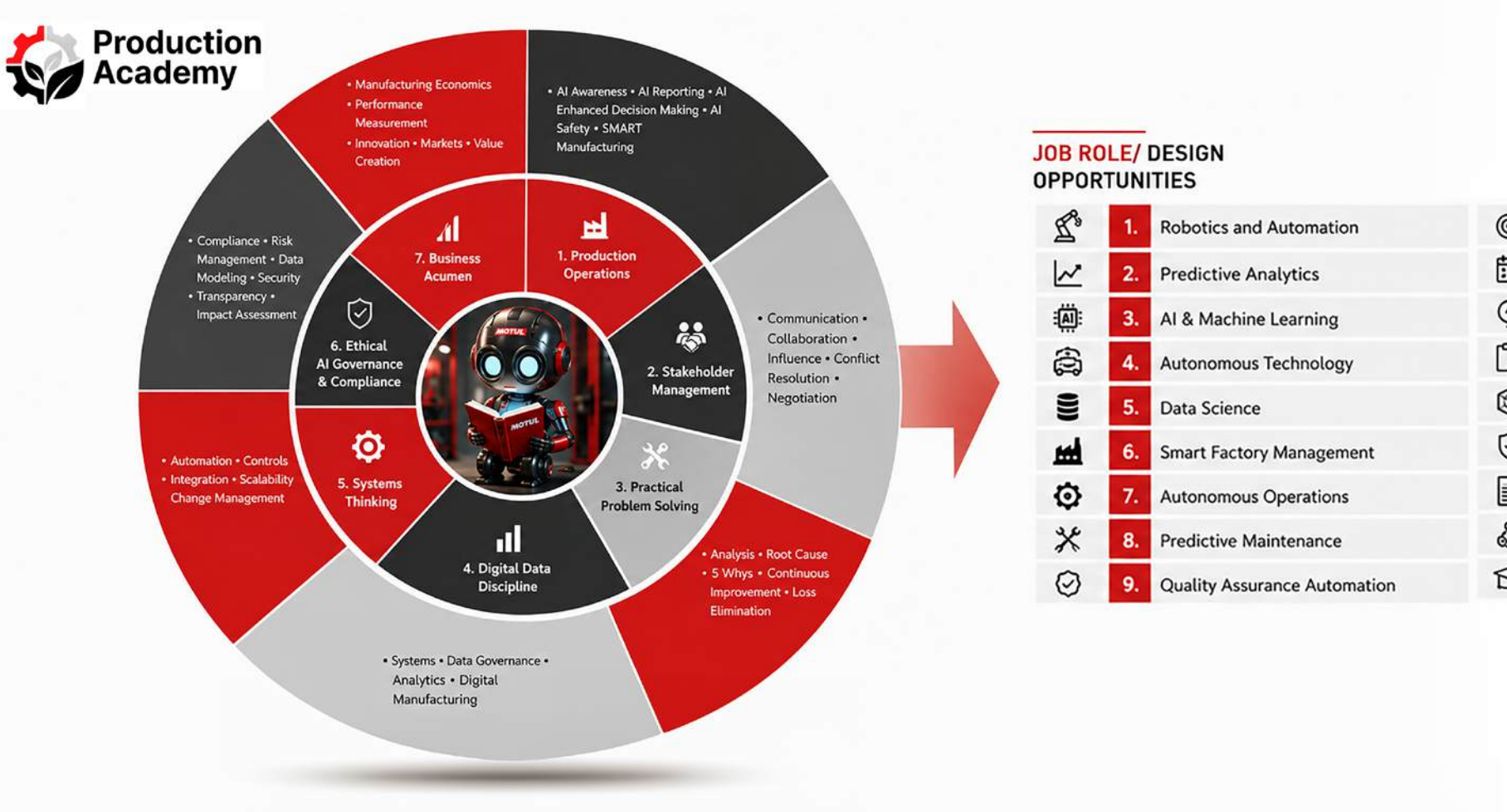
At the same time, investments are being complemented by workforce transformation initiatives that equip our people with the skills, tools and insights needed to thrive in an increasingly digital environment.

Together, these efforts are helping to build a more intelligent, agile and adaptive organisation, capable of driving innovation, continuous improvement and sustainable long-term growth.



FACTORY EXPANSION

WORKFORCE TRANSFORMATION – FACTORY OF THE FUTURE



JOB ROLE/ DESIGN OPPORTUNITIES

1.	Robotics and Automation		10.	Process Optimization
2.	Predictive Analytics		11.	AI Enhanced Planning & Scheduling
3.	AI & Machine Learning		12.	Energy Management
4.	Autonomous Technology		13.	Inventory Optimization
5.	Data Science		14.	Digital Twin Simulation
6.	Smart Factory Management		15.	Safety Monitoring
7.	Autonomous Operations		16.	Compliance & Reporting
8.	Predictive Maintenance		17.	Supply Chain Intelligence
9.	Quality Assurance Automation		18.	Continuous Improvement & Learning

FACTORY EXPANSION

RECYCLED BITUMEN: BUILDING CIRCULAR ROADS

As part of our broader circularity agenda, Motul Asia Pacific is exploring how the waste we generate from packaging can be transformed into a resource for our own operations. In collaboration with Magorium, a Singapore-based clean-technology company, we are evaluating the conversion of used plastic packaging into NEWBitumen — a recycled, lower-carbon material for road construction — with a view to paving the internal roads of our expanding Vietnam manufacturing site.

FY2025 was a year of foundation-setting: validating the technology, testing our own feedstock, and engaging regulators and partners to prepare the ground for future deployment.



The Circular Opportunity

Magorium's technology addresses one of the most problematic waste streams — contaminated and unsorted plastic — by chemically breaking it down and reconfiguring it into NEWBitumen for greener road construction. For Motul, this presents a compelling closed loop: our own end-of-life lubricant packaging, which would otherwise be incinerated, becomes the feedstock for the roads within our factory grounds. This aligns our packaging-circularity ambitions with a tangible, on-site application, keeping material value within our operations and reducing reliance on virgin, carbon-intensive construction inputs.

Progress in 2025

During the year, our focus was on establishing technical and regulatory readiness rather than on-site construction. Key milestones included:

Feedstock Compatibility & Quality Validation
Building on an earlier pilot batch produced from expired lubricant bottles, Magorium completed a formal compatibility assessment of Motul's plastic-packaging waste in early 2025. Our empty lubricant containers passed on every measure — confirming strong compatibility as feedstock, meeting NEWBitumen specifications (PG 60/70), and yielding eco-asphalt that passed both wearing-course and base-course quality standards. This gave us confidence that our own waste stream is technically suited to the process.

Regulatory & Licensing Evaluation
We undertook a careful review of the regulatory pathway on both sides of the initiative — assessing the handling and licensing requirements for expired lubricants as controlled waste in Singapore, and evaluating import considerations for NEWBitumen into Vietnam. This work clarified the steps and approvals required before feedstock collection and material deployment can scale.

Partner & Agency Engagement
We deepened engagement with government and industry partners to support the initiative, including exploratory discussions with Singapore agencies on waste classification and potential funding pathways for circular-economy pilots. In parallel, we began aligning the initiative with the roadmap for our Vietnam factory expansion, ensuring the recycled-bitumen application can be designed into the site's development.







OCCUPATIONAL HEALTH AND SAFETY AT THE FACTORY

Creating a safe and healthy workplace begins with cultivating a culture where every employee plays an active role in protecting both people and the environment. At the Vilube factory, Motul continues to strengthen this culture through initiatives that promote workplace safety, environmental responsibility and employee well-being.

Throughout the year, employees participated in a series of occupational health and safety activities designed to reinforce safe working practices and encourage collective responsibility. A Green Day initiative brought colleagues together to keep the factory surroundings clean, fostering environmental awareness while creating a safer and more pleasant workplace for everyone.

To strengthen emergency preparedness, employees also took part in a factory-wide fire drill, allowing teams to practise evacuation procedures and build confidence in responding effectively during emergencies. Complementing these efforts, an ergonomics workshop equipped employees with practical knowledge on posture, manual handling and safe lifting techniques to help reduce the risk of workplace injuries and support long-term physical well-being.

Together, these initiatives reflect Motul's commitment to creating a workplace where safety is embedded in everyday actions. By encouraging environmental stewardship, promoting injury prevention and strengthening emergency readiness, we continue to foster a safer, healthier and more resilient workplace for all.



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

RESPONSIBLE PROCUREMENT & SUPPLY CHAIN

Supporting Local Supplier Ecosystems

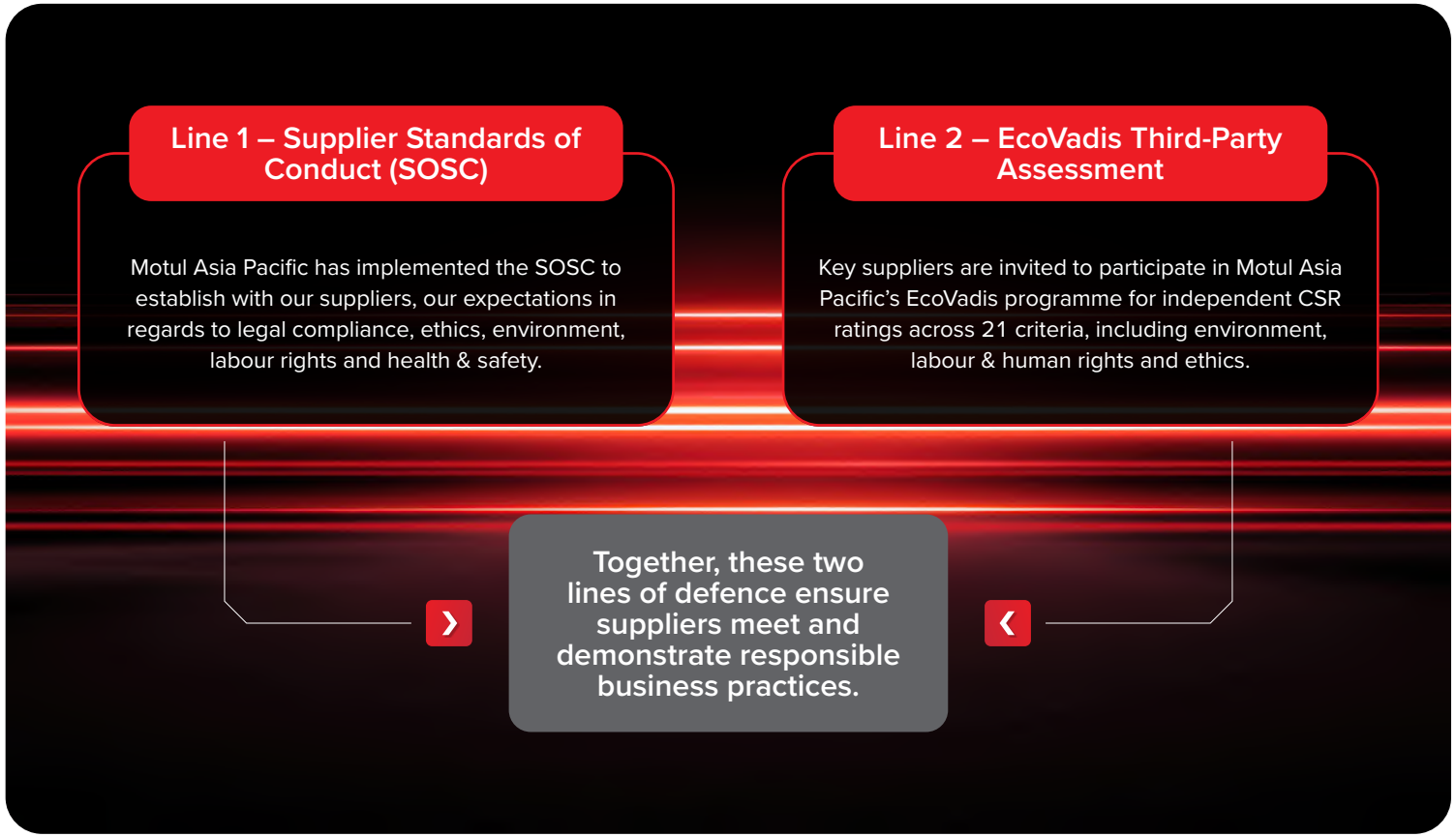
During FY2025, Motul Asia Pacific's procurement activities were anchored around our whollyowned factory in Vietnam. We defined "local suppliers" as vendors legally registered within Vietnam, ensuring the metric reflects our direct economic impact on the host country.

Of our total procurement spend, 18% 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 2025 Result
Reporting period	FY 2025
Definition of "local supplier"	Any vendor domiciled 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	FY2025 is the baseline year; no prior-year comparator. Future reports will be able to assess shifts as manufacturing sites in other countries are added to the boundary.

Our 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

We formalised a Supplier Standards of Conduct in FY2025 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.

We are happy to report that during the year, none of our existing
and new suppliers presented significant actual or potential negative environmental or social impact.

Ecovadis

In FY2025, Motul Asia Pacific engaged Ecovadis as a supplier-assessment tool as an independent assessment resource for our key suppliers and trading partners, offering increased visibility into the ESG activities of our upstream value chain.

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

ecovadis



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.

GOVERNANCE, RISK AND CYBERSECURITY

Sound governance, disciplined risk management and resilient cyber defences are inseparable foundations of a trusted business. At Motul Asia Pacific, we bring these disciplines together under a single, coherent agenda — shared oversight, a common risk appetite and integrated controls that protect our people, partners, data and reputation across the region.

Ethics & Compliance

We are 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-policies — bribery and corruption, cross-border transactions, data privacy, conflicts of interest, anti-competition, equal opportunity, non-discrimination and non-harassment. Available in five languages (English, Bahasa, Chinese, Japanese and Vietnamese), the Code and its sub-policies are communicated to all employees and relevant stakeholders via email and our internal social platform, published on the employee intranet, and incorporated into new-employee induction. Regular region-wide panel discussions and engagement activities sustain an ongoing conversation on these topics.

Our Regional Ethics Committee

The long-term sustainability of our business relies on strong corporate governance. This principle led to the establishment of the Regional Ethics Committee (“the Committee”). Under the leadership of our CEO, the Committee supervises the implementation and enforcement of the Code and its sub-policies, and is entrusted with investigating and reporting any instances of suspected or confirmed non-compliance. Its membership is drawn from business units across the Asia Pacific region — including the Chief Workforce Officer, Chief Supply Chain & Operations Officer, Chief Financial Officer, Chief Industrial & Sustainability Officer, Legal Counsel & Brand Protection, and representative leads from business units — ensuring comprehensive representation of diverse business functions.

Speak Up! Whistleblowing Programme

We uphold transparent and truthful communication as the foundation of an accountable organisation, enabling every person to voice concerns and build a culture of confidence and cooperation. Our Whistleblowing Policy creates a secure and confidential environment for employees and stakeholders to report any suspected or actual unethical or improper behaviour. The platform is hosted on a highly secure, encrypted and password-protected system operated by a trusted third-party partner, ensuring complete anonymity, while a defined escalation process allows reports and disclosures to be handled with objectivity and impartiality.

Code of Ethics & Sub-Policies Training

To deepen understanding of the Code and its sub-policies, we run an annual interactive, gamified e-learning programme called Ethics@MotulAPAC for all employees and management across the region. In FY2025, the training was substantially refreshed and migrated to a new learning-management system, featuring a redesigned storyboard, animations, immersive scenarios and an end-of-module knowledge assessment to strengthen understanding and application.

The refreshed programme was launched in September 2025 in English, Vietnamese, Chinese and Japanese, with employees completing the gamified modules by October 2025. It now includes a refresher module covering updated real-life scenarios, and is delivered annually to all employees as well as to new joiners as part of onboarding. In FY2025, 100% of employees completed the training. Access is further supported by QR codes and awareness posters positioned across our regional offices and factory facilities.

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

100%
completion rate achieved
Refreshed Ethics@MotulAPAC training, FY2025

GOVERNANCE, RISK AND CYBERSECURITY

Risk Management

Effective risk management is a vital foundation for the continuity of Motul Asia Pacific. Our approach is structured across three layers — Risk Strategy (risk appetite, tolerance and attitudes), Risk Governance (reporting structures, roles and responsibilities) and the Risk Management Process (identify, assess and prioritise, then respond). The Committee sets the risk appetite and tolerance, which determines the risk-assessment criteria, and management reinforces a strong risk-aware culture by setting the right tone from the top.

Every two years, we conduct a four-month risk-management exercise spanning the regional team and local Business Units (BUs), championed by the Chief Executive Officer and Chief Financial Officer. Each BU identifies potential risks across strategic, compliance, operational, economic, reputational, security & fraud, and financial categories using our risk-mapping methodology.

Risk Register Documentation

Step	Description
1. Risk Identification	Identify potential risks relating to each BU's scope.
2. Root Cause Identification	Where applicable, identify the root cause to understand why the risk occurs.
3. Impact Assessment	Determine impact and probability using the 5×5 risk matrix; moderate-to-high impact and medium-to-higher probability risks are deemed critical.
4. Risk Mitigation	Outline preventative and mitigation plans, documented in the risk register with response plans for different stakeholder groups.

In the final phase, the Committee reviews the consolidated risk register to confirm that identification, assessment and mitigation have been documented appropriately; the reviewed key risks are then presented to the Core Leadership Team for alignment. We also conduct annual risk-management refresher workshops to share examples and best practices, building capability across the organisation and ensuring potential hazards and operational complexities are promptly addressed.

Approach to Tax Governance, Control & Risk Management

Motul Asia Pacific is committed to adhering to all applicable tax laws and regulations in the jurisdictions where it operates. Our tax strategy is built on integrity, transparency and fairness, ensuring tax obligations are met responsibly. We do not maintain a regional internal tax department; instead, we engage qualified professional tax advisors in each jurisdiction to support our Accounting Department in ensuring compliance at both the transactional level and for all required filings. Tax risks are evaluated within our broader business-risk framework — including reputational and compliance concerns — and any significant tax risk is reported to the CFO. Engagement with tax authorities is conducted by our external advisors under the supervision of local Finance Heads, with a cooperative and transparent approach to disclosure.



GOVERNANCE, RISK AND CYBERSECURITY

Cybersecurity & Data Privacy

Keeping Cyber-Threats At Bay with a Robust Cybersecurity Programme

At Motul Asia Pacific, we recognise the complexity and ever-changing landscape of cyber threats, and we actively invest in safeguarding our networks, systems and data. We maintain a programme to identify, assess and manage 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 training our employees to be stewards of data protection. We also maintain comprehensive policies and cybersecurity insurance, with regular assessments of our cybersecurity posture and gap-closure performed by the IT department.

Ensuring Data Privacy for All

We are committed to protecting personal information, collecting only the data necessary in line with our privacy policy and ensuring it is used appropriately. Personal data is not sold or shared with third parties except as outlined in our privacy policy or where necessary to meet 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, retaining personal data only for as long as there is a legal or business requirement.

Responsible AI & Data Governance

As artificial intelligence becomes increasingly integrated into business processes, Motul Asia Pacific has begun developing an enterprise AI governance framework to support the responsible use of AI technologies. This work-in-progress policy is expected to establish guardrails around the use of approved AI platforms, the protection of confidential and personal data, adherence to data-classification requirements, and the application of human oversight to AI-generated content. By embedding cybersecurity, privacy, and compliance considerations into the adoption of emerging technologies, the framework aims to enable innovation while safeguarding stakeholder trust and data integrity.

FUELLING A BETTER TOMORROW



4 QUALITY EDUCATION

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

DOING GOOD AROUND THE REGION

Across Asia Pacific, doing good is a shared habit rather than a one-off gesture. In FY2025, our teams turned the CARE value into action — empowering young people through vocational training, supporting children and families in need, championing inclusion, and giving back to the communities where we live and work. The highlights below span our markets from Vietnam and China to Indonesia and Japan.

Vietnam

Vietnam remained our most active market for community engagement in FY2025, channelling employee energy into education, health, inclusion and youth development throughout the year.

Saigon Children

Our collaboration with Saigon Children removes barriers to education for underprivileged children, expanding access to learning tools, scholarships and inclusive school infrastructure, and supporting at-risk youth through life-skills coaching and paid internships.

Blood Donation Day — Living Our CARE Value

Early in 2025, the Motul Vietnam team hosted a blood-donation day open to both Motul employees and neighbours working in the same building. The drive drew **150 donors and collected 52 litres of blood** for the community — a powerful demonstration that caring is a value the team lives by, not just talks about.





The drive drew
150 DONORS
and collected
52 LITRES of blood
for the community — a powerful demonstration that caring is a value the team lives by, not just talks about.

Empowering Communities in An Giang Province

For our annual community CSR activity, the Motul Vietnam team travelled to a secondary school in An Giang province to support disadvantaged pupils. The effort brought together employees, distributors, suppliers and even former colleagues, providing resources and encouragement to help students overcome daily hardships and build a brighter future.





DOING GOOD AROUND THE REGION

Bringing Smiles & Skills to Pour un Sourire d'Enfant, Cambodia

On 29–30 May 2025, the Motul Vietnam team travelled to Phnom Penh to support students of Pour un Sourire d'Enfant (PSE), an organisation that cares for over 6,500 vulnerable children each year. Focusing on students in PSE's mechanics vocational programme, the team provided scholarships and donated essential protective equipment — **75 pairs of safety shoes, 100 pairs of safety gloves and 100 safety eyeglasses** — alongside lubricants to enrich hands-on training, helping equip young people with a pathway out of poverty and into sustainable employment.





Donated essential protective equipment

75 pairs of safety shoes

100 pairs of safety gloves

100 safety eyeglasses

for students in PSE's mechanics vocational programme.

Spreading Mid-Autumn Festival love at the City Children's Hospital

During the Mid-Autumn Festival (October 2025), our Motul Vietnam team visited the City Children's Hospital, bringing gifts — mooncakes, lanterns, fresh milk, cookies and support toward treatment costs — and moments of joy to 90 children undergoing treatment in the Cancer Department, funded by heartfelt employee donations.





DOING GOOD AROUND THE REGION

China

Charity Sale Supporting the Disability Community

In March 2025, Motul China joined a community charity sale bringing together local organisations, volunteers and residents in support of social inclusion. Four Motul employee volunteers helped sell handmade crafts created by individuals with disabilities, with all proceeds directed toward improving the living conditions of this community — communicating the warmth of the brand through hands-on philanthropy.







"Waste-to-Wonder": Inclusion Meets Sustainability

In April 2025, Motul China partnered with a local non-profit for a handicraft activity that wove together CSR and ESG principles. Using dried fallen leaves and petals collected in-house as crafting materials, teams created art alongside members of the disabled community — turning "nature's leftovers" into beauty. The collaborative artworks went on to decorate Motul offices, serve as gifts for the NGEN product launch, and raise funds through a charity sale, with the "waste-to-wonder" model now being scaled to multiply its impact.







Indonesia

Spreading Kindness in Sumba



Amid a busy season of growth and team milestones, Motul Indonesia made time to give back — spreading kindness through a CSR initiative in Sumba during the middle of 2025, reflecting the team's commitment to supporting local communities alongside its business momentum.

DOING GOOD AROUND THE REGION

Japan

Supporting the Traffic Orphans Development Fund

Motul Japan continued its multi-year support of the Traffic Orphans Development Fund, which provides financial and educational assistance to children who have lost parents or suffered serious injury in traffic accidents. Each year, Motul Japan contributes a portion of the sales from promotional items at events; in December 2025, Managing Director Thomas Vilcot and the Motul Japan team visited the foundation to learn more about its work and reaffirm the company's ongoing commitment to social contribution.



Singapore/Malaysia

Montfort Youth Centre Melaka

As part of the Regional HQ company trip to Malacca in 2025, employees visited Montfort Youth Centre Melaka, a residential vocational training institution in Ayer Salak, Melaka. The centre supports youths through skills training, including motor mechanics, computer maintenance and general maintenance, and provides residential care during its two-year training period. We donated automotive equipment and supplies to support the centre's technical education programme, shared a meal with students and staff, and organised a technical training session led by Regional Technical Training Manager, Wong Che Wey.

The activity aligned Motul Asia Pacific's automotive expertise with a community need for practical, industry-relevant learning.

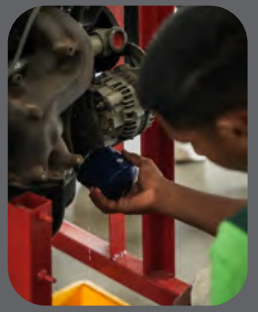
Montfort Youth Centre Melaka offers automotive training through its Motor Mechanics Department, including courses in light vehicle repair service and Automotive After Sales Service, with certification pathways linked to Malaysia's skills development framework.

The session enabled direct knowledge-sharing between our employees and students, including a hands-on oil change exercise supported by the donated materials and workshop tools. The initiative strengthened employee engagement while supporting youth skills development, and it provides a basis for continued community partnership and potential future exposure to automotive career pathways.









FLAGSHIP PARTNERSHIPS IN BRINGING IMPACT

Seeds of Hope (Vietnam & Thailand)

In partnership with IECD (Institut Européen de Coopération et de Développement) and supported by the Motul Corazón Foundation, Seeds of Hope provides vocational training in automotive mechanics to youth from vulnerable backgrounds, combining classroom learning with mentored practice to prepare graduates for sustainable careers in the mobility industry.

In FY2025, Motul Asia Pacific continued to support the Seeds of Hope programme in Vietnam, delivered with IECD and DTTEC (District 12 Technical and Economic Intermediate School) to create practical pathways into the automotive industry for young people from vulnerable backgrounds. The programme trained **44 youths**, including **3 women**, with **100% completing the training, 85% securing paid internships**, and **85% securing stable jobs with decent wages.**

Part of the initiative also saw the launch of the **Career Compass programme** in December 2025, supporting **103 final-year automotive students** through individual needs assessments, career counselling, practical-skills support, CV and interview preparation, and guidance on education or employment pathways.

To strengthen the broader ecosystem, **9 trainers were trained**, a new curriculum on hybrid and EV maintenance was developed, and **3 private-sector partnership agreements** were signed with Motul Vietnam & Asia Pacific, Suzuki Vietnam and Hung Gia Paint.

A key milestone was the 14 November 2025 graduation of the first cohort, where Motul presented Outstanding Student Awards and scholarships of encouragement, recognising student achievement and reinforcing its commitment to youth employability and vocational education.

Motul Corazón Foundation

The Foundation has supported over 45 projects globally — mainly youth-empowerment and education initiatives across Asia, providing the funding backbone for programmes such as Seeds of Hope.

MOTUL CORAZÓN TOOLS FOR LIFE FOUNDATION









The programme trained

44 youths including 3 women

85% securing paid internships

100% completion of training

85% securing stable jobs with decent wages

PEOPLE STORIES

A HEART OF GOLD: AULIA RAHMAN

For Aulia, our Human Resources Manager based in Indonesia, creating opportunities is one of the most meaningful ways to make a lasting impact. While his role is centred on developing people within Motul, his passion for empowering others extends far beyond the workplace through initiatives that help disadvantaged youths build brighter futures.

Driven by a belief that meaningful Corporate Social Responsibility (CSR) goes beyond financial contributions, Aulia champions education as a powerful tool for long-term community development. Through the Motul Youth Skills Academy, he works alongside colleagues from across the organisation to equip recent high school graduates from underserved communities with the practical skills, confidence and workplace readiness needed to pursue meaningful careers.

His commitment to education is deeply personal. Having experienced financial hardship at a young age, Aulia was only able to continue his studies through the support and guidance of others. That experience shaped his belief that creating opportunities can transform lives, inspiring him to give back by opening doors for the next generation.

In recent months, he has expanded his support beyond the Motul Youth Skills Academy, working tirelessly with our distributors across our network to provide guidance on human capital matters, including employment legislation, talent attraction, and employee retention. For Aulia, the true measure of a successful workshop is not only its business performance, but also the lives it transforms through meaningful employment opportunities for the Indonesian workforce.

Aulia truly embodies a Heart of Gold. Selfless and compassionate, he leads with care, empathy, and a genuine desire to help others. Through his actions, he creates a lasting impact on individuals, families, and communities, enriching lives and inspiring positive change wherever he goes.





Aulia Rahman
Human Resources Manager
Motul Indonesia

IN CLOSING

FY2025 was a year of continued building and laying of foundations that will carry Motul Asia Pacific confidently into the years ahead. Across the region, we strengthened the systems that make sustainability practical: sharper carbon visibility, disciplined governance, responsible sourcing, and a data-and-AI capability that empowers our people to work smarter every day.

We are proud of the progress, yet clear-eyed about the road ahead. Circularity is moving from ambition to action — through re-refined base oils, bio-fuels, extended producer responsibility, and the first steps toward turning our own waste into the very roads beneath our feet. Our products are growing more sustainable without compromise, our factories more capable, and our communities better supported through the everyday generosity of our People.

None of this is the work of one function or one market. It is the shared effort of our employees, customers, suppliers and partners, guided by the values that define the **Motul Magic** — a balance of Head and Heart, of performance and purpose.



ACCELERATING AS ONE

Contributor List

We would like to offer our appreciation to the following contributors to Motul Asia Pacific's 2025 Sustainability Report:

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