

# CSR Report



# 2025

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# Editorial

“ As a family-owned and independent company, Motul has learned one essential lesson: sustainable performance is built over the long term, through the commitment of its people, the ability to adapt, and a clear vision for the future. The past year has confirmed the robustness of our model and the strength of our collective momentum, in an environment that remains demanding and constantly evolving. Beyond economic performance, in 2025 Motul continued its in-depth work to prepare for the future. Our industrial and logistics operations have continued to evolve, with a focus on improving efficiency, resilience, and proximity to our markets. We have also initiated structuring projects to enhance site safety, modernize our tools, and support the transformation of our ways of working. This momentum has been accompanied by a cultural evolution, driven by shared values and a commitment to better align our organization, our brand, and our strategy. Innovation remains at the core of our DNA, whether through the development of new essential fluid solutions with a lower environmental footprint, the evolution of our information systems, or the gradual integration of new technologies, including artificial intelligence, to support our operational efficiency. Motul has also strengthened its ecosystem of partnerships, whether industrial, technological, or brand-related. These collaborations contribute to

increasing our international visibility, strengthening our innovation capabilities, and promoting our values beyond our historical markets. This report reflects this trajectory. It illustrates a deliberate, clear, and progressive approach aimed at fully integrating environmental, social, and governance considerations into our decisions and priorities. Sustainability is not a secondary topic; it is a driver of transformation, resilience, and value creation for Motul. As we enter the next phase of our development, we approach the future with ambition and responsibility. Our objective is clear: to sustainably reconcile performance, innovation, and responsibility, relying on the commitment of our teams, the trust of our partners, and the loyalty of our customers, to build the Motul of tomorrow. ”

Mr. Olivier Montange  
Chairman of the Executive Board





# 01. General Organization and Framework of the Motul CSR Report

## 1. Presentation of the Motul Group

### The past: 1853 to 1971

Founded in 1853, Motul has developed as an industrial company specialized in lubricants, with a history closely linked to technological developments in engines and mechanical systems. This trajectory is marked by several key product milestones. In 1953, Motul launched Motul Century, a multigrade oil that illustrates the company's ability to anticipate the technical needs of its time. In 1966, Motul 2100 marked a further step in the development of multigrade lubricants, reinforcing Motul's position as an innovative player in the sector. In 1971, the launch of Motul 300V, the first fully synthetic multigrade lubricant, represented a major breakthrough and became a lasting reference in the field of performance.

These key dates reflect a consistent approach: developing technical solutions in direct response to mechanical requirements, and placing innovation at the core of the brand's development.

Motul's history is therefore reflected in a progressive brand transformation, a strong pioneering and product innovation mindset, the early stages of sponsorship activities, the international expansion of the brand in the 1980s, and its first victories alongside racing teams.

### The present: from 1971 to today

Today, the Motul Group operates in 22 countries across Europe and the Americas, through 18 subsidiaries distributing its products in 160 countries, giving the brand a global presence and recognition. Motul specializes in the formulation, production, and distribution of premium lubricants designed to optimize performance across a wide range of applications, including motorsports, passenger vehicles, heavy-duty vehicles, and industrial uses. The brand builds on a strong culture of engineering and research, as well as on extreme performance environments—particularly motorsports and competition—to test, validate, and continuously improve its solutions.

As a long-standing partner of major international competitions and championships such as the 24 Hours of Le Mans, the FIA World Endurance Championship (WEC), MotoGP, the Dakar Rally, Goodwood, and the UCI Mountain Bike World Series, Motul has built its legitimacy on proven performance in real conditions. Today, this expertise also extends to maintenance products for cars, motorcycles, and bicycles, as well as to next-generation fluids dedicated to electric vehicle battery thermal management and digital infrastructure. All of these activities are aligned with the company's purpose: to design essential fluids that reduce friction in order to enhance performance.

Motul's present is therefore reflected in its position as an independent international brand with global recognition; a strong culture of engineering, innovation, and performance at the core of product formulation and development; technical and sporting partnerships used as testing grounds to validate and improve solutions under real-world conditions; a gradual diversification of applications, from internal combustion engines to new mobility, thermal management fluids, and emerging industrial uses; and a growing focus on environmental and social challenges, increasingly integrated into the company's research, products, and practices.

## The future: from 2026 to...

Motul's future is rooted in the continuity of its history and present: a sustained ability to anticipate technological developments, support the transformation of mobility and industry, and develop increasingly high-performing and sustainable solutions.

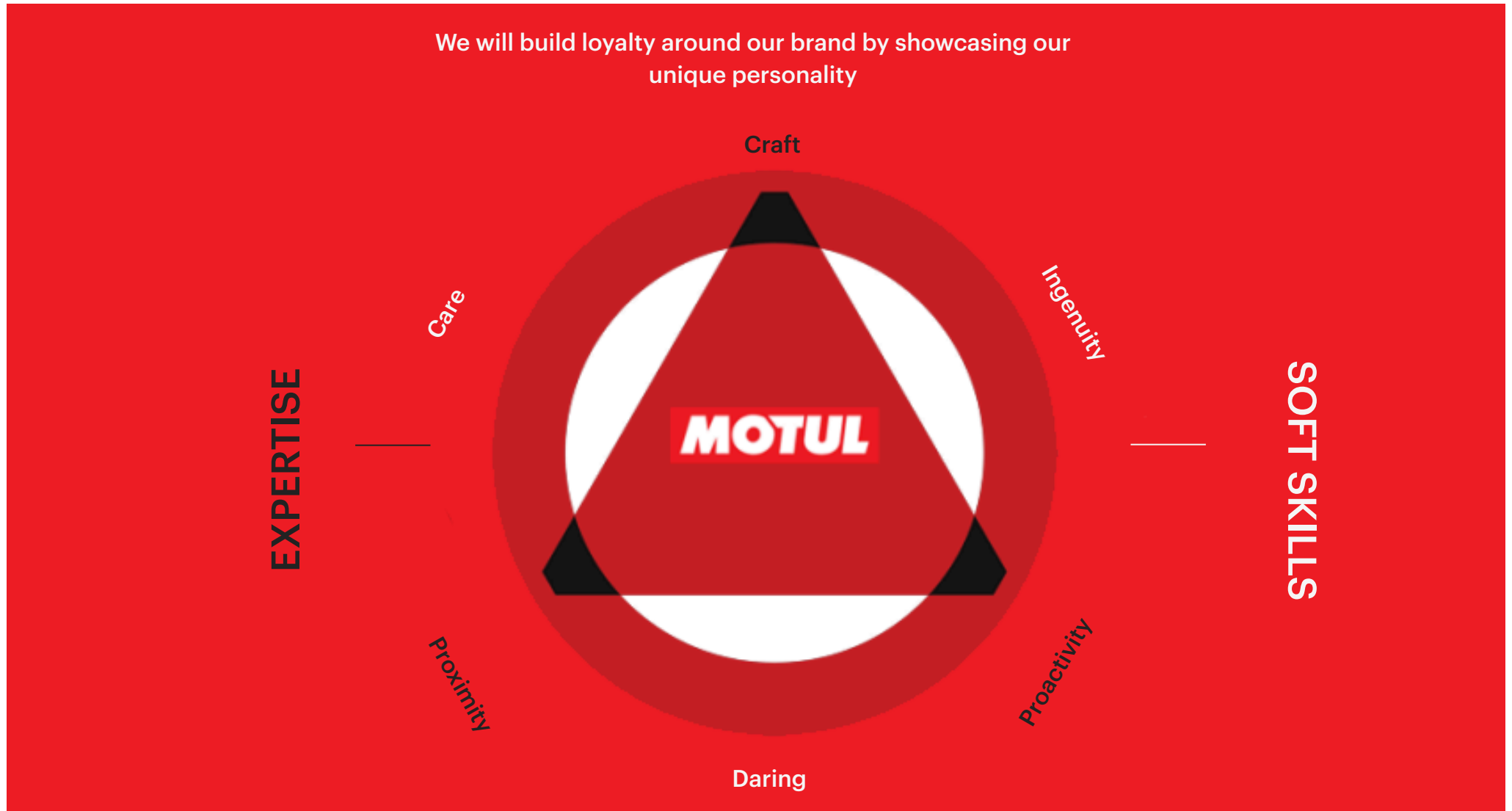
In response to ongoing shifts—electrification, new mobility, hybrid uses, and digital infrastructures—Motul is expanding its field of expertise beyond traditional internal combustion engines, exploring new roles for fluids, particularly in thermal management, system protection, and overall performance optimization.

Motul's future is therefore reflected in its capacity to anticipate technological developments related to powertrains, energy sources, and usage patterns; an expansion of fluid applications to support new mobility, batteries, electronics, and digital infrastructure; the continuity of its engineering and performance-driven culture, applied to new contexts; an increasing integration of sustainability, energy efficiency, and environmental responsibility considerations; and an open vision of the future, seen as a field of ongoing experimentation and adaptation.



## Our values as the foundation of our business model

Motul's culture and values are a structuring driver of its business model and sustainability strategy. They guide strategic decisions, operational practices, and employee behavior.



Motul is built on six core values:



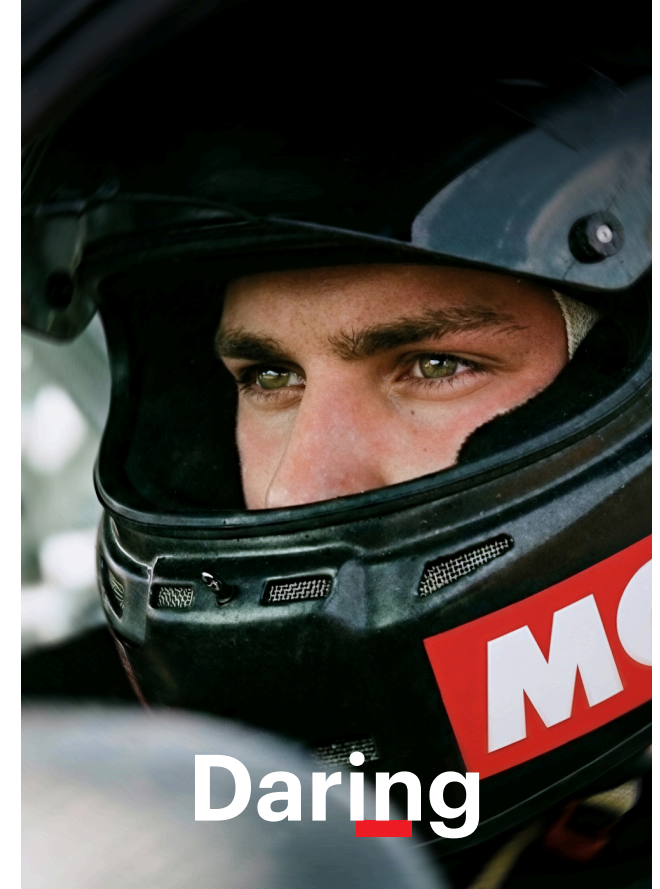
## Care

Attention to quality, safety, people, and environmental impact, within a framework of overall responsibility.



## Proximity

Building long-term, trust-based relationships with customers, partners, suppliers, and employees, fostering collaborative innovation.



## Daring

An entrepreneurial mindset and the ability to take measured risks to remain a pioneer in the fluid industry.

These values structure the Group's organization, innovation strategy, and CSR approach, and provide a consistent foundation aligning industrial performance with social responsibility.



Technical excellence, scientific rigor, and a strong commitment to quality in product design and manufacturing.



The ability to anticipate technological, regulatory, and societal developments, and to adapt quickly to evolving market conditions.



Pragmatic innovation, experimentation, and the ability to turn technical, economic, and environmental constraints into opportunities.

During the reporting period, Motul's values were translated into mantras to enable all employees to take ownership of them and embody the Motul mindset on a daily basis.

Motul's mantras are:



**Lead with care:**

Empathy and recognition foster trust



**Never Walk Alone:**

We promote open communication and active collaboration across teams and beyond silos



**Listen to win:**

We remain attentive to the needs of our partners and customers to help build the future



**Focus, focus!:**

We concentrate on what truly matters and avoid unnecessary complexity



**Just own it:**

We take clear ownership, supported by defined responsibilities and measurable KPIs, enabling everyone to go further



**Improve at every lap:**

We foster a solution-oriented mindset to strive for continuous improvement and excellence

## 2. Business model and value creation

### 2.1. Purpose of the Business Model

Motul's business model aims to create long-term sustainable value by combining economic performance, technological innovation, and environmental and social responsibility, in alignment with the Group's strategic plan, "Regeneration 2030."

### 2.2. Our value proposition

Motul designs and markets high-performance technical fluids and lubricants that ensure equipment protection, reliability, and performance, while progressively integrating sustainability criteria throughout the product life cycle.

This value proposition is supported by sustained investment in research and development, mobilizing significant human and financial resources to develop increasingly high-performing formulations adapted to technological and environmental challenges.

This positioning is based on:

- Recognized expertise in synthetic lubricants and advanced technical fluids;
- Innovation capabilities supporting the evolution of mobility and industrial applications;
- Technical and sporting partnerships serving as platforms for experimentation and technology transfer;
- A continuous improvement approach aimed at reducing the environmental footprint of products and operations.

### 2.3. Our value chain

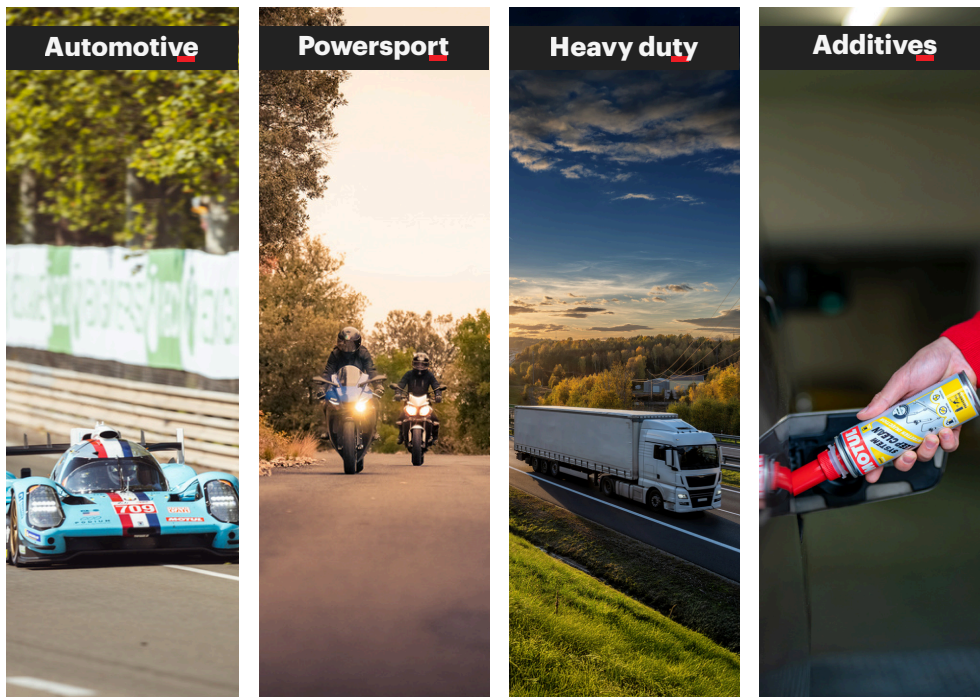
Motul's value chain covers the entire product life cycle:

- **Research & Development:** designing innovative formulations that integrate performance, safety, and environmental considerations;
- **Sourcing and formulation:** selecting and qualifying raw materials, with the gradual integration of resources derived from the circular economy;
- **Production:** manufacturing at certified industrial sites, supported by structured management systems and quality controls;
- **Distribution and logistics:** a global network of subsidiaries, partners, importers, and digital channels;
- **Service and support:** technical assistance, training, and customer support.

### 3. Activities, expertise, and core competencies

#### 3.1. Our activities by segment

##### The Core Business segment



The Group's core business is structured around several complementary business segments, covering a broad range of technical fluid applications.

#### 1. Automotive

The Automotive segment is one of Motul's historical pillars. It includes the development of engine lubricants, transmission oils, brake fluids, coolants,

and additives for passenger vehicles.

These products aim to:

- optimize engine energy efficiency;
- reduce mechanical wear;
- extend vehicle service life;
- meet the increasingly stringent requirements of automotive manufacturers and environmental regulations.

Motul thus supports the evolution of internal combustion, hybrid, and electric powertrains through fluids adapted to new technological constraints.

#### 2. Powersport

Historically linked to the brand's motorsport DNA, the Powersport segment includes lubricants and maintenance products for motorcycles, scooters, motorsport applications, and recreational vehicles.

This segment relies strongly on expertise derived from motorsport, with Motul acting as a partner to major international competitions such as MotoGP, the 24 Hours of Le Mans, and the Dakar Rally.

Innovations developed in competition environments subsequently serve as a technological laboratory for consumer products.

#### 3. Heavy Duty

The Heavy Duty segment covers industrial and commercial vehicles, including road transport, logistics, agriculture, and construction equipment.

These solutions address specific challenges:

- high mechanical stress;
- optimization of maintenance intervals;
- reduction of fuel consumption;
- improvement of fleet operational reliability.

This market represents a key lever for both economic and environmental performance through improved efficiency of professional equipment.

#### **4. Additives**

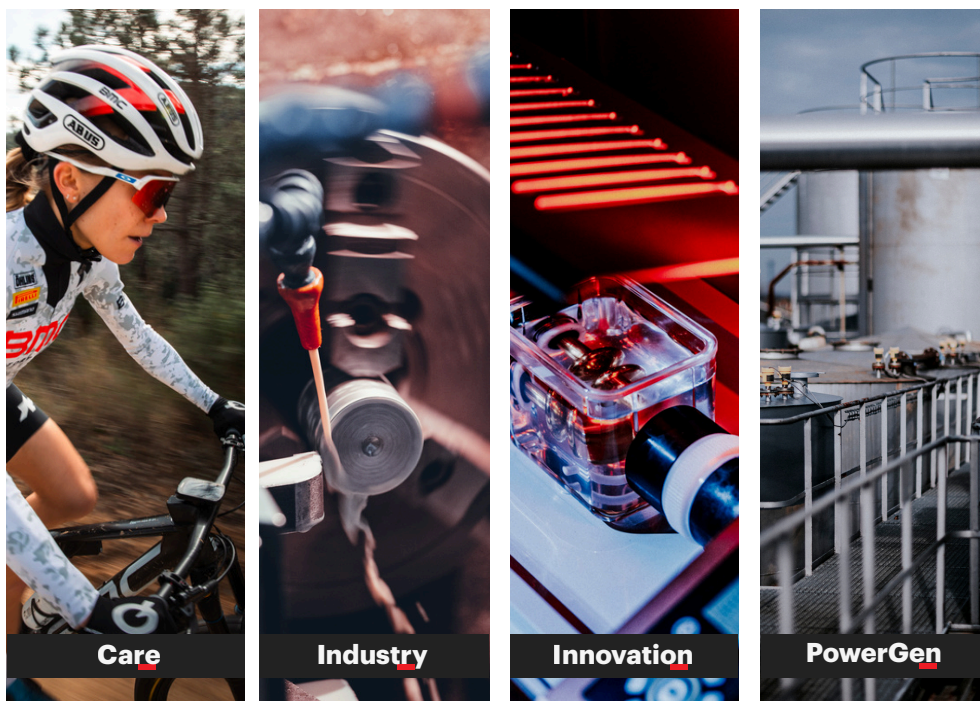
Motul also develops a complete range of additives and maintenance products designed to:

- clean internal engine components;
- improve combustion efficiency;
- reduce deposits and emissions;
- extend the service life of mechanical systems.

These solutions contribute to preventive maintenance and to optimizing the vehicle life cycle.



## The Diversification segment



Beyond its historical segments, Motul is evolving its positioning toward a multi-application high-performance fluids company, applying its expertise to new use cases. This development reflects the Group’s gradual transformation from a specialist in engine oils to a global player in fluid solutions for mechanical and energy performance.

### 1. Care

Motul Bike Care is a dedicated range for bicycle maintenance and performance, fully aligned with the company’s technological DNA and its historical positioning in high-performance products.

This activity represents a strategic growth driver, particularly in the mountain bike and road cycling segments, supported by structured partnerships and the deployment of a dedicated strategy for specialist markets.

From its design stage, the Bike Care range integrates stringent environmental criteria: biodegradable formulations based on esters, careful selection of raw materials and products predominantly sourced in Europe to reduce transport-related footprint, and packaging made from 100% post-consumer recycled (PCR) plastic, itself fully recyclable.

Through this offering, Motul demonstrates its ability to combine innovation, performance, and eco-design, while expanding its portfolio toward more sustainable mobility solutions.

### 2. Industry: Motul Tech

The Group is strengthening its positioning in industrial markets through its MotulTech activity, which specializes in metalworking fluids, industrial maintenance, and high-technology applications. This business enables Motul to expand beyond its historical scope while leveraging its expertise in high-performance fluid formulation.

A key milestone in this strategy was the 2024 acquisition of Chem Arrow Corporation, a North American company recognized for its metalworking fluids and industrial chemical solutions. This operation significantly strengthens MotulTech’s presence in the United States—the world’s largest market in the sector—and supports the acceleration of its international industrial development strategy toward 2030.

Beyond economic growth, this diversification offers several advantages in terms of sustainability:

- **Optimization of client industrial processes:** next-generation fluids help extend tool life, reduce machine energy consumption, and limit waste, thereby enabling more resource-efficient production.

- **Reduction of environmental impacts:** development of expertise in bio-based formulations, creation of low-VOC products, improved biodegradability of selected ranges, and increased fluid longevity, reducing replacement frequency and waste generation.
- **Pooling of technical expertise** through a community of specialists aimed at strengthening awareness of HSE (Health, Safety, Environment) product and application topics, reducing development efforts, and sharing best practices with users.
- **Strengthening circularity:** local support to customers in the management and recovery of used fluids, in line with the Group’s circular economy principles.
- **Resilience and territorial anchoring:** the integration of Chem Arrow enhances proximity between production capabilities and end markets, helping reduce intercontinental transport and secure supply chains.
- **Social value creation:** preservation of jobs and transfer of technical skills within an expanded industrial network.

This dynamic illustrates Motul’s ability to reconcile strategic diversification, industrial performance, and contribution to the environmental transition of manufacturing sectors. Through MotulTech, the Group positions itself as a technical partner to industrial players, supporting improvements in operational efficiency and the progressive reduction of environmental footprints, in line with its CSR commitments and 2030 trajectory.

### 3. Innovation

Motul is extending its historical expertise in high-performance fluids to critical digital infrastructures, in particular data centers. Recognizing that the acceleration of digital usage, the rise of artificial intelligence, and the growing demand for computing power present major energy and environmental challenges for the data center industry, Motul has developed specific thermal management solutions based on advanced fluids.

These next-generation dielectric fluids, designed to optimize immersion cooling for servers, offer high thermal conductivity, high-temperature stability, and sustainable properties (halogen-free, biodegradable, non-toxic,

and formulated from renewable raw materials). They are therefore aligned with objectives to reduce environmental impact and improve the energy efficiency of digital operations.

Motul has validated these products in collaboration with leading technology partners such as Hypertec and MIDAS Immersion Cooling, confirming their compatibility with high-performance computing (HPC) and artificial intelligence platforms, while enabling more efficient and sustainable cooling of intensive computing infrastructures.

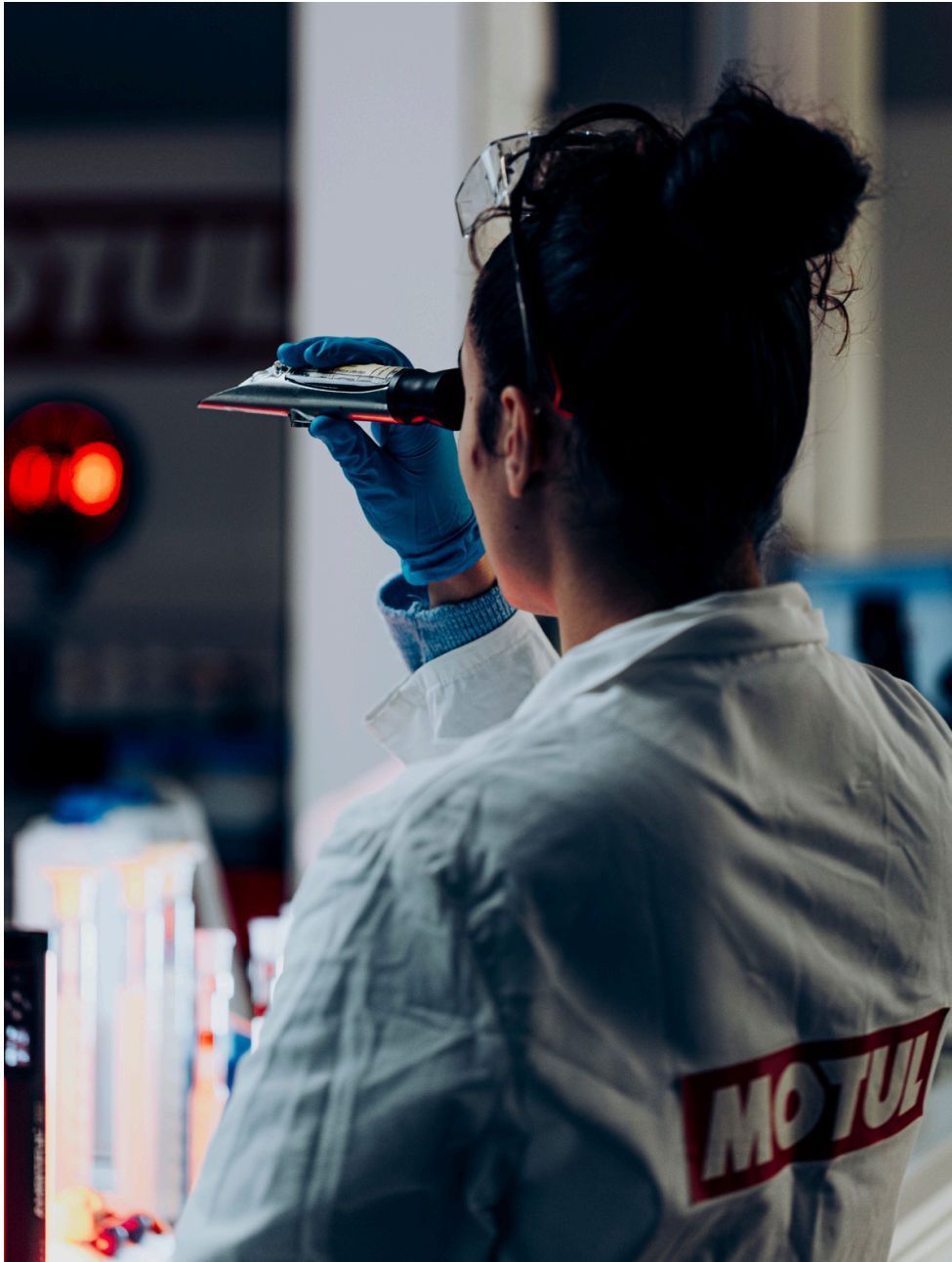
This diversification illustrates Motul’s ability to leverage its century-long expertise in fluid formulation to address emerging needs for sustainable performance, while contributing meaningfully to the energy efficiency and emission reduction of digital technologies, in line with the “Regeneration 2030” strategy.

### 4. PowerGen

Motul is developing its PowerGen activity, dedicated to high-performance fluids for power generation systems and electrical generation equipment. This business line builds on the Group’s historical expertise in lubrication and thermal management applied to demanding industrial environments, while addressing the evolving global energy landscape and the growth of critical infrastructure.

The PowerGen range includes lubricants and cooling fluids specifically designed to optimize the performance, reliability, and service life of generator sets and stationary equipment. These solutions contribute to improved thermal efficiency, reduced mechanical wear, and lower operating costs through optimized maintenance intervals and enhanced system protection, even under intensive operating conditions.

This diversification is supported by structured industrial partnerships, including collaboration with generator manufacturer Pramac, aimed at developing lubricant solutions adapted to PowerGen equipment and its operational requirements.



Beyond technical performance, the PowerGen activity contributes to the Group's CSR objectives by extending equipment lifespan, reducing resource consumption, and improving the energy efficiency of installations. It also enables Motul to expand its positioning toward energy infrastructures and critical systems, thereby strengthening the resilience of its business model in the face of transformations in the mobility and energy sectors.

Through PowerGen, Motul demonstrates its ability to transfer its expertise from motorsport and high-performance lubricants to new industrial and energy markets, in line with its ambition to develop essential fluids for the sustainable performance of tomorrow's technologies.

### 3.2. Our skills

Motul positions itself as a specialist in technical fluids and high-performance lubricants, relying on complementary and widely recognized areas of expertise:

- **Product formulation & innovation:** recognized expertise in the formulation of 100% synthetic lubricants, illustrated by flagship products such as Motul 300V.
- **Performance & protection:** development of solutions designed to protect and optimize the performance of engines, transmissions, and thermal and hybrid architectures.
- **R&D & innovation:** management of an international network of R&D centers located in France (Vaires-sur-Marne), Germany, Italy, Japan, and the United States (Chem Arrow).
- **Industrial lubricants:** provision of technical solutions for machining, metallurgy, and industrial equipment maintenance through MotulTech.
- **Support & services:** technical assistance and advisory services aimed at optimizing equipment performance, reliability, and maintenance operations.



## 4. Our strategy and economic positioning

Motul's strategy is based on a premium positioning, a continuous innovation dynamic, and strong proximity to its customers and markets. It relies on sustained investment in research and development to support the evolution of mobility and industrial uses. In this context, Motul develops high value-added products designed to meet the requirements of the most demanding environments.

This strategy is also supported by an international commercial and industrial presence, enabling the Group to effectively serve its markets on a global scale. In addition, Motul is progressively integrating sustainability criteria into its offering, notably through the development of specific product ranges such as NGEN Core.

Finally, the Group's business model is based on a combination of B2B and B2C activities, supported by a global network of distributors, partners, specialist workshops, and digital channels.





## 5. Our trends, opportunities and strategic integration

In a context of energy transition and mobility transformation, Motul identifies several strategic opportunities to support its sustainable growth.

The development of recycled, biodegradable, and low-carbon footprint lubricants represents a major differentiation lever.

Innovation linked to technological developments and new mobility solutions (hybrid and electric vehicles, battery thermal fluids, and advanced industrial applications) opens up new high-potential markets.

The Group is pursuing geographic expansion, particularly in North and South America, while strengthening its digital and modern distribution channels. It is also diversifying its offer toward maintenance, protection, and care solutions, addressing the needs of both professionals and consumers.

Finally, technical and sporting partnerships, as well as sponsorship programs, contribute to accelerating innovation, enhancing brand visibility, and showcasing its technological expertise and continuous adaptability, without ever compromising performance and quality.

## 6. Our overall governance system

### 6.1. Our Governance

Motul is a dual-board company with an Executive Board and a Supervisory Board. These two governing bodies play a central role in the Group’s governance system.

**The Executive Board**, supported by **the Executive Committee (Comex)**, defines the Group’s strategy, ensures the management and administration of the company, and steers Motul’s key strategic directions. Structural decisions are, where appropriate, submitted for approval by the Supervisory Board.

**The Executive Committee (Comex)** brings together the Group’s main operational and functional leaders, representing all of Motul’s strategic priorities. It serves as a key body for steering, coordination, and monitoring overall performance.

**The Supervisory Board** exercises continuous oversight of the Executive Board’s activities. It may, at any time during the year, carry out any checks and reviews it deems necessary and request access to all documents required to fulfil its duties. Depending on the topics addressed, meetings may also include members of the Executive Board, representatives of central Works Councils (CSE), as well as statutory auditors.

#### Strategic and cross-functional committees

Motul’s governance relies on several strategic and cross-functional committees, enabling a deeper analysis of the Group’s specific challenges and fostering a collective approach.

- **The Strategic Committee** brings together, depending on the topics, members of the Executive Board, project owners, and internal experts.
- **The Brand Committee** works on all matters related to the Motul brand, considered a key strategic asset.

- **The People Committee** oversees policies and practices related to human resources, health and safety, and employee development.
- **The Innovation Committee** (R&D, Innovation and Partnerships Committee) brings together technical and scientific expertise.

Instances	Members		Number of meetings	Attendance rate
	Men	Women		
The Executive Board	3	2	5	100%
The Supervisory Board	2	2	4	100%
The Executive Committee (Comex)	9	3	11	95%
Strategic committee	2	2	4	100%
R&D, Innovation & Partnerships Committee	8	2	4	100%
Brand Committee	2	2	4	100%
People Committee	3	3	4	100%

**The Global Leadership Meeting (GLM)** is a key moment in the Group’s governance and managerial steering system. It is a three-day seminar bringing together all Group directors and managers.

This event aims to share the Group’s results, present strategic directions, and align leadership and management teams around common priorities.

The GLM also fosters dialogue, cross-functional collaboration, and the dissemination of the Group’s vision, particularly regarding sustainable performance, innovation, and transformation challenges. In 2025, the GLM was held twice and brought together around 50 participants, confirming its structuring role in driving the managerial collective and supporting the adoption of Motul’s strategy at an international level.

## 6.2. Our governance of CSR challenges

To fully integrate social and environmental responsibility challenges into economic and financial priorities, and because Motul is convinced that sustainable development is key to the company’s long-term sustainability, Motul created a CSR Department in autumn 2024, reporting directly to the Chairman of the Executive Board. This department is responsible for structuring and strengthening the Group’s commitment to sustainable transition, contributing to the definition of medium- and long-term strategic priorities, and supporting the operational implementation of decisions across the Group.

It works in close coordination with the members of the Executive Committee. The main strategic orientations are reviewed within the Executive Committee and then validated by the Executive Board.

During 2025, this department structured a CSR strategy fully integrated into the company’s overall strategy, built around three pillars:

### “Care to Protect and Grow People”: Attractiveness and retention

At Motul, performance begins with the attention given to people. Motul builds trust-based relationships with all its stakeholders, placing people’s safety at the heart of its priorities. The Group is committed to respecting human rights and fundamental freedoms. It supports its employees in developing their skills while ensuring quality of life at work, respect for diversity, and opportunities to engage in community initiatives through the support of the Motul Corazón Foundation or its Business Units.

### “Craft with our full footprint in mind”: Climate change mitigation

Today, being a co-creator of performance also means operating within planetary boundaries. The constant search for new solutions cannot come at any cost. The Group plans to progressively reduce its environmental impact through several concrete actions, including the use of recycled materials in packaging, the integration of re-refined base oils (RRBO), and the improvement of the environmental performance of its production and logistics activities.



**“Dare to Shape the Future with Our Partners”:  
Awareness and adaptation**

At Motul, boldness is part of our DNA. Innovating, testing, and moving forward is what we have been doing since 1853. But true innovation also means “daring to be bold”: rethinking our role, our products, and our practices in an ethical manner, in order to adapt to the consequences of climate change while bringing our employees and all our partners on board.

**6.3. Our risk management and internal controls**

Aware that risk management is a key driver of sustainability, performance, and resilience, Motul initiated in 2024 a progressive and formalized structuring of its Group-wide risk management and internal control framework.

**Implementation of the “Audit, Risk and Internal Control” function**

In September 2024, Motul established the “Audit, Risk and Internal Control” function through the support of an external service provider. This initiative aimed to strengthen the structuring of the existing framework, harmonize practices, and provide the Group with a common framework for the identification, assessment, and management of risks.

**Implementation of a Group risk mapping**

Between November 2024 and March 2025, Motul developed its first Group-wide risk mapping. This initiative was based on a series of interviews with risk owners, enabling the identification and assessment of the main risks while taking into account initiatives already implemented locally or within functional areas. This risk mapping was presented to and approved by the Executive Committee (Comex) on May 20, 2025, the governance body designated for risk oversight. It identifies 19 Group-level risks, each assigned to a risk owner responsible in particular for defining, implementing, and monitoring the associated mitigation actions.

**Risk management and review**

Following this approval, the Comex decided to implement an annual risk review process aimed at:

- Ensuring that mitigation measures are effectively deployed and efficient, and that they contribute to reducing the criticality level of risks;
- Identifying and assessing any new risks likely to impact the Group;
- Removing from the risk mapping any risks that have become obsolete or no longer significant, particularly following the implementation of mitigation actions.

From an operational perspective, this process is based on:

- An annual risk review with risk owners, organized during the first quarter;
- The presentation and approval of the updated risk mapping by the Comex during April or May.

This framework enables Motul to maintain a consolidated and evolving view of its risks and to embed risk management and internal control within a continuous improvement approach, consistent with the Group’s strategic priorities and sustainability challenges.

## 7. Interests and perspectives of our stakeholders

Motul maintains regular and structured dialogue with its internal and external stakeholders in order to better understand their expectations, anticipate risks and opportunities, and adapt its strategy, particularly with regard to social and environmental responsibility.

Insights gathered through these exchanges notably contributed to the double materiality assessment and the definition of the CSR roadmap for 2030.

Stakeholder	Type of Dialogue	Main Expectations	Responses Provided
Management and Executives	Executive Board and Supervisory Board, Committees	Define the vision and ensure high-performing, aligned teams	Definition of the Group strategy: "Regen 2030" plan
	Strategic meetings	Clear vision, sustainable performance, risk management, integration of CSR challenges into the strategy	Implementation of a Group risk mapping and CSR roadmap
Employees	Annual reviews	Ensure safe working conditions and quality of life at work, measure performance	Strengthening listening practices, health and safety, and setting clear and measurable objectives
	"Voice of Employee" employee survey	Establish an effective human resources management policy aligned with employees' expectations	Development of the HR policy and employee engagement policy
	Employee representative bodies (CSE)	Engagement and purpose, fairness, protection of employee rights	Initiatives supporting engagement and corporate culture
	Group seminars (GLM)	Engagement, alignment with the vision, sharing of the strategy	Plenary meetings and workshops
	Training programs	Skills development, recognition, career development opportunities	Training programs
	Town Hall meetings	Sharing company information	Internal communication plan

<b>Stakeholder</b>	<b>Type of Dialogue</b>	<b>Main Expectations</b>	<b>Responses Provided</b>
Clients	Business relationships	Product performance and reliability, understanding customer expectations and needs	Quality of relationships, exchanges, and products
	Satisfaction surveys	Quality, innovation, transparency, general and CSR-related expectations	Increasing attention paid to environmental and social challenges, integrated into research, products, and company practices
	Technical exchanges	Continuous improvement of quality and performance	Product development, continuous improvement, and development of lower-impact solutions
Suppliers and Industrial Partners	Contractual relationships	Balanced, respectful, and long-term relationships	Responsible procurement policy
	Operational exchanges	Clarity of requirements, fulfillment of commitments	Regular meetings and dialogue
	Supplier assessments	Consideration of CSR challenges	Assessments and documentary or on-site audits when necessary
Financial Partners (Banks)	Regular exchanges, financial and non-financial communication	Financial strength, robust governance, risk management, long-term vision	Integration of ESG criteria into bank financing
Technical and Sports Partners	Long-term partnerships, technical collaborations	Financial strength, robust governance, risk management, long-term vision	Development and testing of high-performance lubrication solutions

Stakeholder	Type of Dialogue	Main Expectations	Responses Provided
Technical and Sports Partners (manufacturers, teams, organizers)	Regular exchanges with teams and organizers	Capacity for innovation and rapid adaptation	Testing, validating, and improving solutions under real-life conditions
	Presence at events and motorcycle & automotive competitions	Trust-based relationships and long-term commitment	Strengthening long-standing commitment and proximity
	Regular review meetings	Consideration of safety, environmental, and social challenges	Integration of sustainability challenges into partnerships
Professional Users (trade shows and events)	Participation in international trade fairs	Product innovation and performance	Presentation of innovations and CSR strategic orientations
	Industry events	Technical expertise and support	Sharing technical expertise and field feedback
	Product demonstrations	Transparency regarding uses and impacts	Development of solutions meeting new uses and regulatory requirements
	Commercial and technical exchanges	Understanding market developments and customer needs	Strengthening close relationships with customers
Motorsport Ecosystem and General Public	Presence at motorcycle and automotive Grand Prix events, public events, visibility partnerships, exchanges with communities and enthusiasts	Authenticity and consistency with the brand’s DNA, promotion of passion, performance, and innovation	Active support for motorsports and its stakeholders, promotion of the values of passion, boldness, and excellence

## 8. Double materiality analysis based on the IRO approach

Between late 2024 and early 2025, the Group drew inspiration from the CSRD framework and the European Sustainability Reporting Standards (ESRS) to conduct a double materiality assessment based on the IRO (Impacts, Risks & Opportunities) approach. The objective of this process was to identify, assess, and prioritize the main impacts, risks, and opportunities associated with the Group's activities.

The assessment identified a limited number of key issues reflecting:

- Significant impacts on the environment or stakeholders;
- Financial risks or opportunities affecting the Group's business model.



The issues considered material notably include:

### Environment (E)

- Climate change mitigation
- Climate change adaptation
- Energy and energy transition
- Pollution prevention
- Biodiversity
- Resource use and circular economy

### Social (S)

- Working conditions
- Equal treatment of employees
- Human rights
- Protection of end consumers

### Governance (G)

- Business ethics and anti-corruption
- Data protection and cybersecurity
- Corporate culture and responsible governance

These issues are positioned in the upper area of the matrix, demonstrating their priority nature from both an impact perspective and a financial risk and opportunity perspective.



## 9. Strategic roadmap for material challenges

### 9.1. Integration of challenges into the strategy

Each material challenge identified through the double materiality assessment is linked to one of the strategic pillars (Craft, Care, or Dare), ensuring overall consistency between the company’s strategy and its sustainability strategy.

For each of these challenges, the Group defines and implements a dedicated policy currently being formalized and validated by the governance bodies, specifying the associated principles, commitments, and management framework. These policies are supported by strategic guidelines and action plans through to 2030 aimed at structuring performance monitoring, assessing progress achieved, and progressively strengthening alignment with the ESRS framework.

### 9.2. Governance and accountability

The implementation of the Group’s ESG priorities is based on a structured and integrated governance framework. It is overseen at the Executive Committee level, ensuring strategic alignment and decision-making at the highest level, while operational coordination is managed by the CSR Department.

The defined priorities are currently being deployed across the relevant entities and functions in order to progressively ensure their operational implementation.

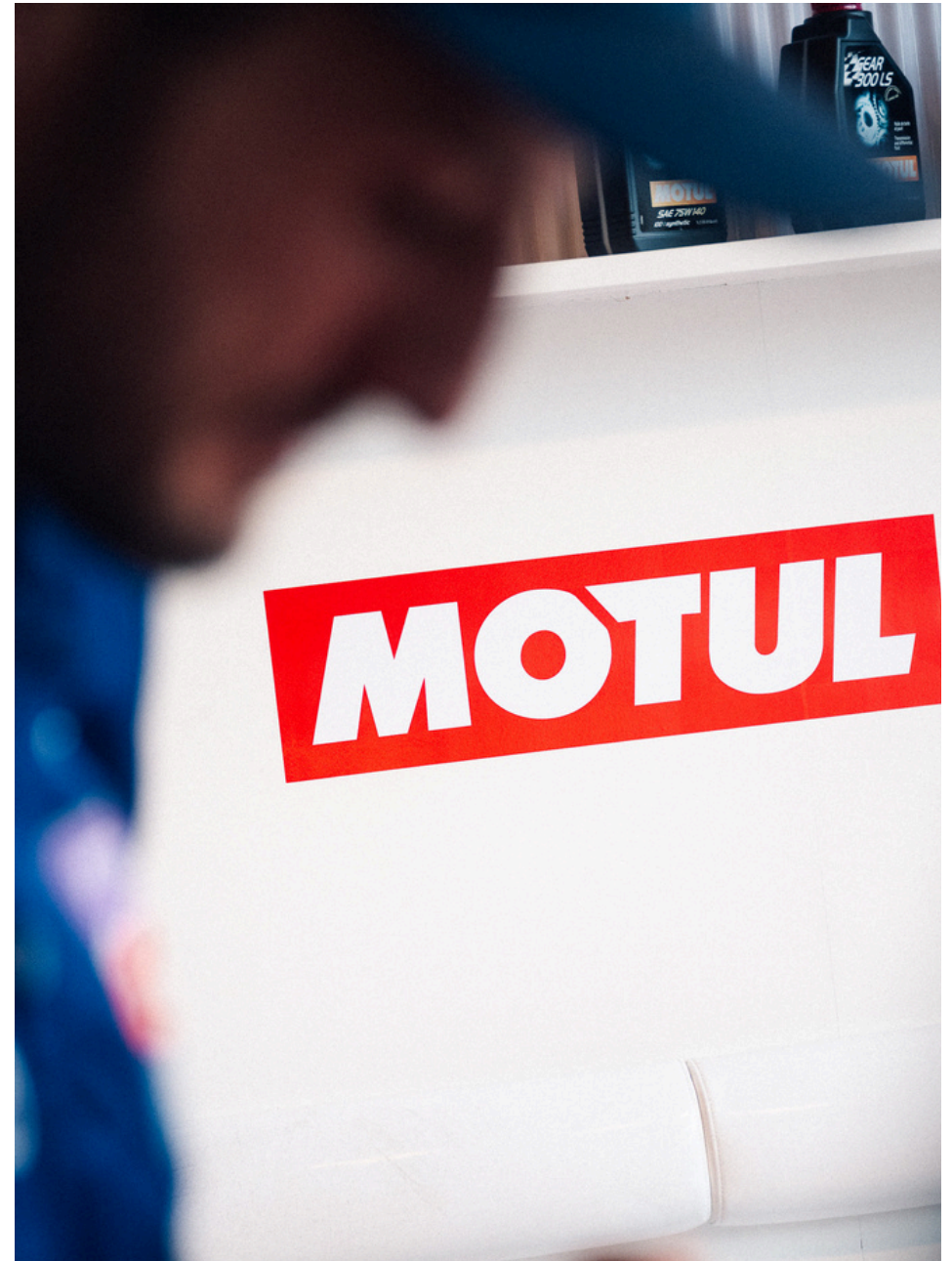
Regular monitoring of performance indicators has been initiated with the objective, over time, of assessing the progress of actions, managing ESG risks and opportunities, and ensuring the continuous improvement of the framework.

### 9.3. Monitoring, indicators and transparency

The Group is currently implementing a monitoring framework based on:

- Harmonized indicators
- An annual ESG performance review
- Regular updates of the materiality matrix

This framework is part of a continuous improvement approach aimed at progressively strengthening the Group's ESG maturity.



## 02.

# Social and societal commitment “Care to protect and grow people”



Human capital is a key driver of the Motul Group's sustainable performance. In an environment shaped by profound technological, environmental, and societal transformations, the company places the women and men who make up the organization at the heart of its development strategy.

The Group's social commitments are part of the "Care" pillar of its Corporate Social Responsibility (CSR) strategy, which aims to promote a safe, inclusive, and respectful working environment while fostering employee engagement, skills development, and professional fulfillment.

Within this framework, Motul implements a structured social policy designed to attract, develop, and retain talent, ensure responsible working conditions, and promote equal treatment across all its entities. This approach is supported by active social dialogue, training and skills development programs, as well as initiatives dedicated to health, safety, and quality of life at work.

It notably covers topics relating to the company's workforce (ESRS S1), the protection of consumers and end users (ESRS S2), and respect for human rights (ESRS S4).

Through its policies, operational actions, and governance frameworks, Motul aims to strengthen the social responsibility of its activities and contribute to the creation of a sustainable, fair, and people-focused working environment, while reinforcing the trust of its stakeholders.

This chapter presents the main social challenges identified by the Group, the key policies and structuring decisions implemented, as well as the actions undertaken to address these objectives.



## 1. Working Conditions (ESRS S1)

### 1.1. Our challenges

Working conditions are a major driver of Motul’s sustainable performance. They impact employee engagement, well-being, talent retention, and business continuity in a context that is becoming less attractive, particularly for younger generations. Our main identified challenges are:



#### Attractiveness and Integration

The Group faces challenges related to attractiveness and integration, marked by disparities between entities. These gaps may affect employee engagement, the quality of onboarding for new hires, and the fluidity of career paths.



#### Skills and Talent Retention

Maintaining and developing key skills is a structuring challenge in a context of tensions affecting certain professions and labor markets. The Group is exposed to a risk of turnover and loss of strategic know-how, which could impact performance and business continuity.



#### Quality of Life and Working Conditions (QWL)

Uneven perceptions of recognition, varying access to professional development opportunities, or imbalances between professional and personal life may lead to disengagement. In addition, differences in practices between headquarters, industrial sites, and subsidiaries may affect internal cohesion and the sense of fairness within the Group.



#### Health, Safety, and Mental Health

Challenges related to employee health, safety, and mental health remain priorities. They include the risks of occupational illnesses, workplace accidents, and absenteeism, as well as their human, social, and reputational impacts for the Group.



#### Job Transformation and Professional Mobility

The transformation of professions, the evolution of expected skills, and the development of new forms of professional mobility reinforce the need for structured employee support. This support aims to maintain employability, confidence, and the ability of employees to plan sustainably for the future.

## 1.2. Our Policy

Motul aims to create a safe, inclusive working environment that supports the professional development of all its employees. The Group places people at the heart of its performance and strives to ensure respectful and fair working conditions that foster engagement and talent retention.

Motul notably aims to:

- Ensure the health, safety, and physical and mental well-being of its employees by preventing occupational and psychosocial risks.
- Promote integration, employability, and sustainable career paths through training, skills development, and internal mobility.
- Ensure business continuity through proactive workforce, skills, and talent management.
- Promote recognition, trust, and structured social dialogue through employee representative bodies and collective bargaining.
- Support employees through the Group's strategic transformations, particularly those related to innovation, digitalization, and environmental transition.
- Respect workers' rights and social dialogue.

Motul works to ensure compliance with workers' fundamental rights in accordance with the conventions of the International Labour Organization (ILO). The Group recognizes collective employee representation and considers collective bargaining to be a key driver of social performance, risk prevention, and internal cohesion.

This policy covers the entire employee lifecycle, from recruitment and onboarding to skills development, internal mobility, and retention, and applies across all Group entities.



## 1.3. Our key decisions

The Group is undertaking the harmonization of onboarding pathways across all entities and is expanding tutoring and mentoring programs in order to strengthen the integration of new employees, facilitate knowledge transfer, and support career development.

At the same time, continuous training programs are being strengthened and structured, notably through Motul School and digital platforms, to support skills development, particularly regarding new mobility solutions and technological developments.

The Group is also rolling out new initiatives related to quality of life at work and mental well-being across all sites, with a focus on prevention, engagement, and sustainable performance. Lastly, health and safety prevention campaigns are being intensified, with particular attention paid to employees' mental health and safety, in order to reduce occupational risks and sustainably improve working conditions.

## 1.4. Our 2025 actions

### Onboarding

In 2025, Motul obtained the Great Onboarding – Gold Level certification, recognizing the quality of its onboarding journey for new employees on a global scale. The onboarding program, structured with Workelo and supported by managers and HR teams, achieved a satisfaction score of 9/10 and an engagement rate of 93%. This initiative helps strengthen employee engagement from the moment they join the company and fosters the shared “One Motul Team” culture.

### Training programs

#### 1. Motul School: Internal technical training program

In order to train employees in France and provide them with technical knowledge of the Group’s products and core business, Motul created Motul School in 2011, an internal program structured around three progressive levels:

- **Motul School Basic**, designed as an introduction to technical fundamentals, with 64 participants (160 training hours) over the year.
- **Motul School Essential**, an in-depth intermediate training program delivered over two days, with 9 participants (119 training hours) over the year.
- **Motul School Evolution**, an expert-level one-week training program intended for advanced technical profiles, with 7 participants (245 training hours) over the year.

In 2025, a new Motul School training program dedicated to “Electrified Vehicles” was launched to support the technological transition toward electrified powertrains and strengthen employees’ skills in these emerging markets; 12 participants (42 training hours) benefited from this program.

#### 2. Train-the-Trainer programs and coaching

In order to improve the quality of internal training programs, Motul also introduced a train-the-trainer session in 2025. This training involved 9 participants and represented a total of 126 training hours. The program aims to strengthen the pedagogical skills of internal trainers, harmonize training practices, and ensure a high level of quality in the transmission of technical and business knowledge.

The coaching program continued in 2025 and now incorporates the principles of the Leadership Model, an updated and detailed framework designed to support managers. Coaches, aligned with the company’s new culture, help strengthen managerial practices. The level of engagement remains satisfactory, with an average participation rate of slightly more than one session per month. Monitoring the number of coachees against coaching requests helps assess the effectiveness and relevance of the program.



### 3. Co-development and communities of expertise

The company invests in co-development initiatives, fostering collective intelligence and cross-functional collaboration. Four groups have been established for the controlling, communication, customer service, and sales functions. Engagement levels and both formal and informal feedback have been highly positive, demonstrating employees' strong interest in this initiative.

More than 100 employees are participating in the creation of a product expert community. In a constantly evolving political and technical environment, this initiative aims to strengthen internal expertise, maintain competitiveness, and contribute to the professional development of participants. The first steps were implemented during the last quarter of 2025, with operational activities planned for 2026.

### 4. Autonomous learning and professional development

The company also encourages autonomous learning through reward-based challenges designed to support employees in the use of digital platforms, particularly alongside key HR milestones such as the mid-year performance review campaign. A digital training catalog specifically tailored to Motul has been designed and distributed, bringing together the most relevant modules for teams.

Particular emphasis is placed on the development of language skills in order to facilitate communication in employees' current roles and support their professional growth and geographical mobility. Forty-eight percent of the available licenses were used, reflecting growing interest in this development tool.



## 5. Seminars

In 2025, Motul organized several internal seminars aimed at strengthening the integration of new employees, skills development, and cross-functional collaboration.

Functional seminars were organized for the Finance, Procurement, MotulTech, Supply Chain, IT, and Human Resources departments, bringing together all function leaders from the various Business Units in order to encourage the sharing of best practices, strategic alignment, and cross-functional coordination.

Two onboarding seminars dedicated to new employees — one for Motul France and one for international newcomers — were also deployed to facilitate the adoption of the Group’s culture, values, and processes.

## Social Dialogue

At Motul, social dialogue takes various forms, ranging from digital or in-person meetings to satisfaction surveys and formal dialogue with employee representative bodies.

### 1. Town Hall: a space for dialogue and transparency

To foster a positive working environment and strengthen employee engagement, Motul regularly organizes information meetings known as “Town Halls.”

These sessions provide an opportunity to share key information about the company’s activities with all teams, including quarterly results, ongoing projects, and strategic initiatives. Led by the Chairman of the Executive Board and certain members of the Executive Committee, these meetings promote dialogue, transparency, and understanding of the Group’s strategic direction, while giving employees the opportunity to ask questions and engage directly with management.

## 2. Internal survey: “Voice of Employee” – Implementation of 2025 actions

As part of the Voice of Employee survey launched in 2024, Motul gathered feedback from employees around the world regarding their understanding of and alignment with the company’s strategy, working conditions, and the quality of management. With strong participation rates of 77% and 83% (above the average of 74%), the results helped identify the main areas for improvement.

In 2025, the company is focusing on the implementation of corrective action plans. These actions are being deployed across all management levels, with the support of HR representatives and managers, in order to address the lowest-rated areas. Progress is monitored regularly to ensure both effectiveness and ownership by the teams. As such, 2025 represents a phase of consolidation and transformation of the feedback collected, in preparation for the next survey scheduled for 2026.

## 3. Dialogue with employee representatives

### In France

Social dialogue is structured through recognized employee representative bodies. In France, a local Social and Economic Committee (CSEe) has been established at both the Aubervilliers and Vaires-sur-Marne sites. Each CSEe is composed of 9 full members and 9 alternate members elected by employees. These bodies meet on a monthly basis to ensure the collective expression of employees and to engage with management on economic, social, and organizational developments.

In order to address specific health, safety, and working conditions issues, a Health, Safety and Working Conditions Commission (CSSCTe) has been established within each site. These commissions contribute to the identification, prevention, and monitoring of occupational risks.

In addition, Motul conducts periodic collective negotiations, particularly within the framework of the Mandatory Annual Negotiations (NAO). The NAO agreement signed on February 5, 2025 notably covers:

- Salary increases and variable compensation schemes,
- Professional equality between women and men,
- Quality of life and working conditions,
- Home-to-work mobility.

These negotiations represent a structuring lever for the continuous improvement of the Group's social policies.

Employee representatives are regularly informed about the company's strategic orientations and developments. Monthly discussions make it possible to gather employees' expectations and integrate their feedback into management decisions. This dialogue helps strengthen transparency, employee engagement, and the prevention of social conflicts.

#### **Within Subsidiaries**

Social dialogue within the Motul Group shows significant diversity depending on the countries and local regulatory frameworks.

**Japan Laboratory:** presence of both management and employee representatives, with 5 social dialogue meetings held in 2025.

**Motul Iberica:** annual meeting held to define the social dialogue calendar for the following year.

**Motul Deutschland:** structured social dialogue with a trade union (Sindilub), including 2 formal collective negotiations and the signing of a Collective Bargaining Agreement (CBA).

**Colombia:** social dialogue is facilitated through two bodies: the Comité de Convivencia Laboral and the Joint Committee on Occupational Health and Safety (COPASST).



**Prevention of occupational accidents and illnesses:  
Regular monitoring and corrective action plans**

Motul has implemented structured measures aimed at reducing occupational accidents and illnesses across all its sites:

**1. Harmonization of post-incident action plans**

All Group entities are required to systematically submit their corrective action plans following each accident or incident. This approach makes it possible to share lessons learned and implement a global preventive framework, improving safety and reducing risks across all sites.

**2. Enhanced training and awareness programs**

Mandatory health and safety training and risk prevention programs are provided to employees, with particular emphasis on industrial activities:

- Increased provision and use of appropriate Personal Protective Equipment (PPE).
- Ongoing training sessions on prevention best practices.

As part of Workplace Safety Day and through a local partnership with the Aubervilliers fire department, a first aid awareness session was organized at headquarters on April 30, 2025. Subsidiaries were encouraged to implement similar local initiatives.

**3. Safety audits and equipment compliance**

Regular audits are conducted at the Vaires-sur-Marne site to verify compliance with procedures, identify potential improvements, and implement corrective actions.

**4. The “Mind Wellness” program**

More broadly, since July 2025, Motul has been rolling out the “Mind Wellness” program, a global initiative supporting mental health and well-being at work, accessible to all employees and their families worldwide. In partnership with Eutelmed, this program provides a secure digital platform, awareness content, self-assessment tools, a multilingual psychological support hotline available 24/7, and confidential individual consultations. This initiative forms part of the Group’s policy for preventing psychosocial risks and improving quality of life at work.

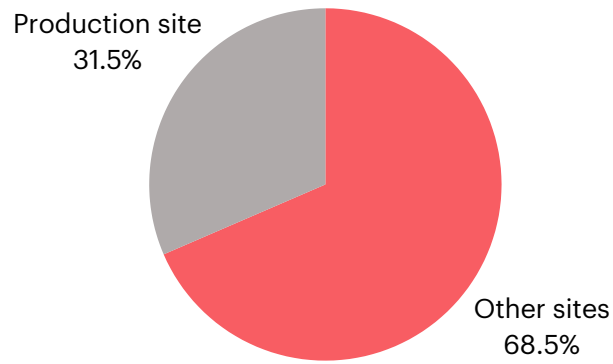
**5. Mental Health Day**

On October 10, 2025, as part of World Mental Health Day, Motul launched a global awareness campaign across all its sites. This communication highlighted the importance the Group places on preventing psychosocial risks, supporting employee well-being, and fostering a healthy working environment. Mental health is therefore recognized as a strategic human capital issue and a key driver of the company’s sustainable performance.

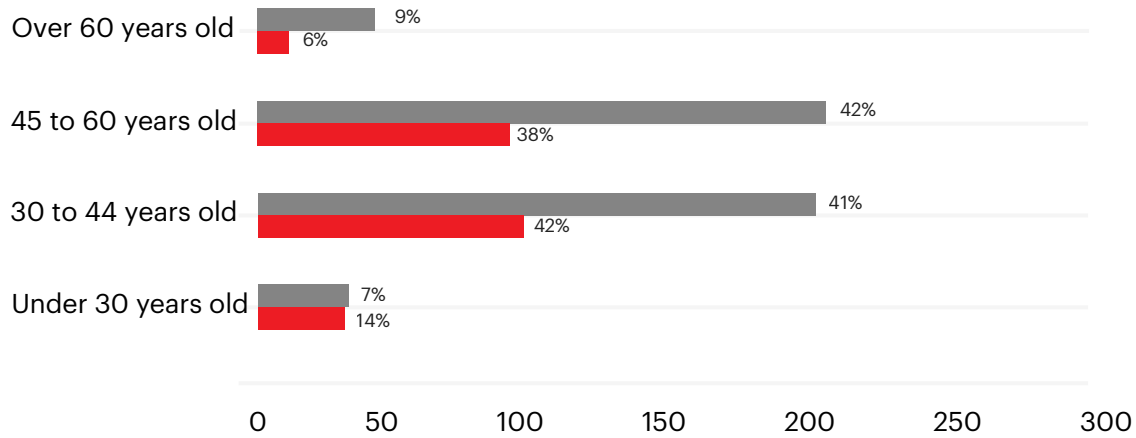
**1.5. Our monitoring indicators**

<b>Number of employees as of 31/12</b>	<b>2024</b>	<b>2025</b>
Permanent contract	738	743
All contracts		777
FTE end of each month/12 months		796

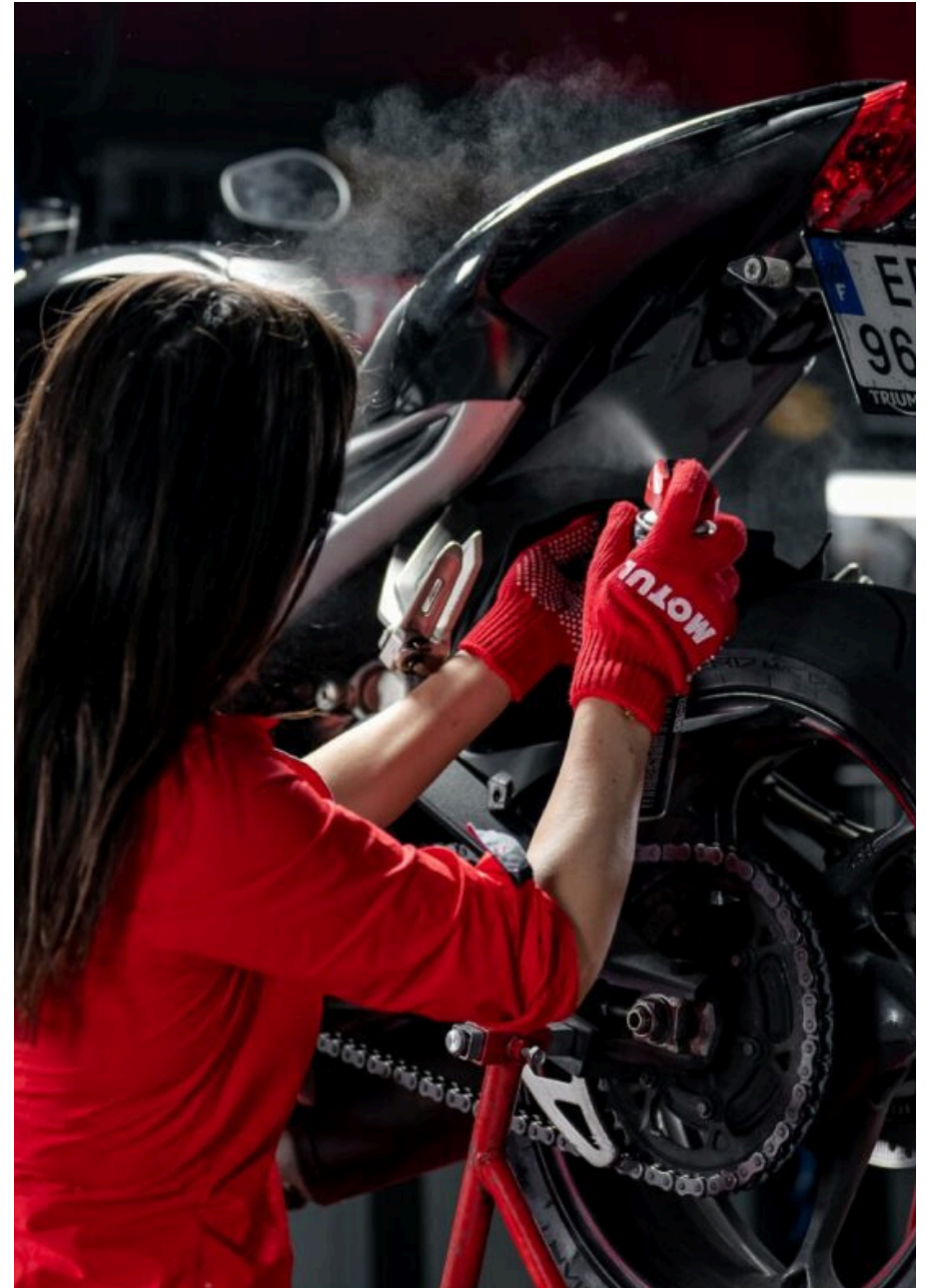
### Workforce distribution



### Age pyramid and gender distribution



	Under 30 yrs	30-44 yrs	45-60 yrs	Over 60 yrs
Men	36	206	210	46
Women	34	103	93	15



### Number of workplace accidents

Total Motul Group	2023	2024	2025
Commuting accidents	6	2	6
Workplace accidents	18	17	18
Number of accidents resulting in sick leave	6	4	6
Lost workdays	268	28	107
Additional leave days or relapse N-1/-2/-3	260	469	0
Theoretical number of hours worked	1,365,951	1,414,858	1,422,755
<b>Frequency Rate</b>	<b>4.39</b>	<b>2.83</b>	<b>4.22</b>
<b>Severity Rate</b>	<b>0.20</b>	<b>0.02</b>	<b>0.08</b>

### Absenteeism rate

Total Motul Group	2023	2024	2025	Change
Days of absence	5,276	4,538	4,667	2.83%
Hours of absence	42,324	36,251	37,258	2.78%
Theoretical number of hours worked	1,365,951	1,414,858	1,422,755	0.56%
<b>Absenteeism rate</b>	<b>3.10%</b>	<b>2.56%</b>	<b>2.62%</b>	<b>2.21%</b>

### Gender Equality Index (Motul France scope only)

- 88/100, unchanged from 2024
- **Pay gap:** 35/40 versus 33/40 in 2024, representing a two-point improvement
- Although the gap remains favorable to men, Motul continued to reduce the gender pay gap on this indicator (4.7 in 2025 vs. 6.9 in 2024 and 7.5 in 2023)

### Attrition rate

Indicator	2024	2025
Attrition	7.20%	9.47%
Attrition excluding retirement	6.30%	7.71%
Managed turnover	8.00%	6.90%
<b>Net turnover</b>	<b>15.10%</b>	<b>16.36%</b>

### Permanent contract recruitment rate: 12.5%

93 permanent hires / 743 employees on permanent contracts at year-end.



### Training Indicators in 2025

Training outside Group platforms	Motul France	Motul International	Motul Group
Total training hours (all contract types)	4,528.5	4,079.0	8,607.5
Training through Group platforms	Motul France	Motul International	Motul Group
LinkedIn Learning (all contract types)	66.4	565.6	632.0
CoachHub – Coaching (all contract types)	24.0	103.5	127.5
CoachHub – Co-development (all contract types)	16.5	148.5	165.0
7Speaking (all contract types) – data currently unusable			0
<b>Total</b>	<b>106.9</b>	<b>817.6</b>	<b>924.5</b>
<b>Total Training Hours (Outside Group platforms + Group platform hours)</b>	<b>4,635.4</b>	<b>4,896.6</b>	<b>9,532.0</b>

- Number of employees who benefited from at least one training action (number of trained employees across all contract types – all platforms): **578 employees**
- Average number of training hours for the total workforce as of 31.12.25: **12.3 hours (9,532H / 777 employees)**

## 2. Equal treatment of employees (ESRS S1)

### 2.1. Our challenges

Equal treatment is a key social and governance challenge for Motul. It directly influences employee trust, engagement, internal cohesion, as well as the Group’s attractiveness and reputation. Respecting this principle is essential to ensuring a fair and inclusive working environment across all sites and subsidiaries.

The main identified challenges notably relate to:

- **Risks linked to perceptions of inequity** regarding compensation or employee benefits, which may affect employee motivation, engagement, and retention.
- **Disparities in human resources management practices** across the Group’s various entities, which may also generate a sense of unfairness or unequal treatment.
- **The existence of potential biases in recruitment, promotion, or internal mobility processes**, which may limit equal opportunities and fair access to professional opportunities.
- **Social or organizational fragmentation phenomena** that may impact the social climate, sense of belonging, and internal cohesion within the Group.

### 2.2. Our Policy and key decisions

Motul works to ensure fair and transparent treatment for all its employees through the following measures:

- Ensuring a fair and decent salary for all employees, based on objective and transparent criteria.
- Ensuring equal opportunities at every stage of professional life: recruitment, training, promotion, mobility, and compensation.
- Preventing all forms of discrimination and promoting an inclusive and respectful environment.

- Rolling out a Diversity, Equity, Disability and Inclusion Charter across all entities.

This policy aims to strengthen attractiveness, retention, and social cohesion while ensuring compliance with local legal frameworks.

### 2.3. Our 2025 actions

#### Fair compensation and living wage

Committed to ensuring fair, competitive, and socially responsible compensation for its employees, Motul continued its international salary benchmarking initiatives in 2025. With the support of the consulting firm Mercer, market studies were conducted in Italy, Colombia, Mexico, and the United States to ensure the ongoing alignment of compensation practices with local standards. Initiated in 2023, this approach now covers all countries in which Motul operates and aims to strengthen both internal and external equity while supporting talent attractiveness and retention.

In 2025, the Group took an additional step by explicitly integrating the concept of a living wage into its compensation policy. An in-depth analysis was conducted across the Group’s 22 countries of operation, based on consolidated salary data as of the end of August 2025. This study was inspired by the living wage definition established by EcoVadis, as well as by the socio-economic statistics published respectively by the World Bank and the OECD. The results were compared with national regulations in order to identify any gaps between legal minimum requirements and the Group’s social objectives.

This initiative made it possible to establish an internal salary benchmark that goes beyond simple regulatory compliance in order to ensure a decent standard of living and effective social inclusion for employees.



Social and societal commitment “Care to protect and grow people”

## Individual Social Report (ISR)

In 2025, the Motul Group implemented an Individual Social Report (ISR) for employees on permanent contracts, covering the compensation period from July 2024 to July 2025.

This initiative, developed in partnership with WinchApps, relies on a software solution designed to ensure data confidentiality and security.

The ISR provides employees and managers with a comprehensive and transparent view of total rewards, going beyond monetary compensation alone. It notably includes:

- **Fixed and variable compensation** (bonuses and premiums);
- **Employer-funded social protection benefits** (contributions, guarantees, health coverage, retirement, and provident schemes);
- **Employee benefits** such as meal and transportation allowances, as well as company cars;
- **Elements related to quality of life at work**, such as remote working and internal programs (for example, the Mind Wellness workplace psychological well-being platform, part of the global MOTUL CARE benefits program);
- **Training completed by employees** during the reference period, highlighting the company’s investment in skills development;
- **Information related to working time and leave**, including special family-related leave.

This information is available in five languages and adapted to each country’s context in order to reflect local regulatory specificities.

This tool helps strengthen transparency regarding compensation and employee benefits policies, as well as employee attractiveness and retention, while enabling managers to benefit from a consolidated and comparative view of social benefits, working time, and training investments across the Group’s different countries.

### **Encouraging participation in events and initiatives aimed at raising employee awareness of equality and diversity**

In 2025, the Motul Group strengthened its diversity and inclusion policy. The two disability coordinators (headquarters and industrial site) received dedicated training in order to structure support for employees with disabilities and deploy an inclusive approach across the organization.

In addition, the HR Information Systems Manager completed the training program “Implementing a Diversity Policy and an Inclusive Culture,” aimed at strengthening internal expertise in diversity governance, inclusion, and discrimination prevention, and was appointed as the Group Disability Coordinator.

On the occasion of the International Day of Persons with Disabilities, Motul organized a Motul Meet Up on December 3 featuring Axel Allétru, para-athlete and former motocross champion. Through his testimony, employees were made aware of disabilities acquired throughout life, as well as the challenges related to resilience, inclusion, and accessibility in the workplace. To reinforce the initiative’s tangible impact on employees, headquarters also hosted a gourmet break organized by Café Joyeux, a social and inclusive enterprise. This event forms part of the Group’s broader awareness-raising approach aimed at fostering a more inclusive and caring working environment.

During the reporting period, **Motul Colombia** conducted workplace harassment training sessions, implemented a Protocol for the Prevention and Management of Sexual Harassment, and carried out monitoring of psychosocial risks.

**Motul Deutschland** carried out awareness-raising initiatives.

**Motul North Africa (MONA) and Chem Arrow** implemented mandatory training programs on harassment and discrimination (1 hour for all employees and 2 hours for managers).

**Motul Iberica (MIBE)** developed an internal program called MOTUL Value Prizes, designed to recognize behaviors aligned with the Group’s values.

In addition, on the occasion of International Women’s Rights Day, a video featuring Motul female employees from different countries (France, Brazil, Spain, Mexico, and Germany) and diverse professional backgrounds was shared in order to celebrate women’s contribution to the company’s growth and reaffirm our commitment to preventing all forms of discrimination.

Across the subsidiaries, various initiatives were implemented, including discussions with inspiring women, collective activities, lunches, and the distribution of gifts, among others.

## 2.4. Our monitoring indicators

### Share of women in the total workforce

	Permanent employees as of 31/12/24				Permanent employees as of 31/12/25			
	F	M	Total	% Women	F	M	Total	% Women
Motul other sites	191	354	545	35%	175	334	509	34%
Motul Production sites	56	137	193	29%	70	164	234	30%
<b>Total</b>	<b>247</b>	<b>491</b>	<b>738</b>	<b>33%</b>	<b>245</b>	<b>498</b>	<b>743</b>	<b>33%</b>

### Share of employees with disabilities

Permanent Employees as of 31/12/25	Employees with disabilities	Total employees	% Employees with disabilities
Motul France	11	359	3.06%
Motul Deutschland	1	106	0.94%
<b>Total Motul Group</b>	<b>12</b>	<b>743</b>	<b>1.62%</b>

### Living wage: Results of the study based on workforce data as of End-October 2025

- **99.4%** of employees on permanent contracts receive compensation above the threshold defined by the Motul internal benchmark (the MOTUL benchmark is based on a relative poverty threshold).



### 3. Respect for Human Rights (ESRS S4)

#### 3.1. Our challenges

Respect for human rights is a fundamental pillar of Motul’s social responsibility and a key driver of its sustainable performance. The Group is committed to promoting and protecting the fundamental rights and freedoms of all individuals who may be affected by its activities, both within its direct operations and throughout its value chain.

The main identified challenges relate to:

- **Risks of non-compliance with applicable international and local human rights legislation**, including in particular the prohibition of forced labor, child labor, and human trafficking. Such breaches could generate significant legal, reputational, and social risks for the Group.
- The **need to promote equality, dignity, and respect for individuals** by preventing all forms of discrimination and ensuring the freedom and fundamental rights of people affected by its activities, particularly within the supply chain.
- The **importance of exercising enhanced vigilance regarding the practices of suppliers and partners**. This vigilance aims to ensure compliance with social standards and fundamental human rights principles at all levels of the value chain, in accordance with applicable regulatory frameworks and international standards.

### 3.2. Our Policy and key decisions

Motul works to:

- Respect human rights throughout all its activities and across its supply chain.
- Strictly prohibit the use of forced labor, child labor, and human trafficking.
- Raise awareness and train all employees and partners on human rights-related issues.
- Integrate these principles into supplier and partner evaluation processes.

This policy aims to strengthen consumer trust and minimize regulatory, health, and reputational risks.

Motul also aims to:

- Strengthen compliance monitoring of suppliers and partners regarding respect for human rights.
- Extend human rights training to all new hires and existing employees.
- Update the supplier charter in order to integrate human rights criteria more systematically into audits and contracts.

### 3.3. Our 2025 actions

As part of its commitment to ethics and respect in the workplace, the Group provides all employees with training on respectful communication and risks related to harassment.

This initiative is complemented by reminders regarding the Code of Ethics and the whistleblowing platform, both accessible to all employees to report any inappropriate behavior.

To date, 20% of the workforce has already completed the online training program, thereby helping to strengthen a corporate culture based on respect and prevention.



## 4. Protection of end consumers (ESRS S2)

### 4.1. Our challenges

Consumer safety and product quality are essential pillars of Motul's sustainable and responsible business model.

The main identified challenges are:

- Ensuring the regulatory compliance and safety of all lubricants and chemical products, particularly in accordance with REACH and other applicable standards.
- Preventing any health or environmental risks for users and anticipating product recalls or incidents in order to protect consumer health and trust.
- Providing complete and transparent product information, including composition, instructions for use, and safety recommendations.
- Integrating safety and quality throughout all internal processes, from R&D to distribution, in order to ensure continuous improvement and maintain the company's competitiveness.

### 4.2. Our Policy

Motul works to:

- Ensure product safety and quality throughout the entire product lifecycle.
- Ensure traceability and transparency of product information for consumers and partners.
- Promote the continuous improvement of product safety and quality by integrating these principles into the quality and environmental management system (ISO 9001 / ISO 14001).
- Train and raise awareness among employees and partners regarding product safety and quality best practices.

This policy aims to strengthen consumer trust and minimize regulatory, health, and reputational risks.



### 4.3. Our key decisions and 2025 actions

#### 1. Quality management system

In order to ensure product reliability and process control, Motul relies on an ISO 9001-certified quality management system. This certification governs all activities related to product design, production, and commercialization, ensuring risk control, operational traceability, and the continuous improvement of performance.

It contributes to strengthening consumer safety, regulatory compliance, and customer satisfaction, while structuring operational practices within a sustainable and responsible performance approach.

#### 2. Regulatory compliance of purchased raw materials

As part of the European REACH Regulation (Registration, Evaluation, Authorisation and Restriction of Chemicals), Motul has implemented a structured process aimed at ensuring the regulatory compliance of the chemical substances used in its products. This process applies to all purchased raw materials, pre-blends, as well as finished products manufactured, subcontracted for packaging, or purchased for resale. This approach makes it possible to integrate suppliers into the chemical risk management framework and ensure compliance throughout the supply chain.

Suppliers' regulatory data is systematically collected, assessed, and updated, particularly when new products are created, regulations evolve, or non-compliance is identified. This continuous monitoring process helps anticipate regulatory changes and limit risks to human health and the environment.

#### 3. Risk management and coordination with procurement and product functions

In the event of a regulatory change or identified non-compliance, Motul initiates an internal information flow involving the relevant departments, particularly the Procurement and Marketing teams. Depending on the level of impact, an assessment is carried out to evaluate the consequences for the product, labeling, transportation, storage, or costs. An action plan is then defined, which may include corrective measures, exemption requests, or changes to formulations or packaging.

This approach ensures the systematic consideration of regulatory requirements from the selection of raw materials and throughout the entire product lifecycle.

#### 4. Compliance and safety of products placed on the market

As part of the European REACH Regulation and REACH-like regulations worldwide, Motul implements rigorous management of the chemical substances used in its formulations. Each substance is monitored and assessed in order to ensure regulatory compliance, anticipate legislative developments, and control risks to human health and the environment. This approach helps protect employees exposed during formulation, production, packaging, storage, and transportation phases, while ensuring that customers receive safe products compliant with European and international requirements.

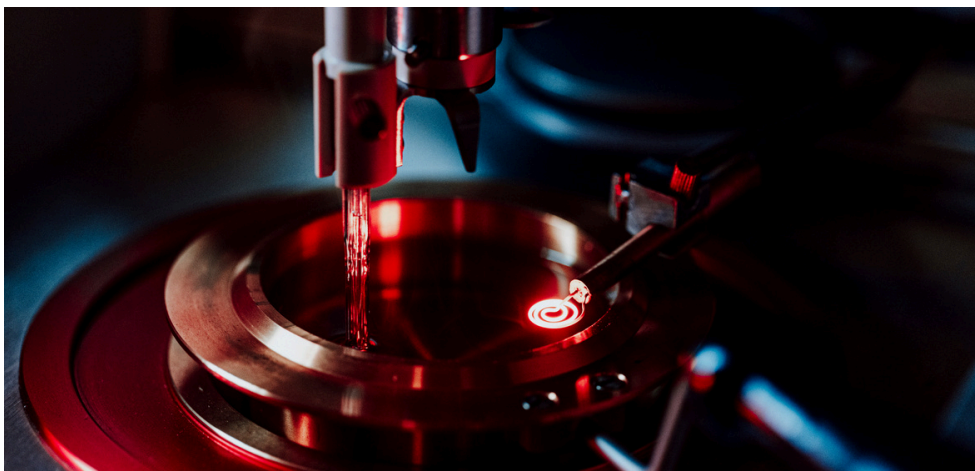
Motul also ensures transparent communication with its customers by providing regularly updated Safety Data Sheets (SDS). In accordance with regulatory requirements, European customers automatically receive SDS updates by email in their local language at the time of ordering and during the 12 months following their order, facilitating the understanding of risks, preventive measures, and emergency procedures. Motul product SDS are also available online on Motul's website in more than 25 EU and non-EU languages.

In addition, Motul is a member of an international 24/7 Emergency Response Center (with emergency telephone contacts provided on all SDS). This center holds detailed information on all marketed products. This system enables rapid access to medical and technical information in the event of an incident or accident across all EU and export territories, thereby strengthening the protection of users and emergency responders.

Through these actions, Motul demonstrates its commitment to people’s safety, regulatory compliance, and social responsibility throughout the value chain.

#### 4.4. Our monitoring indicators

Safety Data Sheets (SDS): <b>139,569</b> SDS sent in 2025 to <b>13,973</b> unique customers	<b>0</b> major incidents reported relating to consumer safety
<b>4</b> calls in total to the 24/7 emergency hotline: <b>0</b> accidents/incidents	<b>95%</b> of employees trained in product safety and quality



## 5. Partnerships and societal engagement

### 5.1. Our challenges

Motul recognizes the importance of active and structured societal engagement, both to meet the expectations of civil society and to strengthen the company’s local and global roots.

The main identified challenges relate to:

- The Group’s ability to contribute in a relevant and sustainable way to the local ecosystems in which it operates, by understanding their specific needs in order to maximize the social and territorial impact of its actions.
- Encouraging employee engagement in solidarity initiatives by providing concrete and structured opportunities to participate in social, educational, or societal initiatives.
- Reducing reputational and regulatory risks associated with sponsorship, partnerships, and local engagement initiatives by ensuring the implementation of responsible, sustainable, and values-aligned approaches.
- Leveraging employees’ professional and personal technical skills in support of projects serving the public interest, which represents a key driver for strengthening both the impact of the actions undertaken and the sense of engagement within the Group.

### 5.2. Our Policy

Motul’s Partnerships and societal engagement policy is based on three main pillars:

- Local and global engagement: supporting social and educational initiatives, as well as sponsorship programs, in order to create a lasting impact.
- Employee mobilization: encouraging the sharing of time and skills through solidarity missions, training programs, and events.

- Environmental and social responsibility: integrating environmental and social challenges into the supported projects in order to strengthen shared value.

This policy reflects Motul’s ambition to combine economic performance, social commitment, and environmental responsibility, in line with the CSR pillar “CARE to Protect and Grow People”.

### 5.3. Our key decisions

In response to these challenges, the Group has taken several key decisions aimed at embedding its societal commitment within a coherent, controlled, and high-impact approach.

#### Engagement policy

The Group first decided to refocus its actions in support of local ecosystems through a territorial approach, enabling the identification, prioritization, and addressing of the specific social and educational needs of the regions in which it operates. This decision aims to maximize the social impact of the actions undertaken while strengthening the Group’s local roots. These local partnerships (sporting events, participation in local initiatives, etc.) represent a lever for promoting the company’s values of performance, solidarity, and knowledge sharing, while encouraging the engagement of employees and local communities.

In addition, the Group chose to deploy and strengthen employee solidarity engagement initiatives by integrating these approaches into a formalized societal engagement policy. This direction will provide employees with concrete, structured, and accessible opportunities to become involved in projects with social, educational, or environmental purposes, thereby strengthening both meaning at work and internal cohesion.

### The Motul Corazón Foundation

The Motul Corazón Foundation relies on a structured organization and dedicated governance framework, ensuring the consistency, transparency, and impact of the initiatives carried out. It benefits from the status of a sheltered foundation under the Fondation de France, which provides a secure legal and tax framework as well as external oversight regarding the public-interest nature of the supported projects.

The Foundation’s governance is based on an Executive Committee responsible for defining strategic orientations and selecting funded projects, as well as a Managing Director in charge of operational implementation and the monitoring of nonprofit partnerships. Motul employees are also mobilized as key contributors to projects, acting as project leaders, sponsors, ambassadors, or volunteers, thereby strengthening internal engagement and alignment with the company’s culture.

From a financial perspective, the Motul Corazón Foundation benefits from an annual intervention budget of €200,000 allocated by Motul, which may be supplemented by in-kind contributions. The vast majority of this budget is dedicated to nonprofit projects, with very limited structural costs. Grants awarded generally amount to €15,000 per project, with the possibility of higher funding for initiatives generating particularly strong social impact.

Beyond its societal impact, the Motul Corazón Foundation also represents a strategic lever for Motul. It contributes to developing a pool of skills in professions facing labor shortages, strengthens local roots, and enhances the attractiveness of the employer brand. By mobilizing employees around high-impact social projects, it fosters internal engagement, team cohesion, and the development of cross-functional skills. Lastly, it strengthens Motul’s credibility with stakeholders by demonstrating a tangible contribution to the Sustainable Development Goals, particularly in the areas of education, employment, and the reduction of inequalities.

In 2025, the Foundation began strengthening the monitoring and impact assessment of the projects it supports, in order to secure and structure its partnerships through selection, monitoring, and evaluation criteria designed to ensure their sustainability, compliance, and alignment with the Group’s values and commitments.

### The Garages Écoles

In France, as a founding member of the Garages Écoles association, Motul seeks to address the local needs of young people facing significant educational difficulties by improving their access to employment. By successfully bringing together Norauto, Mobilians, and the Crédit Agricole Youth Fund, the association supports the development and creation of Garage Schools in France, in partnership with Production Schools. Today, there are 8 Garage Schools in France, with 3 additional projects currently under review.

### The Fondation du Patrimoine

Motul has supported the Fondation du Patrimoine since 2008, thereby contributing to the preservation and enhancement of motoring heritage. This initiative helps sustain numerous professions of excellence in which France is internationally recognized for its expertise. Each year, a committee composed of expert jurors and industry professionals meets to review applications and select the projects that will benefit from this sponsorship program.

## 5.4. Our 2025 actions

### Motul Corazón Foundation Projects

The Motul Corazón Foundation continued its mission of supporting vulnerable young people by funding fifteen local and international projects focused on training and professional integration in the mobility and industrial sectors, for a total amount of €280,820.

In January 2025, a webinar dedicated to the Motul Foundation and its impact around the world was organized for all employees.



During this session, Silvia Uranga (Pescar Foundation, Argentina & Brazil) and Leïla Cherif (Heure Joyeuse Foundation, Morocco) shared their experiences and highlighted the projects supported to help transform the lives of young people.

### **Garages Écoles updates**

In January 2025, an internal spotlight was placed on the Garages Écoles association in order to raise awareness among all employees as part of International Education Day.

In February 2025, 70 young people from various Garages Écoles had the opportunity to visit the Rétromobile exhibition at Porte de Versailles in Paris to discover iconic vehicles.

In June 2025, students from the Le Mans Garages Écoles joined the 24 Hours of Le Mans teams for a hands-on technical immersion experience.

### **The 2025 Edition of the Course des Héros**

On Sunday, June 15, 2025, Motul took part in the Course des Héros for the fourth consecutive year, a sporting and charitable event supporting its foundation. More than fifty employees from headquarters and the industrial site participated by running or walking in support of this cause, illustrating the teams' solidarity and cohesion. As a result, €2,500 was donated to the project supported by the Foundation in Ukraine, following a vote by employees who selected this initiative as the beneficiary project.

### **The Africa Eco Race and Heure Joyeuse**

The Africa Eco Race is an international rally raid covering nearly 6,000 km from Monaco to West Africa, following the historic Paris-Dakar routes. MANO, a Motul subsidiary, has been a partner of the event for the past four years in order to promote the values of performance and commitment. This race also provided MANO with an opportunity to strengthen its partnership with the

young people supported by the Heure Joyeuse association in Morocco by enabling four of them to join the teams and experience the unique adventure and intense moments of participating in a rally raid.

### **Examples of local initiatives**

In Poland, Motul and its distributors support local initiatives (including "Moto Orkiestra" and "Moto Serce") that bring together motorcycle enthusiasts and motorsport fans to raise funds for charitable causes and encourage blood donation.

Our subsidiary Motul Iberica supported the solidarity initiative of two students participating in the UniRaid 2025 rally, an event whose purpose goes beyond competition by delivering humanitarian supplies to small communities in Morocco.



## 5.5. Our monitoring indicators



**126**

projects or partnerships supported since the creation of the Foundation

**€1,902,861**

allocated to supported projects since the creation of the Foundation

**15**

projects or partnerships supported in 2025

**€2,132,942**

in Foundation resources since its creation

**€280,820**

allocated to projects supported in 2025

**1**

societal engagement reporting presentation per year to governance bodies

**10.78%**

average structural costs (administration, communication, events, etc.) since the Foundation's creation



## 03.

**Environmental commitment**  
**“Craft with our full footprint in mind”**

For more than 170 years, Motul has been developing high-performance technological solutions for engines, mobility, and industrial applications. Aware of environmental and climate-related challenges, the Group places sustainability at the heart of its **“Regeneration 2030”** strategy. For Motul, economic performance and environmental performance are inseparable, and the control of environmental impacts is considered a key driver of long-term resilience and value creation.

The Group’s environmental policy is structured around three main pillars: climate, pollution, and the circular economy. It is based on a continuous improvement approach to environmental performance, integrated into the CSR strategy and monitored through measurable indicators.

This chapter addresses the requirements of the Environmental ESRS standards, including:

- **E1 – Climate Change:** direct and indirect emissions, energy, and energy efficiency.
- **E2 – Pollution:** waste management and emissions to air, water, and soil.
- **E3 – Circular Economy and Resource Use:** material consumption, recycling, and product life extension.
- **E4 – Biodiversity:** impacts on ecosystems and the use of sensitive raw materials.

## 1. Climate and energy (ESRS E1)

### 1.1. Our challenges

Motul considers climate change to be a major strategic challenge, both because of its direct and indirect impacts and the profound transformations it brings to markets, usage patterns, and the Group’s business model.

The Group has identified five main priorities:

- Reducing greenhouse gas emissions (Scopes 1, 2, and 3) in order to limit the Group’s climate impact;
- Optimizing energy consumption across all production and logistics sites;
- Transitioning toward renewable energy and reducing dependence on fossil fuels;
- Developing circular solutions, particularly through the integration of re-refined oils, in order to reduce the carbon footprint of products and preserve resources;
- Anticipating regulatory requirements and stakeholder expectations.

These challenges arise in a context marked by increasing physical risks, rapid regulatory and technological transitions, but also by opportunities for value creation through the development of lower-carbon solutions. Energy has now become a central strategic lever in the Group’s transition.

### 1.2. Our Policy

Motul aims to reduce its carbon footprint and strengthen its climate resilience by 2030 through three main pillars:

- **Decarbonizing its offerings:** lubricants with improved energy efficiency, re-refined oils, solutions for new powertrains, and Thermal

Management systems.

- **Decarbonizing its sites and supporting the energy transition:** improving energy efficiency, increasing the use of renewable energy, modernizing equipment, and ensuring regulatory compliance.
- **Decarbonizing the value chain and strengthening adaptation:** logistics optimization, collaboration with suppliers and partners, integration of climate risks into projects, and employee awareness initiatives.

This policy is based on technological innovation, the continuous improvement of energy performance, and the integration of climate-related challenges into governance and strategic decision-making.

### 1.3. Our key decisions

#### 1. Carbon footprint assessment

Motul carries out an annual greenhouse gas (GHG) emissions assessment covering its entire organizational scope on a global scale. This exercise is a central tool for steering the Group’s climate strategy, enabling the identification of the main emission sources and the monitoring of carbon performance over time.

The carbon footprint assessment includes direct and indirect emissions related to the Group’s activities, including industrial operations, logistics activities, and emissions associated with the upstream and downstream value chain. It also takes into account outsourced activities carried out through Contract Manufacturing Organizations (CMOs), industrial partners representing a significant share of the Group’s production.

Data is consolidated annually in order to monitor the carbon trajectory and ensure comparability of results from one year to another. This approach provides Motul with a comprehensive and consistent view of its carbon footprint, forming an essential basis for defining and steering its emission reduction initiatives. The detailed calculation methodology, data collection procedures, and consolidation principles are presented in the appendix to this report.

#### 2. Sustainable construction

As part of the renovation of the administrative building at the Lescot site in Vaires-sur-Marne, Motul adopted a sustainable construction approach. The works, completed in 2019, led to the following certifications:

- PassivHaus (EnerPhit label for renovation);
- LEED Gold certification.

These certifications demonstrate the building’s high energy and environmental performance, reflecting the Group’s commitment to integrating energy efficiency into its real estate decisions.

In 2025, construction began on the new headquarters of Motul SA. This large-scale project, scheduled for completion by the end of 2026, is part of a sustainable development approach targeting LEED Building Design & Construction GOLD certification – Version V4.1.

#### 3. Energy transition and renewable energy

In order to reduce its Scope 2 emissions, Motul has implemented green electricity contracts with guarantees of origin covering more than 86% of its operational scope.

Several subsidiaries have undertaken enhanced initiatives:

Baraldi, the Group’s site in Italy, sources 100% certified renewable electricity and has invested in photovoltaic installations, significantly reducing its indirect carbon footprint related to energy consumption.

On the industrial partner side:

Our CMO in Belgium inaugurated a wind turbine at the Port of Ghent in 2023, in partnership with Luminus and the local municipality. This installation generates more than 10,000 MWh of green electricity per year, contributing to the reduction of indirect emissions associated with outsourced production.



#### 4. Structuring through ISO certifications

As part of structuring its environmental and energy approach, Motul chose to anchor its CSR policy within internationally recognized standards. The achievement and deployment of ISO certifications therefore represent a key strategic decision, providing a normative and auditable framework embedded in a continuous improvement approach.

The Vaires-sur-Marne site, Motul Deutschland, and Baraldi are currently ISO 14001 certified, the international standard relating to environmental management systems. This certification covers:

- The identification and control of environmental impacts;
- Regulatory compliance;
- Pollution risk prevention;
- The implementation of measurable objectives monitored over time.

In addition, Motul Deutschland is ISO 50001 certified, the standard dedicated to energy management. This certification enables:

- Precise monitoring of energy consumption;
- The identification of optimization levers;
- The continuous improvement of the energy performance of installations.

Beyond compliance, these certifications reflect a strategic choice: integrating environmental and energy performance at the core of the Group’s industrial and organizational processes. They help strengthen the reliability of the data used in the carbon footprint assessment, reinforce the credibility of reporting, and embed the emissions reduction trajectory within a robust and sustainable methodological framework.

## 5. Development of re-refined and bio-based oils

As part of its decarbonization strategy, Motul has intensified the integration of re-refined base oils (RRBO) and bio-based raw materials into its formulations.

In Brazil, since 2023, Motul has sourced raw materials for its local products from the country’s largest RRBO production facility.

Across all its subsidiaries, through its NGEN Core technology, Motul reaffirms its expertise and innovates for a new generation of lubricants combining high performance with environmental responsibility. Far more than just a product range, this technology label embodies the Group’s expertise in integrating re-refined base oils — an area in which Motul is a pioneer and remains, to this day, the only player applying this approach across its entire product portfolio. With the launch of NGEN Core, first within the motorcycle range and then, from 2026 onward, across all product ranges, Motul reasserts its role as a pioneer by making sustainable performance tangible and accessible to all users.

NGEN Core complies with the latest industry standards, notably API SP and JASO MA2. Tested under extreme conditions, these lubricants have demonstrated uncompromising performance for customers while relying on sustainable solutions.

In addition to delivering equivalent performance, re-refined base oils enable a 40% reduction in carbon emissions compared with virgin base oils. Beyond the formulation itself, NGEN Core is packaged in bottles containing 50% post-consumer recycled (PCR) plastic. In Brazil, our teams progressively improved the share of PCR material, reaching 100% in 2024.

This approach reflects a comprehensive vision of sustainability encompassing sourcing, formulation, packaging, and customer awareness. This evolution marks the transition from an exploratory phase to an initial industrialization phase for low-carbon solutions.



### 1.4. Our 2025 actions

In 2025, Motul continued the operational implementation of its climate policy in accordance with the principles of the Greenhouse Gas Protocol and the requirements of ESRS E1.

The actions undertaken in 2025 are structured around the following initiatives.

#### 1. Carbon footprint consolidation and management

In 2025, actions focused on the priorities identified within Scope 3 in order to reduce the carbon footprint despite business growth:

- Decarbonizing procurement and raw materials through the selection of suppliers with low-carbon practices;
- Optimizing formulations to reduce the carbon intensity of products;
- Optimizing the end-of-life management of sold products;
- Optimizing transport and distribution flows;
- Reducing transportation distances and progressively transitioning toward lower-emission transport modes;
- Strengthening monitoring and reporting processes;
- Implementing KPIs related to carbon intensity per ton produced.

These actions contributed to maintaining a reduction in carbon intensity despite increased production volumes.

## 2. Control of energy-related emissions (Scopes 1 and 2)

In 2025, Motul continued its initiatives aimed at reducing direct and indirect energy-related emissions:

- Maintaining green electricity contracts with guarantees of origin covering more than 86% of the operational scope;
- Differentiated monitoring of Scope 2 emissions using both market-based and location-based approaches in order to assess the actual impact of contractual choices;
- Continuing energy optimization initiatives across industrial sites;
- Monitoring energy consumption by energy type (electricity, gas, fuel oil) and by site.

ISO 14001 certifications (Vaires-sur-Marne, Motul Deutschland, and Baraldi) and ISO 50001 certification (Motul Deutschland) were maintained, ensuring a structured framework for the continuous improvement of energy and environmental performance.

As part of its awareness-raising initiatives on energy-related challenges, a group of 12 employees from Motul France participated in the Energic Challenge in November, a program designed to promote the adoption of simple actions aimed at reducing energy impact both in daily personal life and in the workplace. This pilot initiative encouraged the emergence of concrete improvement proposals. Following the challenge, several ideas identified by participants were integrated into the 2026 energy action plan, thereby strengthening the company's continuous improvement approach.

## 3. Reduction of product carbon intensity

In line with the strategy initiated in previous years, 2025 marked the continued rollout of low-carbon solutions:

- Progressive ramp-up of the NGEN Core range, our new technology based on re-refined base oils (RRBO), combining high performance and sustainability;

- Increased integration of re-refined base oils into formulations;
- Optimization of the raw material mix toward lower-carbon-intensity inputs.

In 2025, in Brazil, we won a tender with Stellantis for its sustainable division, SUSTAINERA. Starting in 2026, we will supply a new local product range using RRBO and 1-liter bottles made from 100% PCR plastic.

Although 2025 still represents a commercial transition phase for certain product ranges, carbon intensity per ton produced continued its downward trajectory.



## 4. Value chain engagement

Given the significance of Scope 3 emissions, Motul continued in 2025 to:

- Fully integrate CMOs into the consolidated carbon reporting scope;
- Monitor the energy and environmental data of industrial partners;
- Analyze raw materials and transportation categories, which are the main contributors to indirect emissions.

This approach aims to strengthen emissions management across the entire value chain and identify priority action levers for future reporting periods.

## 5. Mobility and transport commitment

### Vehicle fleet and fuel consumption

	2023	2024	2025	Change
Motul France	217.94	236.68	249.39	5.4%
Subsidiaries	324.90	355.84	335.19	-5.8%
<b>Total (kL)</b>	<b>542.84</b>	<b>592.52</b>	<b>584.58</b>	<b>-1.3%</b>

### Development of alternatives to road transport

In order to reduce reliance on conventional road transport, several initiatives were strengthened:

- **River transport:** 460 barge shipments were carried out from the Île-de-France region (Chartres and Crépy) to Le Havre. Flows between Italy and Spain are also transported by barge between Savona and Barcelona, representing 220 containers.
- **Rail transport:** production carried out in Italy is transported to France using combined rail-road transport, representing approximately 150 containers of 20 tons each.

The increased use of river and rail transport helps reduce CO<sub>2</sub> emissions per ton transported while strengthening logistics resilience and performance.

### Load optimization and shuttle performance

Regular monitoring is carried out on shuttle flows between the production

site and logistics platforms.

The shuttle optimization rate for 2025 reached 95.99%, representing 3,691 loaded shuttle trips with an average load weight of 20.128 tons per shuttle.

### Logistics centralization and logistics provider selection (2025)

In 2025, Motul initiated a major transformation of its logistics organization through the centralization of all inventories at a single site located in Nangis, operated in partnership with FM Logistic.

Although this site is located further from the production facility, this centralization enables:

- The pooling and consolidation of logistics flows;
- The elimination of inter-warehouse transfers;
- Improved visibility and optimized inventory management.

The selection of this logistics provider also incorporates environmental criteria. The site is engaged in an HQE certification process and is equipped with facilities supporting energy and environmental performance (photovoltaic power plant, LED lighting with motion detection, rainwater reuse systems, and optimized building energy management).

The overall carbon impact of this reorganization is monitored within the Scope 3 framework in order to assess the combined effects of increased transport distances and the gains achieved through flow consolidation.

### Employee mobility

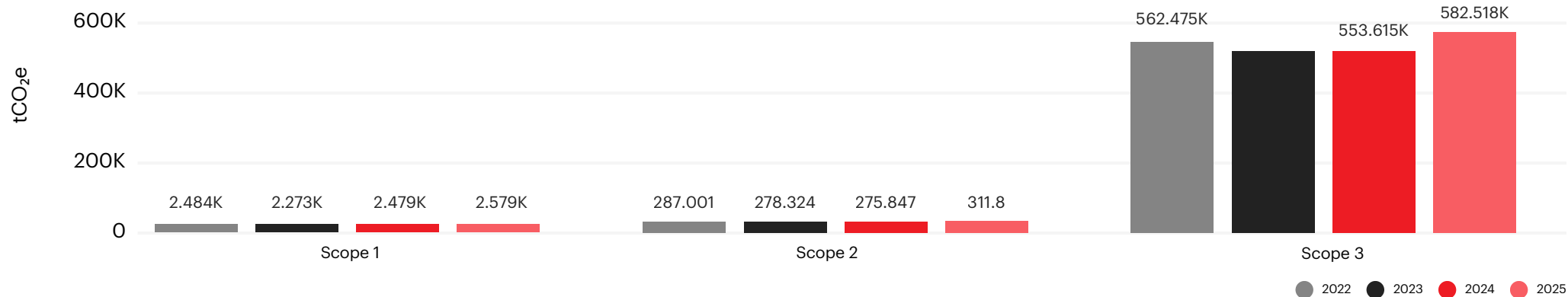
Motul implemented the BlaBlaCar Daily solution at the Vaires-sur-Marne site to encourage carpooling and reduce emissions related to commuting, thereby contributing to the reduction of Scope 3 emissions.

## 1.5. Our monitoring indicators

### 1. Carbon footprint assessment 2022–2025

Comparison Over Time

tCO<sub>2</sub>e – Comparison of the company’s total emissions over time, expressed in tCO<sub>2</sub>e and broken down according to the three scopes of the GHG Protocol.



**Total Emissions (Scopes 1, 2 and 3): 585,409 tCO<sub>2</sub>e**

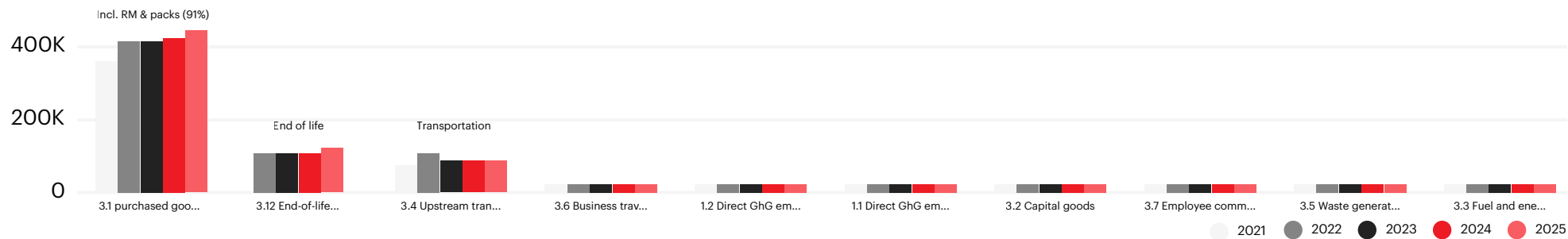
- Scope 1: **2579 tCO<sub>2</sub>e (0.4%)**
- Scope 2 – market-based: **179 tCO<sub>2</sub>e (<0.1%)**
- Scope 2 – location-based: **311.8 tCO<sub>2</sub>e**
- Scope 3 : **582518 tCO<sub>2</sub>e (99.6%)**

Emissions increased by 5.2% compared with 2024, mainly due to business growth, with production increasing by 6.2% over the same period. Despite this increase in absolute value, carbon intensity continued to decline, reaching 2.967 tCO<sub>2</sub>e per ton produced, compared with 2.994 tCO<sub>2</sub>e in 2024, reflecting improved carbon efficiency and the beginning of a decoupling between economic growth and associated emissions.

### Evolution of Scope 3 emissions (2022–2025)

GHG emissions over time

Top 10 highest contributing categories:



**Scope 3 Focus (582518 tCO<sub>2</sub>e)**

Purchase of goods and services: **~433,000 tCO<sub>2</sub>e (≈74%)**

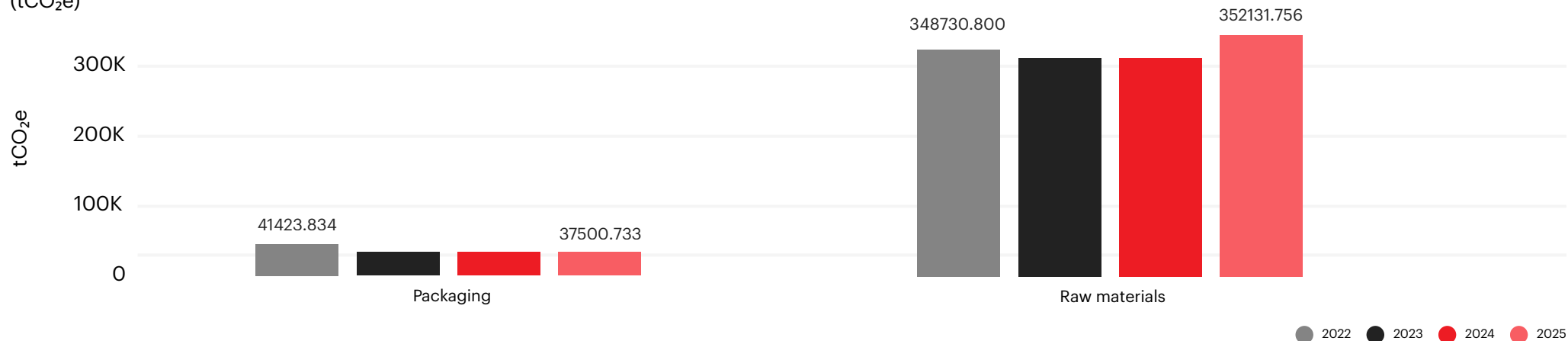
End-of-life of sold products: **~102,200 tCO<sub>2</sub>e (≈17%)**

Upstream transportation and distribution: **~41,800 tCO<sub>2</sub>e (≈7%)**

Other categories (business travel, employee commuting, capital goods, energy, waste): **marginal contribution**

**2. Raw materials and packaging 2022–2025**

Emissions related to raw materials and packaging (tCO<sub>2</sub>e)



**Packaging: Progressive improvement in carbon intensity**

Emissions associated with packaging reached 39,763 tCO<sub>2</sub>e in 2025, showing a slight increase compared with 2024, mainly linked to higher production volumes. However, the carbon intensity of packaging continued to decrease, reaching 1.47 tCO<sub>2</sub>e per ton of packaging, representing continuous improvement since 2022.

This evolution is notably explained by:

- The increasing integration of recycled materials (PCR);
- The progressive optimization of formats and materials;
- Actions undertaken to reduce the carbon impact per unit produced.

As a result, despite increased business activity, the relative carbon impact of packaging remains under control thanks to eco-design efforts.

### Re-refined base oils

Base oils are the main contributor to emissions related to raw materials. In 2025, they represented approximately 75% of emissions associated with raw materials. In this context, increasing the use of re-refined base oils represents a key decarbonization lever. Their share of total volumes used increased steadily, reaching 19.6% in 2025, compared with 11.3% in 2022. This evolution directly contributes to reducing the carbon intensity of raw materials, which has decreased by 6.5% per ton produced since 2022.

### 3. Total energy consumption of production sites (excluding Chem Arrow)

Total Production Sites	2023	2024	2025	Change
Electricity (kW)	1,860,520	1,771,877	1,771,877	-2.5%
of which green electricity contracts		1,341,418	1,572,686	17.2%
of which photovoltaic electricity		41,395	41,246	-0.4%
Gas M3	440,846	451,819	486,630	7.7%
Fuel oil (liters)	14,321	8,815	12,203	38.4%
<b>Electricity (kW) per ton produced</b>	<b>21.24</b>	<b>20.71</b>	<b>19.76</b>	<b>-4.6%</b>
<b>Gas M3 per ton produced</b>	<b>5.03</b>	<b>5.28</b>	<b>5.57</b>	<b>5.4%</b>
<b>Fuel oil (liters) per ton produced</b>	<b>0.16</b>	<b>0.10</b>	<b>0.14</b>	<b>35.5%</b>

## 2. Pollution and waste management (ESRS E2)

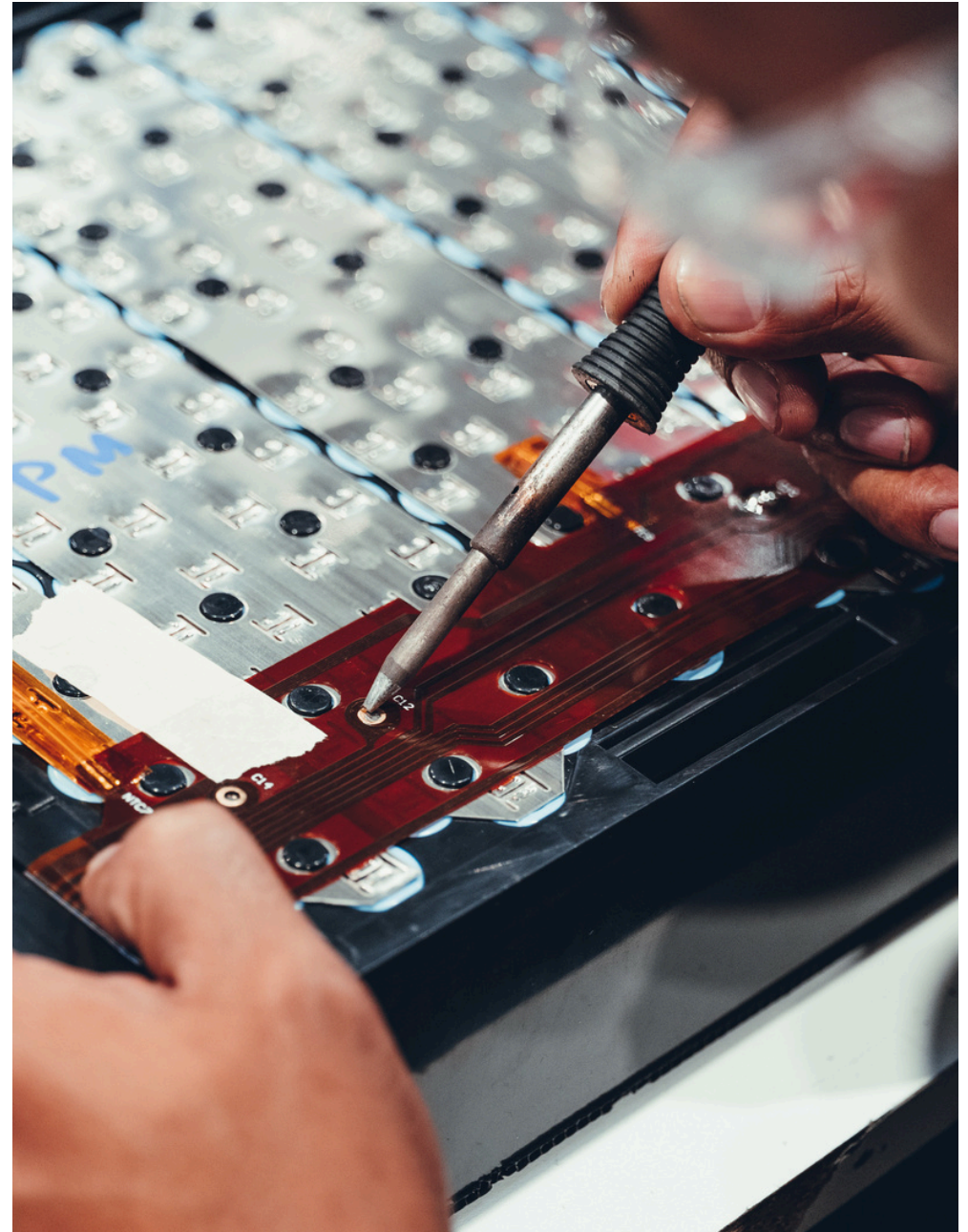
### 2.1. Our challenges

Given the nature of its industrial activities, Motul is exposed to significant environmental challenges related to the handling of chemical substances, emissions and discharges generated by its processes, as well as the production of industrial waste. These challenges mainly fall within the scope of ESRS E2 – Pollution, as identified through the Group’s double materiality assessment.

Potential impacts concern air, water, and soil environments, as well as risks associated with industrial accidents and regulatory non-compliance.

In this context, Motul has identified the following priorities:

- **Reducing atmospheric emissions and water discharges** related to formulation, production, storage, and logistics activities in order to limit negative impacts on the environment and human health;
- **Preventing soil pollution risks** associated with industrial activities;
- **Managing major industrial risks**, particularly for sites subject to regulations applicable to classified installations. This challenge includes accident prevention, emergency management, and compliance with industrial and environmental safety requirements;
- **Ensuring the responsible management of hazardous and non-hazardous waste**, including traceability, temporary storage, transportation, and treatment through authorized and compliant channels;
- **Improving waste recovery rates** in accordance with the European waste hierarchy by prioritizing prevention, source reduction, reuse, recycling, and, as a last resort, disposal. This challenge is addressed in conjunction with the requirements of ESRS E5;
- **Progressively reducing the use of hazardous substances in products and industrial processes** whenever technically and qualitatively feasible.



Lastly, all of these challenges contribute to the overarching objective of strengthening the environmental performance of industrial sites and ensuring regulatory compliance, which are essential conditions for preventing environmental, financial, and reputational risks, and represent a key driver of sustainable performance for the Group.

## 2.2. Our Policy

As part of its corporate social responsibility strategy, Motul implements an environmental policy aimed at preventing pollution and limiting the environmental impacts associated with all of its industrial activities. This policy is based on a strict regulatory compliance approach and continuous improvement process, in line with applicable European and local regulations.

In this context, its main commitments are to:

- **Control all atmospheric, liquid, and solid emissions** generated by its industrial sites by implementing monitoring, control, and reduction measures adapted to the specific characteristics of its processes and locations;
- **Prevent accidental pollution** through rigorous industrial risk management, including the identification of risk situations, the securing of installations, emergency preparedness, and compliance with regulations applicable to classified installations;
- **Reduce waste generation at source** by integrating principles of resource efficiency, process optimization, and prevention from the design stage of products and industrial processes;
- **Ensure waste sorting and traceability** according to the level of hazardousness. This approach relies on structured sorting, traceability, and monitoring practices proportionate to the level of risk associated with each waste stream, in order to ensure treatment through compliant and authorized channels;
- **Promote**, within a circularity improvement approach and in conjunction with ESRS E5 – Resource Use and Circular Economy, **the**

**use of waste recovery channels** whenever technically feasible and environmentally relevant, in accordance with the European waste hierarchy;

- **Progressively substitute substances with the highest environmental impacts** by favoring lower-impact alternatives whenever compatible with product performance, quality, and safety requirements, particularly in compliance with applicable regulations such as REACH and CLP;
- **Train and raise employee awareness regarding environmental best practices** in order to strengthen the culture of pollution prevention and regulatory compliance across all sites and activities, as Motul considers that environmental performance also relies on individual and collective behaviors.

## 2.3. Our key decisions

In order to strengthen the management of its environmental impacts and prevent industrial risks, Motul has implemented several key initiatives across its industrial sites as part of a continuous improvement and regulatory compliance approach.

The main initiatives implemented include:

- The standardization of hazardous and non-hazardous waste management procedures across all industrial sites;
- The development of waste flow traceability and monitoring of treatment channels;
- Continuous compliance with regulations applicable to classified installations (ICPE) and relevant European requirements;
- The identification and progressive substitution of priority substances in products and industrial processes;
- The modernization of industrial facilities aimed at reducing atmospheric emissions, notably through the replacement of the boiler at the Vaires-sur-Marne site.

These decisions reflect Motul’s commitment to the responsible and sustainable management of its industrial activities.



## 2.4. Our 2025 actions

In 2025, the Vaires-sur-Marne site also carried out specific investments following the regulatory hazard assessment in order to strengthen the prevention and control of industrial risks, particularly in the event of fire. These measures led to the installation of a sprinkler system as well as additional retention capacities designed to limit the potential dispersion of substances into the environment in accidental situations.

These developments contribute to improving the operational management of emergency situations, reducing potential environmental impacts, and strengthening the protection of employees, local communities, and natural environments. They reflect Motul's commitment to the responsible management of industrial risks and the prevention of environmental impacts.

Waste management is a key component of the company's environmental policy and is part of a continuous improvement and traceability approach. Hazardous waste is subject to strict regulatory monitoring through the TrackDéchets platform, a French national system ensuring the traceability of hazardous waste tracking forms (BSDD) from their generation to their final treatment. This system guarantees regulatory compliance as well as transparency of waste flows.

In addition, the carbon impact assessment distinguishes certain specific flows which, although classified as waste from a regulatory perspective, are not considered as such within the carbon life cycle assessment (LCA) framework when they are subject to material recovery. This is notably the case for metal drums and IBCs, which are collected, cleaned, and reused within a closed logistics loop, as well as used oils, which are directed toward regeneration and re-refining channels. This process enables these oils to be reintroduced into the production of lubricant base oils, thereby contributing to the circular economy and reducing the overall environmental footprint.

Motul continued the operational deployment of its environmental policy through the following actions:

- Annual monitoring of waste volumes generated and recovery rates;
- Optimization of industrial waste collection, sorting, and treatment processes;
- Organization of environmental exercises aimed at testing emergency management procedures;
  - Completion of seven environmental exercises at the Vaires-sur-Marne production site;
  - Completion of one environmental exercise at the Baraldi production site.
- Continuous improvement of accidental pollution prevention measures.

At Vaires-sur-Marne, this increase is partly linked to the safety upgrade works carried out at the plant as part of fire risk prevention measures, which required extensive site cleaning operations. In Aubervilliers, the increase is mainly explained by the warehouse transfer carried out with FM Logistic. During this relocation, a significant sorting and inventory rationalization process was undertaken.

## 2.5. Our monitoring indicators

Number of ISO 14001-certified sites: **3 sites, including 2 production sites: Vaires-sur-Marne and Baraldi.**

### Hazardous Waste – Motul France

Motul France Sites	2024	2025
Lescot	476.50	147.91
Aubervilliers (Stock)	9.96	82.40
Vaires-sur-Marne	624.21	801.57
Surget (Stock)	62.24	62.26
<b>Grand Total</b>	<b>1,172.91</b>	<b>1,094.14</b>

### 3. Circular economy and resource use (ESRS E5)

#### 3.1. Our challenges

As part of its CSR strategy and following its double materiality assessment, Motul identified resource use and the circular economy as material environmental challenges falling within the scope of ESRS E5 – Resource Use and Circular Economy.

These challenges are closely linked to the nature of the Group’s activities, its reliance on fossil-based resources, the use of plastic packaging, and the generation of waste throughout the product lifecycle.

Motul has identified the following priorities:

- **Reducing the material footprint of products and packaging** as a major lever for limiting environmental impacts. This challenge includes optimizing the quantities of materials used, reducing packaging weight, and integrating resource-efficiency principles from the design phase onward;
- **Reducing the use of virgin plastic** by increasing the integration of recycled materials into packaging, with the objective of decreasing dependence on non-renewable resources and improving the circularity of material flows;
- **Recovering industrial waste and continuously improving recycling and recovery rates** in line with the European waste hierarchy, in order to limit the generation of residual waste and strengthen the efficiency of existing recovery channels;
- **Reintegrating process losses into production cycles.** This approach aims to limit material losses, improve industrial efficiency, and reduce the environmental impacts associated with the extraction and transformation of virgin resources;
- **Developing formulations incorporating re-refined base oils.** This challenge contributes to reducing the environmental footprint of products while supporting the transformation of our business model based on

resource reuse;

- **Contributing to the development of collection and regeneration channels for used oils**, in collaboration with stakeholders across the value chain. This challenge is essential for limiting environmental impacts at the end of product life and promoting the reintegration of materials into new production cycles;
- **Raising awareness and engaging employees and partners** on circularity-related challenges;
- **Implementing performance indicators enabling structured management** and monitoring of progress made in terms of resource use, circularity, and waste recovery.

All of these challenges cover the entirety of Motul’s value chain, from product design and raw material selection through to the end-of-life management of products and packaging, reflecting a comprehensive and progressive approach to the circular economy.

#### 3.2. Our Policy

Motul adopts an integrated circular economy approach aimed at limiting the extraction of virgin resources, reducing waste, and promoting material regeneration.

This policy is based on:

- The progressive integration of recycled materials (PCR) and re-refined base oils;
- Waste reduction at source;
- The reuse of industrial losses whenever technically feasible;
- Waste recovery through specialized channels;
- Active participation in Extended Producer Responsibility (EPR) schemes;

- Internal and external awareness-raising on best practices in resource management.

### **3.3. Our key decisions**

In order to structure its approach, Motul has taken the following decisions:

- Strategic development of the NGEN Core range incorporating re-refined base oils;
- Launch of a project integrating post-consumer recycled plastic (PCR) into packaging;
- Active participation in the eco-organization Cyclevia as both a board member and shareholder;
- Progressive deployment of collection and regeneration solutions for used oils;
- Implementation of an industrial waste recovery strategy;
- Development of indicators to monitor circular performance.

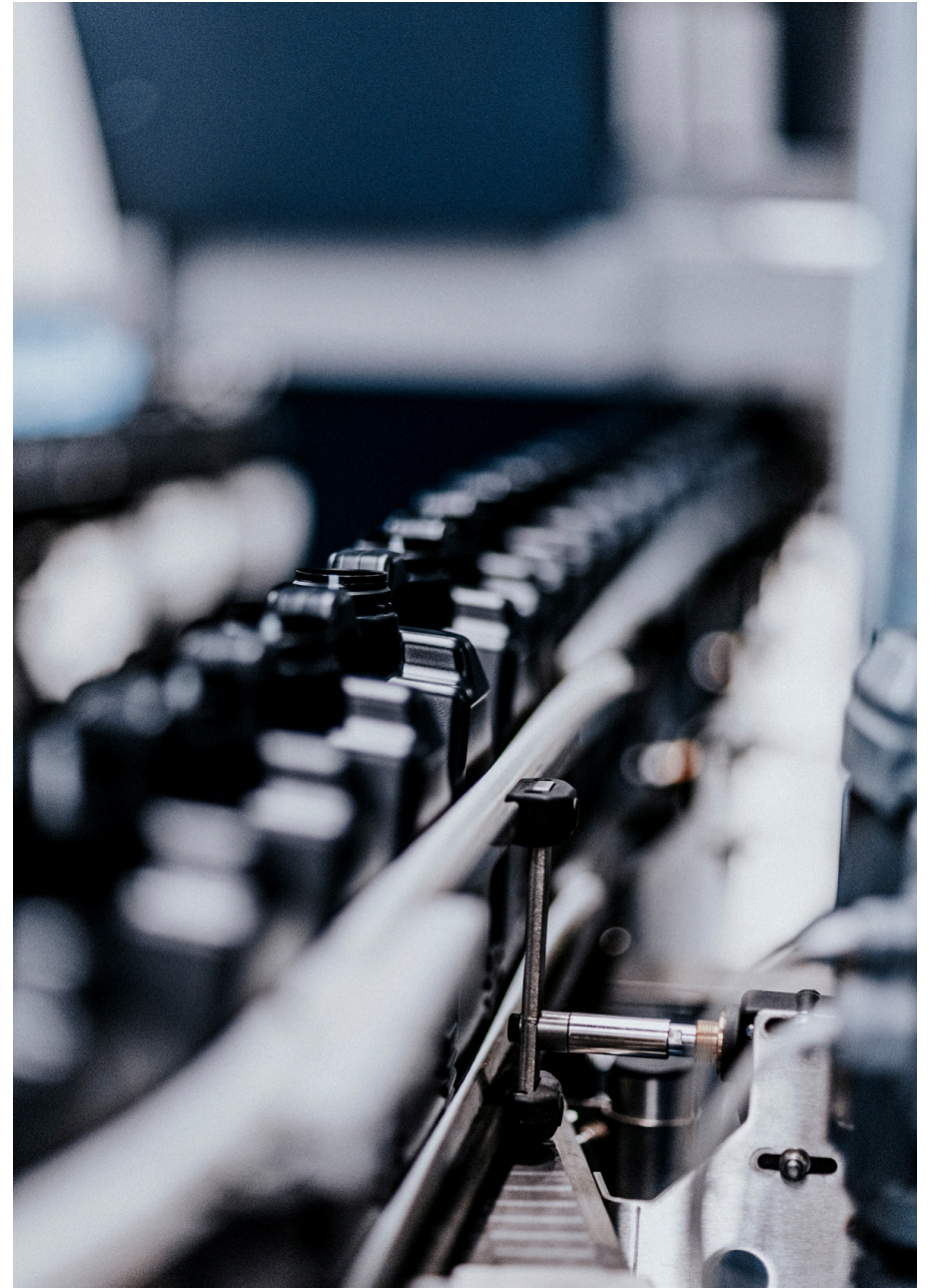
### **3.4. Our 2025 actions**

#### **1. Development of new products**

In 2025, Motul continued integrating circular economy principles into its industrial activities and product development processes.

This evolution forms part of the deployment of the NGEN Core technology, based on the incorporation of re-refined oils, presented at the international EICMA trade show. Beyond its impact on carbon intensity, this technology aims to reduce the consumption of virgin resources and promote the circularity of raw materials, while maintaining the performance levels required for highly demanding technical applications.

The 2025 financial year represents a transition phase marked by the industrial and commercial ramp-up of these new product ranges. At this stage, the positive environmental impacts remain moderate due to still-limited volumes. However, Motul anticipates a more significant improvement in its circularity and resource-use indicators as production and commercialization volumes continue to increase.





In addition, Motul continued the development and promotion of lower environmental impact solutions, including bio-based ranges and products dedicated to improving operational efficiency, such as SAFKOOL and Motul Green Tech. These solutions were showcased at specialized industrial trade fairs, notably STOM-TOOL and World of Machining, in order to strengthen their adoption among industrial stakeholders.

## **2. Project 75% PCR – Reduction of virgin plastic**

In 2025, Motul continued its initiatives aimed at reducing the use of virgin resources and strengthening the circularity of packaging materials. In this context, 1 L, 4 L, and 5 L plastic containers are progressively being manufactured using 50% post-consumer recycled plastic (PCR). This development contributes to reducing the consumption of fossil-based plastic materials and promoting the recovery of existing plastic waste streams.

As part of a continuous improvement approach, Motul launched technical and economic studies to assess the feasibility of increasing the recycled plastic content up to 75% PCR for these same formats. These studies notably focus on the availability and stability of recycled material supply chains, the compatibility of materials with the technical requirements of products and formulations, as well as regulatory compliance, quality requirements, and user safety, particularly with regard to standards applicable to packaging and chemical products.

Alongside these operational initiatives, Motul strengthened internal awareness regarding issues related to plastic use and the circular economy. A Group-wide awareness campaign was conducted in November 2025, including the distribution of an educational infographic for employees. This campaign also highlighted the partnership with Plastic Odyssey, illustrating Motul's commitment to combating plastic pollution and developing sustainable solutions at an international scale.

### 3. Sorting and recycling

In 2025, Motul continued strengthening its waste sorting and recovery systems across all its sites, as part of a continuous improvement approach aimed at reducing waste flows sent for disposal.

At both headquarters and production sites, dedicated channels are now in place for the separation and recovery of the main waste streams: paper, packaging, waste electrical and electronic equipment (WEEE), scrap metal, wood, as well as certain specific industrial waste streams. In 2025, more than 50 tons of glassine liners were collected at the production site and transformed into cellulose wadding through a specialized service provider. This initiative was accompanied by an awareness video shown at the plant to illustrate the recovery cycle.

At the main industrial site, the structuring of partnerships with specialized service providers enabled a significant share of waste to be directed toward recycling or reuse channels, particularly for metals, wooden packaging, and technical supports generated by production operations.

At headquarters, the deployment of sorting solutions adapted to office-related waste streams contributes to embedding responsible practices into employees' daily routines and strengthening the internal culture of the circular economy.

Several European subsidiaries have also structured their sorting systems within their offices by progressively integrating selective collection solutions adapted to local regulations and the specific nature of their activities. These actions reflect the Group's commitment to integrating waste recovery into its day-to-day operational practices and promoting a culture of circularity across all its locations.

### 3.5. Our monitoring indicators

Share of Recycled Materials in Packaging (%)

- 50% PCR for 1L / 4L / 5L / 600ml oil containers (Vaires-sur-Marne and European CMOs)
- 50% PCR for 1L / 5L products manufactured at the Lescot plant
- 100% PCR for Bike containers
- 70% of IBCs are reconditioned (Vaires-sur-Marne)
- 70% PCR for 20L jerrycans (Vaires-sur-Marne and European CMOs)

Carbon Intensity per Ton of Packaging 1.47 tCO<sub>2</sub>e per ton of packaging (-0.7% compared with 2024)



**Waste production and recovery (tonnes)**

	<b>Landfill</b>	<b>Recycling</b>	<b>Energy Recovery</b>	<b>Reuse / Re-refining</b>	<b>Grand Total</b>
Baraldi	4.00	28.22	43.08		7531
Chem arrow Corp.	6.00	0.13	144.70		150.83
Lescot		14,99	119.52	13.40	147.91
Factory VsM	382.41	626.69	79.37	523.86	1,612.34
Stock Surget				62.26	62.26
<b>Production sites</b>	<b>392.41</b> 19%	<b>670.04</b> 33%	<b>386.67</b> 19%	<b>599.52</b> 29%	<b>2,048.64</b>
<b>Other sites</b>	<b>35.11</b> 18%	<b>66.71</b> 34%	<b>52.01</b> 27%	<b>39.89</b> 21%	<b>193.72</b>
<b>Grand Total</b>	<b>427.52</b> 19%	<b>736.74</b> 33%	<b>438.68</b> 20%	<b>639.41</b> 29%	<b>2,242.36</b>

The majority of waste originates from production sites. However, this volume includes exceptional waste linked to works carried out at the Vaires-sur-Marne site, which generated approximately 530 tons of excavated soil. This one-off event contributes to explaining the high level of waste observed during the reporting period.

Furthermore, although a significant share of the waste generated is classified as hazardous waste, only a limited portion of these volumes is disposed of through landfill. Most waste is directed toward recovery channels, notably recycling, energy recovery, reuse, or re-refining, thereby helping to limit the use of final disposal solutions.

The share of re-refined oils integrated into formulations reached **19.6%**.

## 4. Other environmental challenges: Biodiversity and Water (ESRS E4)

### 4.1. Our challenges

The challenges related to biodiversity and water management were identified through the Group's double materiality assessment. Given the nature of Motul's activities, these issues are not currently considered priority material topics; however, they remain subject to enhanced monitoring in order to anticipate risks and limit potential environmental impacts on ecosystems and natural resources.

The main identified challenges concern:

- Water consumption related to industrial processes, particularly for cooling and production operations;
- Indirect impacts on biodiversity, notably through technological choices, the raw materials used, and sourcing practices, which may generate pressure on ecosystems (land artificialization, deforestation, diffuse pollution).

### 4.2. Our Policy

Motul relies on its Group Environmental Policy, developed on the basis of the double materiality assessment, to frame water management and the consideration of biodiversity within its activities.

In this context, the Group plans to:

- Measure and control water consumption across all industrial and office sites;
- Prevent negative impacts on natural environments by integrating biodiversity protection into its industrial practices, innovation choices, and sourcing activities;
- Prioritize technical solutions and raw materials with lower environmental impacts, particularly within a circular economy approach, in order to limit pressure on natural resources and ecosystems.

### 4.3. Our key decisions and our actions

In order to translate these commitments into operational actions, Motul has taken several key decisions:

- The implementation of regular monitoring of water consumption across production sites and office locations, enabling the identification of the most water-intensive uses and the prioritization of reduction initiatives;



- Investment in water-efficient equipment and processes, notably closed-loop systems for industrial cooling needs. In 2018, the Vaires-sur-Marne production site installed an EVAPCO cooling system operating in a closed loop with a heat-transfer fluid and requiring very limited water consumption. Its commissioning immediately reduced the site’s water consumption by 69%, a level that has remained stable since then;
- The progressive integration of biodiversity-related considerations into technological and innovation choices, by prioritizing solutions that limit the use of virgin resources and reduce upstream environmental impacts of products, particularly through the use of re-refined oils;
- The continuation of environmental monitoring regarding the potential impacts of activities and the value chain on biodiversity, in line with evolving regulatory requirements and stakeholder expectations.

#### 4.4. Our monitoring indicators

##### Total water consumption (m<sup>3</sup>) for production sites excluding Chem Arrow and per ton produced

Total production sites	2023	2024	2025	Change
Water in m <sup>3</sup>	8,963	12,155	12,713	4.6%
<b>Water in m<sup>3</sup>/tonne produced</b>	0.10	0.14	0.15	2.4%



# 04.

## Governance

**“Dare to shape the future with our partners”**

As an independent family-owned company organized as a dual governance structure public limited company (société anonyme à structure dualiste), Motul bases its development on a long-term vision, a strong entrepreneurial culture, and a continuous capacity for innovation.

This governance model constitutes a key foundation for addressing sustainable transformation challenges and supporting the implementation of the Group’s “Regeneration 2030” strategy. It also aims to structure responsible, balanced, and long-term relationships with all Group partners — suppliers, distributors, industrial and commercial partners — by integrating ethical, social, and environmental considerations into business conduct and decision-making processes.

All of these initiatives lay the foundations for a structured, consistent, and auditable management of sustainable performance, in compliance with the requirements of ESRS G1, and contribute to strengthening the credibility, transparency, and robustness of the Group’s governance framework, as well as the trust placed in it by stakeholders and partners.



## 1. Group CSR Governance

### 1.1. Our challenges

Governance is a strategic pillar of Motul’s sustainable performance and long-term resilience. In a context marked by business model transformation, international expansion, and increasingly stringent regulatory requirements, the Group considers the quality of its governance to be essential in ensuring responsible, consistent decision-making aligned with its long-term strategy.

The main identified challenges first relate to the effective integration of environmental and social responsibility considerations into economic, financial, and strategic decisions. The objective is to ensure that ESG considerations are systematically incorporated into steering, arbitration, and resource allocation processes, alongside traditional economic performance criteria.

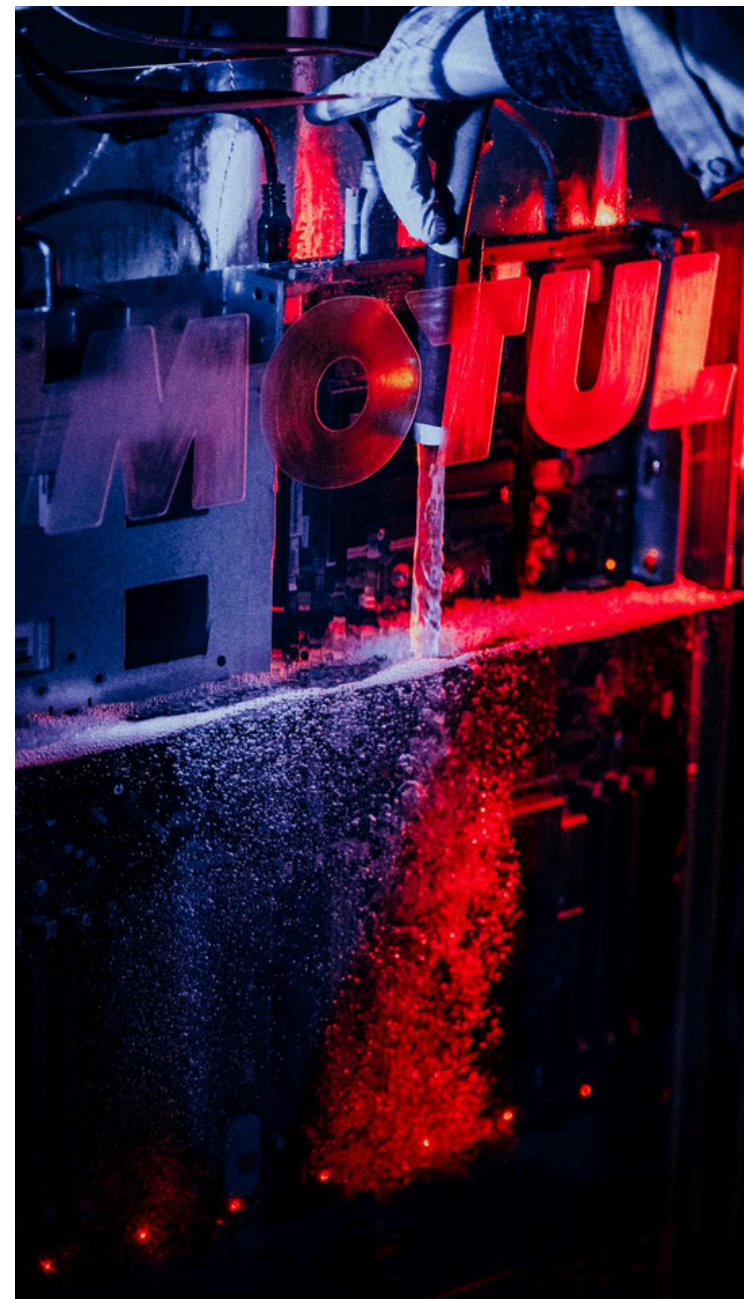
Motul also identifies as a priority challenge the structuring of a cross-functional, clear, and consistent CSR governance framework at Group level, enabling effective coordination between the various functions, regions, and entities while ensuring a common framework of reference and accountability.

The alignment of governance bodies with the “Regeneration 2030” strategy constitutes another key challenge. This aims to strengthen the role of governance bodies in overseeing sustainability matters, defining strategic orientations, and monitoring their implementation, thereby embedding sustainability at the highest level of decision-making.

In addition, Motul places particular importance on establishing a measurable, structured, and transparent management framework for sustainable performance, based on relevant, reliable, and auditable indicators. These indicators make it possible to monitor progress achieved, identify areas for improvement, and meet growing expectations regarding non-financial transparency.

Lastly, strengthening CSR governance aims to enhance the credibility of the Group’s commitments and the trust placed in them by all stakeholders, including employees, business partners, customers, investors, and institutions.

Clear, structured governance aligned with the requirements of ESRS G1 therefore represents a key lever for legitimacy and the creation of sustainable value.



## 1.2. Our Policy

As part of its CSR strategy, Motul has defined a CSR governance policy aimed at ensuring responsible and transparent business conduct aligned with its long-term vision and its “Regeneration 2030” strategy. This policy is intended to ensure the effective integration of environmental, social, and governance (ESG) challenges into all Group decision-making, management, and control processes.

Motul’s CSR governance relies on the direct involvement of executive bodies, with a Group CSR Department reporting directly to the Chairman of the Executive Board. This department is responsible for structuring the governance framework, coordinating ESG policies, and steering non-financial performance. It is supported by a cross-functional system involving the Group’s key functions in order to ensure consistency of practices, compliance with regulatory requirements, and the integration of sustainability challenges at all levels of the organization.

This policy also aims to frame relationships with all Group stakeholders and partners by integrating principles of business ethics, fairness, risk prevention, and responsibility into the management of commercial, industrial, and institutional relationships. In this way, it contributes to strengthening trust, credibility, and transparency regarding Motul’s commitments throughout its value chain.

Lastly, the CSR governance policy provides for a structured and auditable management of sustainable performance, based on monitoring indicators, reporting mechanisms, and internal control systems designed to assess the effectiveness of the actions implemented and support a continuous improvement approach, in line with the requirements of ESRS G1.

## 1.3. Our key decisions

In order to address the identified challenges and ensure the effective integration of sustainability into business operations, Motul has taken several key decisions aimed at strengthening and formalizing its CSR governance at Group level:

- The Group first decided to position CSR governance at the highest level of decision-making through the creation of a Group CSR Department reporting directly to the Chairman of the Executive Board. This reporting line ensures the integration of ESG challenges into strategic orientations, economic arbitrations, and the overall management of performance. This decision will be accompanied by the creation of a CSR Strategic Committee, whose deployment is scheduled for early 2026.
- This department has formalized the CSR strategy around three pillars, and, within a logic of management and accountability, Motul has also decided to progressively implement Group CSR management indicators, enabling measurable, structured, and transparent monitoring of sustainable performance in line with ESRS requirements and stakeholder expectations.
- The Group also decided to formalize and deploy key cross-functional policies — notably regarding business ethics, responsible procurement, and cybersecurity — and to integrate their principles into governance, partner relationships, and the value chain.
- Lastly, it was decided to structure a voluntary annual reporting process through a “CSR Report” audited by an independent third party and presented to the Executive Board and the Supervisory Board.

These decisions aim to strengthen the credibility of CSR commitments, improve risk management, and reinforce stakeholder trust.



## 1.4. Our 2025 actions

In 2025, Motul continued structuring its corporate social responsibility approach by strengthening its ESG governance and management tools.

Following the completion of the double materiality assessment, the Group initiated a process to align its internal policies with the priority issues identified. This approach led to the formalization of a CSR strategy as well as the consolidation of dedicated policies covering, in particular, environmental matters, human rights, ethics, and responsible procurement. These frameworks define responsibilities, deployment methods, and monitoring mechanisms for commitments undertaken.

In order to ensure structured operational management, Motul is currently deploying the OKR (Objectives and Key Results) methodology, enabling regular monitoring of ESG objectives and indicators by the responsible teams.

At the same time, the Group strengthened its collective commitment to sustainability by joining the United Nations Global Compact. Motul also joined several professional networks dedicated to sustainable development, including the C3D – Collège des Directeurs du Développement Durable, as well as the UEIL (Union of the European Lubricants Industry) and ATIEL (Technical Association of the European Lubricants Industry). These commitments aim to encourage the sharing of sector best practices and contribute to collective discussions on sustainability challenges within the lubricants industry.

As part of a continuous improvement approach, the Group underwent a reassessment by EcoVadis in August 2025 and obtained a score of 60/100 (“Committed”). This assessment helped identify several areas for improvement, particularly regarding operational deployment, the harmonization of practices at international level, and the consolidation of ESG reporting. It led to the implementation of an action plan aimed at progressively strengthening the Group’s alignment with the requirements of the Corporate Sustainability Reporting Directive and sustainably integrating ESG issues into the company’s strategy.

In addition, in order to share the CSR strategy across the Group, an in-person presentation was organized in July 2025 with all managing directors of the international subsidiaries. This meeting was accompanied by a collaborative workshop designed to identify short- and medium-term action priorities.

Lastly, in September 2025, Motul launched an international employee engagement program entitled “Sustainability Weeks,” in partnership with Teamupp. This CSR challenge brought together 144 employees divided into 31 teams across three continents. Over a two-week period, participants were introduced to the pillars of the Group’s CSR strategy, its carbon footprint assessment, the initiatives of the Motul Corazón Foundation, and sustainable innovation projects through educational content, quizzes, and collective challenges. This initiative helped strengthen the Group’s CSR culture, employee engagement, and cohesion between international teams.

## 2. Corporate culture (ESRS G1)

### 2.1. Our challenges

In a context of sustainable transformation, international growth, and changes in the Group’s scope, corporate culture represents for Motul a structuring lever for governance, strategic consistency, and sustainable performance. It plays a key role in the Group’s ability to uphold a long-term vision, secure its decision-making processes, and support the transformations required to implement its strategy.

The challenges identified first concern the preservation of a long-term vision, made possible by Motul’s family-owned and dual governance model, which promotes independent decision-making, strategic resilience, and the integration of choices within a sustainable perspective. In a context of external growth and internationalization, the Group also identifies as a major challenge the harmonization and sharing of a common corporate culture, enabling stronger consistency between entities while respecting local specificities.

In addition, Motul places particular importance on aligning individual and collective behaviors with its values, CSR strategy, and ethical requirements in order to ensure responsible and exemplary decision-making consistent with the Group’s commitments.

Lastly, corporate culture represents a key factor in the Group’s ability to transform, innovate, and adapt to economic, technological, and societal changes while preserving its entrepreneurial DNA, which forms the foundation of its performance and identity.

### 2.2. Our Policy

Motul has defined a governance policy that integrates corporate culture as a central lever for strategic consistency, sustainable performance, and responsible business conduct. This policy is based on the Group’s family-owned DNA, its dual governance structure, and its corporate purpose in order to promote a long-term vision, responsible decision-making, and a controlled capacity for transformation.

It aims to ensure the alignment of individual and collective behaviors with the Group’s values, its CSR strategy, the “Regeneration 2030” plan, and applicable ethical requirements, while fostering the sharing of a common culture in a context of international growth and business diversification.

This policy is notably built upon the founding values, mantras, and principles of responsibility, exemplarity, and transparency that guide all employees and governance bodies, in accordance with the requirements of ESRS G1.

### 2.3. Our key decisions

In order to address the identified governance and corporate culture challenges, Motul has taken several key decisions aimed at preserving its entrepreneurial DNA while supporting the Group’s sustainable transformation and international growth.

The Group first decided to position corporate culture as a central governance lever, alongside formal management and control mechanisms. Through a structuring brand narrative, this decision aims to ensure that the Group’s values, ethical principles, and long-term vision effectively guide behaviors, managerial practices, and strategic decisions.

Motul has also formalized a common cultural framework at Group level, based on its family-owned heritage, founding values, and six mantras. This framework is intended to strengthen cultural consistency across all entities.

Lastly, Motul has chosen to manage corporate culture as a strategic asset by integrating it into governance, internal communication, and management systems, while ensuring its dissemination, appropriation, and embodiment by all employees and governing bodies.

## 2.4. Our 2025 actions

In line with these decisions, several concrete actions were implemented in 2025 in order to strengthen the appropriation and effective integration of corporate culture across the Group.

Motul therefore continued the global deployment of its brand narrative and its mantras, aimed at sharing a common vision, clear cultural reference points, and a common language among all employees, regardless of their function, entity, or location.

Awareness-raising and engagement initiatives were carried out with teams and managers in order to encourage the appropriation of the Group's values and their translation into managerial practices, decision-making processes, and ways of working together. These initiatives took the form of one-day workshops organized for each team across all Business Units.

## 2.5. Our monitoring indicators

Number of employees made aware of the mantras and corporate culture: **557 employees, representing 75%** as of 31.12.2025.

During 2025, the following events took place:

- One global online Town Hall at the beginning of the year, during which more than half of employees from all countries connected;

- One in-person Town Hall held in September 2025 for headquarters employees;
- One in-person Town Hall held during the same month at the Vaires-sur-Marne plant.

Additional Town Halls were also organized in various countries, with all employees invited to participate.



### 3. Whistleblowing mechanism and third-party compliance (ESRS G1)

#### 3.1. Our challenges

Motul considers its ethics whistleblowing mechanism to be a cornerstone of its responsible governance framework, enabling the Group to:

- Prevent legal, regulatory, and reputational risks;
- Ensure the protection of employees and stakeholders reporting non-compliant behaviors;
- Strengthen transparency and the culture of integrity;
- Ensure compliance with European and international regulatory requirements (CSRD, Sapin II Law, Whistleblowing Directive).

#### 3.2. Our Policy

Since 2024, Motul has implemented an anonymous and secure ethics whistleblowing mechanism accessible to all employees. In order to guarantee independence, confidentiality, and protection against retaliation, Motul relies on a specialized external provider, Navex.

In addition, Motul has deployed the Risk Rate solution in order to:

- Screen partners and third parties against international sanctions and compliance requirements;
- Assess compliance risks related to suppliers, distributors, and business partners.

#### 3.3. Our key decisions

In response to the identified challenges, Motul has taken the following decisions:

- Maintaining and strengthening the Navex system as the Group’s single ethics whistleblowing channel;
- Centralizing the handling of alerts at the level of the Group Legal Department;
- Integrating third-party screening (Risk Rate) into contractualization processes and M&A due diligence procedures;
- Embedding the whistleblowing mechanism within the CSR governance framework and ESRS G1 requirements;
- Committing to communication and employee training regarding the existence and use of the mechanism.

#### 3.4. Our monitoring indicators

Number of whistleblowing reports: **23**, including:

- 2 external reports reviewed but found to be unsubstantiated;
- 9 reports that did not fall within the scope of whistleblowing and did not require formal action;
- 1 report consisting of a certificate confirming completion of the Code of Ethics training;
- 11 reports falling under the responsibility of Human Resources and which were processed accordingly.

- **100%** of whistleblowing reports were handled within the defined timelines;
- **90%** of employees were informed and trained on the whistleblowing mechanism;
- **100%** of strategic partners are assessed through Navex.



## 4. Business Ethics and Anti-Corruption (ESRS G1)

### 4.1. Our challenges

The double materiality assessment confirms that business ethics constitute a priority issue for Motul, directly influencing the trust of employees, business partners, suppliers, customers, and institutions.

The following challenges have been identified:

- Heterogeneity of ethical practices between entities and geographical areas, linked to the Group’s international expansion;
- Risks of non-compliance relating to corruption, competition law, international sanctions, and human rights due to governance frameworks that remain only partially formalized (gifts, invitations, fair competition, anti-corruption), potentially leading to misunderstandings or inconsistent practices;
- The need for consistent awareness and appropriation of rules by all employees;
- Reputational challenges linked to the credibility of whistleblowing mechanisms;
- Increasing regulatory requirements (Sapin II, international anti-corruption laws, CSRD).

In a context of transformation and growth, shared and embodied ethics represent a key lever for resilience, sustainable performance, and responsible governance.

### 4.2. Our Policy

Motul promotes a culture of integrity, transparency, and fairness across all of its activities.

The Business Ethics policy is based on:

- Zero tolerance toward corruption, fraud, conflicts of interest, and anti-competitive practices;
- Strict compliance with applicable local and international laws;
- Adherence to the principles of the United Nations Global Compact;
- A framework governing gifts, invitations, and benefits;
- Continuous employee training and awareness-raising;
- A confidential and secure whistleblowing mechanism;
- Disciplinary sanctions in the event of misconduct.

### 4.3. Our key decisions and 2025 actions

The year 2025 marks a key milestone in strengthening and harmonizing the Group's ethical framework. In this context, Motul introduced and distributed a new Group Code of Ethics aimed at establishing common standards of integrity, transparency, and responsible behavior at international level.

At the same time, Motul is finalizing a Group policy relating to gifts, invitations, and benefits, which is currently undergoing validation prior to progressive deployment. This policy aims to prevent conflicts of interest and frame practices in accordance with business ethics principles.

Ethics has also been more strongly integrated into human resources processes, particularly during the onboarding of new employees and within managerial evaluation systems, in order to promote exemplary conduct and alignment of behaviors with the Group's values. Dedicated ethics training programs were also deployed, combining Group-wide e-learning modules and specific sessions for managers, with the objective of promoting a shared culture of integrity and responsibility.

Lastly, Motul strengthened its internal communication regarding ethical principles, expected behaviors, and whistleblowing mechanisms in order to encourage employee awareness and ensure secure reporting channels, in line with the requirements of ESRS G1.

### 4.4. Our monitoring indicators

- **Employee ethics training rate:** not exploitable due to a change of service provider
  - 0-minute online training module available in French and English
- **Distribution of a new Code of Ethics and Gifts Policy** (November 2025)
  - Signature rate for the new Code of Ethics and Gifts Policy: **53%**
  - The previous Code of Ethics had been approved by **90%** of employees
- **100%** of new hires are made aware of ethics requirements (the Code of Ethics is a mandatory module within the onboarding process)

## 5. Responsible Purchasing and Supplier Relations (ESRS G1, ESRS S2, ESRS E1/E2/E3)

### 5.1. Our challenges

The supply chain plays a decisive role in Motul’s social, environmental, and economic impacts, with a significant share of the Group’s ESG impacts located upstream within the value chain. The double materiality assessment therefore highlights the need to strengthen the management and structuring of responsible procurement practices in order to secure the Group’s sustainable performance.

- A risk of only partial control over ESG impacts among certain suppliers, particularly in the absence of systematic and harmonized social, environmental, and ethical criteria across the Group. This situation may expose Motul to reputational, regulatory, and operational risks, especially in a context of increasing expectations regarding due diligence.
- Dependence on strategic suppliers that may generate operational, business continuity, and resilience risks in an environment characterized by tensions affecting markets, raw materials, and industrial capacities. Securing supply chains must therefore be reconciled with the progressive integration of sustainability criteria into purchasing decisions.
- Challenges related to transparency, fairness in commercial relationships, and payment practices, which are key factors in building trust and maintaining high-quality relationships with the Group’s partners.
- Growing stakeholder expectations (customers, investors, and institutional partners) regarding value chain responsibility, reinforcing the need for Motul to demonstrate its ability to manage its entire value chain responsibly.
- Conversely, Motul considers that its long-standing and partnership-based relationships with certain suppliers represent a strategic lever for value creation, innovation, and shared progress, helping to support the increasing ESG maturity of the supply chain and sustainably contribute to the Group’s overall performance.



## 5.2. Our Policy

Motul works to develop responsible, balanced, and sustainable supplier relationships based on trust, transparency, and overall performance, considering the supply chain as a strategic lever for value creation and risk management.

The Responsible Procurement policy aims to progressively and systematically integrate social, environmental, and ethical considerations into purchasing decisions and supplier relationship management.

In this context, Motul seeks to integrate CSR criteria into its procurement processes by adopting a risk-based approach and prioritizing strategic suppliers, notably according to the 80/20 rule, in order to focus efforts on the most sensitive and highest-impact segments. The policy also promotes responsible and transparent payment practices, contributing to fair and sustainable business relationships.

In addition, Motul favors a support and continuous improvement approach with its strategic suppliers by encouraging them to strengthen their CSR practices and performance within a partnership-based rather than coercive framework. This approach aims to reconcile supply security, operational resilience, and the development of long-term partnerships in support of the Group's sustainable performance.

The Responsible Procurement policy is progressively being applied to all of the Group's direct and indirect purchases and constitutes a key pillar of value chain governance, in line with the requirements of ESRS G1.

## 5.3. Our key decisions

Motul took several key decisions during the reporting period. The Group first approved the adoption of a Group Responsible Procurement policy, establishing a common reference framework for all entities and purchasing categories. This policy aims to progressively integrate social, environmental, and ethical considerations into purchasing decisions and supplier relationship management.

As part of a broader effort to build capabilities and ensure operational ownership, Motul also decided to make responsible procurement training mandatory for all buyers, in order to ensure a consistent understanding of the Group's expectations, risks, and value chain responsibility challenges.

In addition, the Group initiated the development of a global mapping of direct and indirect purchases, including the identification and analysis of associated risks. This approach provides a consolidated view of ESG, operational, and business continuity exposures, enabling the structured prioritization of actions.

On this basis, Motul decided to formalize the identification of strategic suppliers according to the 80/20 rule, in order to focus management, dialogue, and support efforts on partners representing the most significant challenges and impacts.

The Group also prepared the integration of contractual CSR commitments for strategic direct procurement suppliers, with deployment planned from 2026 onward. This decision aims to strengthen the alignment of supplier practices with Motul's social, environmental, and ethical responsibility requirements within a shared progress approach.

Lastly, Motul decided to implement a structured supplier CSR assessment process designed to evaluate supplier maturity levels, identify risks and opportunities, and support a continuous improvement approach throughout the supply chain.

## 5.4. Our 2025 actions

On March 12, a Procurement Seminar was organized, bringing together all Group buyers. During this event, teams were introduced to the concepts of responsible procurement and carbon footprint assessment in order to strengthen understanding of the environmental and social challenges linked to purchasing decisions.

Following this seminar, it was decided to launch the Responsible Procurement project, led by the Head of Non-Financial Performance and sponsored by the Procurement Director. This project resulted in the update of the EcoVadis assessment in order to obtain a 2025 overview of the company's CSR maturity, as well as the definition of a responsible procurement action plan based on EcoVadis results and recommendations.

In order to sustainably embed these concepts within the Procurement function, a dedicated training day was held on October 2, 2025, at Vaires-sur-Marne, bringing together all buyers from the Motul Group. The session, led by The A Lab and Tennaxia, aimed to raise awareness among procurement teams regarding CSR challenges and deploy a procurement mapping methodology that can be replicated across all purchasing categories.

During the last quarter of 2025, the company launched an in-depth mapping of its procurement activities, covering all direct purchases (raw materials, packaging, purchased finished products) as well as a significant share of indirect purchases. This mapping constitutes a structuring step toward better understanding and controlling the value chain by identifying the main purchasing categories, strategic suppliers, and associated environmental, social, and ethical challenges. In particular, it makes it possible to:

- Prioritize purchasing categories according to their economic weight and potential impacts;
- Identify CSR risks and opportunities throughout the supply chain;
- Strengthen transparency toward suppliers and stakeholders.



Based on this mapping, a responsible purchasing action plan will be rolled out from 2026 onwards, with concrete objectives focusing in particular on:

- Improving knowledge and optimization of upstream transport flows;
- Assessing the environmental and CSR maturity of strategic suppliers;
- Gradually integrating CSR criteria into purchasing and supplier approval processes.

This initiative marks a first structuring step toward better control of the value chain and stronger integration of CSR challenges into purchasing decisions.

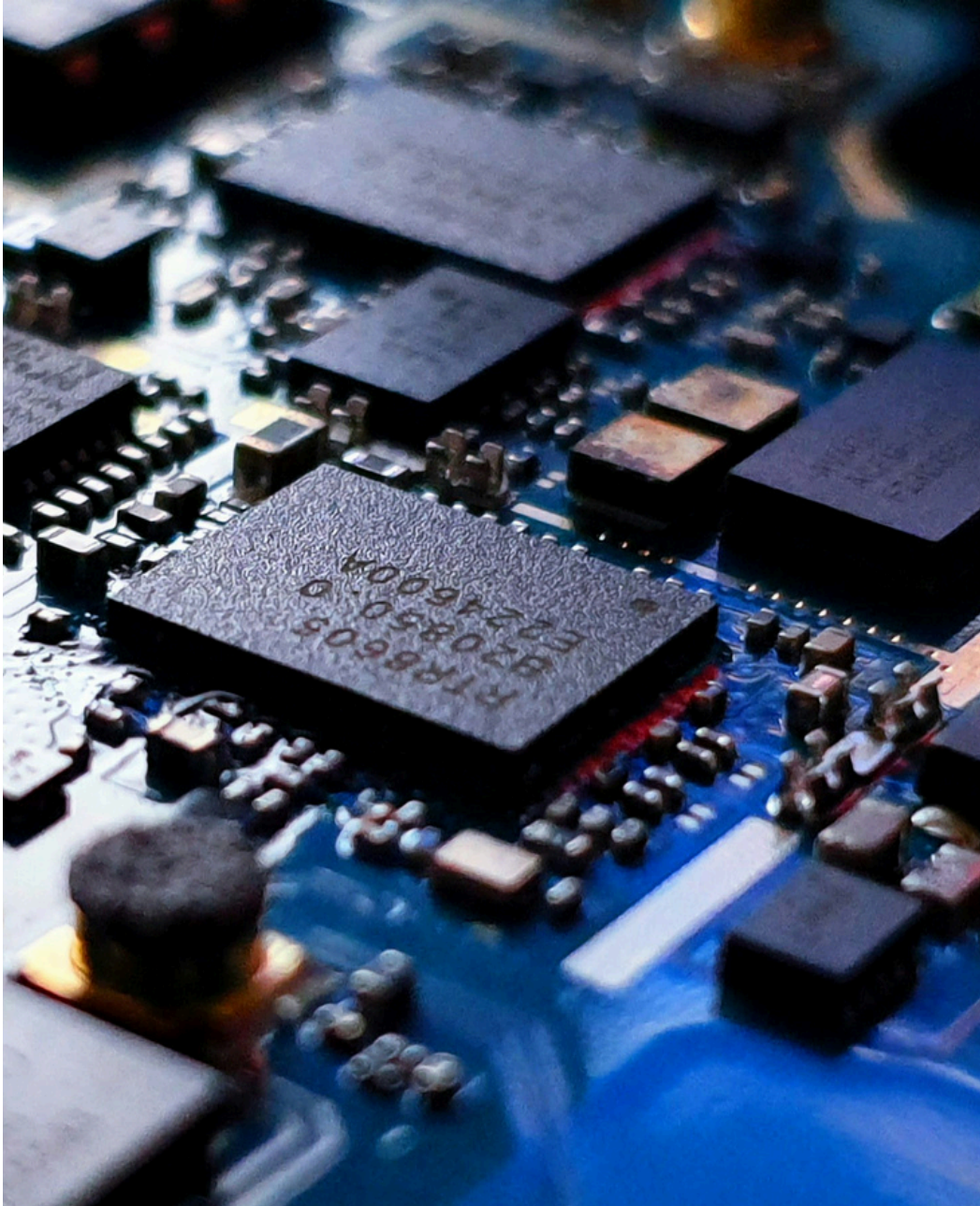
In addition, in 2025 Motul launched a rationalization of its catalogue of goodies and promotional items. The number of product references was reduced by half, with particular attention paid to the gradual removal of single-use items and short-lived plastic promotional products.

This initiative aims to limit resource consumption, reduce waste generation, and prioritize more sustainable, useful, and environmentally aligned items consistent with the Group’s commitments. It is part of a broader ambition to integrate environmental criteria into indirect purchasing and reduce the overall impact of communication and promotional activities.

## 5.5. Our monitoring indicators

- Training delivered on October 2 to **14 employees**, including 7 buyers, 3 requisitioners, 3 CSR team members, and the CTO.
- Coverage rate of trained buyers: **87.5%** as of December 31 (due to a recruitment occurring after the training session).
- Average payment terms: **44 days as of December 31 for Motul France** (following the implementation of Esker).





## 6. Data Protection, Cybersecurity and Responsible digital practices (ESRS G1, ESRS E1)

### 6.1. Our challenges

Motul has identified several strategic challenges related to cybersecurity, data protection, and responsible digital practices, combining both risks to be managed and objectives to be achieved:

- Ensuring business continuity and resilience in the face of increasing cyber risks and IT threats, by minimizing the operational, financial, and reputational impact of incidents.
- Protecting the personal and strategic data of stakeholders, by ensuring compliance with GDPR and customer requirements, and securing information critical to the Group.
- Harmonizing IT practices and securing infrastructures across the Group, in order to reduce disparities between entities and ensure a consistent level of security.
- Reducing the environmental footprint of digital technologies, by optimizing the energy efficiency of data centers and IT equipment while lowering indirect emissions.
- Extending the lifespan of equipment and limiting electronic waste, by promoting reparability, reuse, and recycling, for more responsible resource management.
- Digitizing and strengthening the reliability of administrative and financial processes, in order to reduce paper flows, improve operational efficiency, and anticipate regulatory digitalization requirements.
- Ensuring digital accessibility and inclusion, by making digital tools and web content accessible to everyone, including people with disabilities.

## 6.2. Our Policy

Motul's policy aims to combine information systems security with responsible digital practices. We ensure the confidentiality, integrity, and availability of our data and systems, while protecting the personal information of our stakeholders.

Cybersecurity is fully integrated into our digital strategy and transformation projects.

From an environmental perspective, we seek to reduce the impact of our digitalization by prioritizing the reuse, repair, and recycling of IT equipment, as well as the gradual digitization of administrative and financial processes.

This approach helps reconcile economic performance, regulatory compliance, and environmental responsibility, in line with ESRS G1.

## 6.3. Our key decisions

- The implementation of a Group IT governance structure, supported by a Digital/IT strategic committee, to coordinate cybersecurity and responsible digital practices across the Group;
- The integration of cybersecurity and responsible digital practices into our overall digital strategy;
- The migration to a new data center provider offering improved energy and environmental performance;
- The standardization of IT equipment with Dell, taking into account durability, reparability, and full lifecycle management;
- The global deployment of the Esker solution for the digitization and electronic management of invoices, in order to secure and improve the reliability of financial flows.

## 6.4. Our 2025 actions

In 2025, Motul implemented concrete actions to strengthen both cybersecurity and responsible digital practices.

### Cybersecurity and data protection

- Implementation of IT security measures adapted to identified risks, including prevention, detection, and incident response;
- Employee awareness initiatives on cybersecurity and signature of an internal charter, aimed at strengthening the day-to-day security culture;
- Systematic integration of cybersecurity into all digital projects;
- Development of business continuity and disaster recovery plans, regularly tested to ensure the resilience of our systems.

### Responsible digital practices and digitalization

- Continued deployment of Esker for electronic invoicing on the customer side in France, Germany, Spain, Portugal, and Colombia, covering the entire customer relationship, account status monitoring, and automated statement delivery;
- Harmonization of supplier flows with Esker, primarily in France, to improve transaction traceability and security;
- Gradual elimination of paper and email invoices, anticipating regulatory requirements and significantly reducing our environmental footprint;
- Generalization of purchase orders (POs) through SAP, in order to secure financial flows, improve the reliability of accounting allocations, and simplify relationships with suppliers;
- Compliance of the corporate website with digital accessibility standards: all content and functionalities are accessible to people with disabilities, ensuring inclusion and compliance with applicable regulations.
- These actions also help reduce email volumes, improve accounting and payment processing times, and strengthen the overall efficiency of financial management.

## 6.5. Our monitoring indicators

### Responsible digital practices and digitalization

- Number of **subsidiaries deployed with the Esker solution**: Motul France, Motul Iberica (Spain, Portugal, and Colombia), and Motul Deutschland.
- Number of customer invoices digitized: **79,764 in 2025** for Motul France.
- **100%** compliance of the corporate website with digital accessibility standards.



# Conclusion

The year 2025 marked a foundational milestone in the structuring of Motul's CSR approach.

It enabled the establishment of a clear, consistent, and shared framework based on a double materiality assessment, a roadmap structured around the CARE, CRAFT, and DARE pillars, as well as the gradual formalization of policies, indicators, and associated governance mechanisms.

This momentum will continue in 2026 with the creation of a CSR Strategic Committee and the deployment of the ISO 26000 approach, further strengthening the integration of corporate social responsibility at the heart of the Group's strategy and decision-making processes.

Motul operates in an environment shaped by profound market changes, rapid technological transformation, resource constraints, and growing stakeholder expectations. In this context of sustainable transformation and international growth, the Group is fully aware of the challenges ahead and the responsibilities that come with them.

In response to these challenges, Motul reaffirms its long-term commitment and ambition. First and foremost, the Group aims to contribute to human development by bringing together employees from diverse backgrounds, offering meaningful career paths, and fostering a corporate culture based on purpose, responsibility, and commitment. This social ambition represents a key driver of attractiveness, employee retention, and sustainable performance.

Motul is also committed to reducing the environmental impact of its products and activities by integrating the principles of the circular economy and responsible innovation, without ever compromising the performance, reliability, and quality delivered to its customers and partners. Sustainability is therefore viewed as a driver of differentiation and value creation, supporting a premium and responsible positioning.

Lastly, true to its entrepreneurial DNA, Motul reaffirms its ability to adapt boldly to the technologies of tomorrow, by reconciling innovation, responsibility, and risk management, in line with its founding values and long-term vision.

The indicators and results presented in this report reflect the progress achieved in 2025, while also highlighting the path that still lies ahead. Motul's CSR approach is part of a long-term commitment based on engagement, transparency, and continuous improvement.

We approach 2026 with confidence, clarity, and responsibility, convinced that sustainable performance is inseparable from the company's overall performance.

Finally, the Group would like to thank all employees who contributed to this initiative and who, through their actions and commitment, helped shape and enrich this report.

# Appendix

## Appendix 1: Methodology

This CSR report is part of a voluntary initiative undertaken by Motul to structure, manage, and strengthen the consideration of environmental, social, and governance issues across its activities. Although Motul is not currently subject to a legal reporting obligation under the CSRD directive, the company has chosen to anticipate regulatory developments and place sustainability at the core of its development strategy.

Beyond a transparency exercise, this report is intended to serve as a management and transformation tool, enabling the company to measure the actions undertaken, identify areas for improvement, and strengthen dialogue with all stakeholders. It reflects Motul's commitment to adopting a structured, progressive, and pragmatic approach to sustainability, consistent with the nature of its activities and its industrial model.

### 1. Reference framework and reporting period

This CSR report covers the period from January 1, 2025, to December 31, 2025. Where relevant, the data presented are compared with the 2024 financial year, both reporting periods covering twelve months. The reporting was prepared in line with the principles and requirements of the European Sustainability Reporting Standards (ESRS), used as a reference framework, although it does not at this stage constitute regulatory CSRD reporting.

#### Methodological principles

The approach is based on the collection of qualitative and quantitative data gathered through:

- Internal surveys,
- Interviews with the various relevant departments,
- And the analysis of existing practices, policies, and commitments within the Group.

The selected indicators are intended to provide a fair representation of Motul's main sustainability challenges, taking into account the specific nature of its activities, organization, and operational scope.

#### Organizational scope

The qualitative and quantitative information presented in this report covers all operations managed by the Motul Group, including its product and service ranges as well as its geographical locations.

#### Reporting Scope

To reflect the Group's organizational and operational diversity, several reporting scopes have been defined. This approach ensures a consistent, relevant, and comparable assessment of environmental, social, and operational performance, in line with the principles of transparency and reliability underlying CSR reporting.

#### 1. Motul Group (consolidated scope)

The Motul Group corresponds to the consolidated scope including:

- Motul SA, headquartered in France;

- 18 international legal entities controlled by Motul SA and operating across 22 countries.

This scope constitutes the main reference framework for the consolidated indicators presented in the report.

## 2. Sites

The term “Sites” refers to all operational locations under the company’s legal control and included within the reporting scope. These sites include industrial production facilities, research and development (R&D) centers, as well as administrative sites and support functions.

The reporting scope covers a total of 20 owned sites, including 4 production facilities.

Due to the greater materiality of their environmental and energy impacts, certain industrial and environmental indicators are specifically monitored and presented for the following industrial production sites:

- Vaires-sur-Marne (France)
- Lescot (France)
- Baraldi (Italy)
- Chem Arrow (United States)

## 3. Motul France

The Motul France scope includes:

- The Aubervilliers headquarters;
- The Vaires-sur-Marne production site;
- The France Business Unit: commercial activities and the French sales force.

It represents the Group’s historical entity and central operational hub.

## 4. CMO (Contract Manufacturing Organizations)

The CMO scope refers to external industrial partners manufacturing Motul products on behalf of the Group.

These entities:

- Are not legally owned by Motul,
- But are directly involved in the production of products marketed under the Motul brand.

They are included in the reporting scope solely for carbon reporting purposes, in order to account for the value chain.

### Changes in Reporting Scope

In October 2024, in order to proceed with the acquisition of three companies in the United States, the United Kingdom, and Canada, Motul created an entity named “Fluid Invest.” This company holds the three “CHEM ARROW” subsidiaries, which were integrated into the Group’s reporting scope in 2025.

In addition, during the 2025 financial year, we divested three entities: one in South Africa and two in Turkey, as well as our Middle East operations. Consequently, data relating to these businesses are no longer included in this report as of December 31, 2025.

## 2. Definition of “Workforce”

As part of this CSR report, workforce data covers all entities included within the reporting scope.

### **Permanent workforce at year-end**

The permanent workforce at year-end corresponds to the number of employees holding permanent contracts (CDIs) as of December 31 of the reporting year.

This indicator provides insight into the company’s permanent employment structure.

### **Total workforce at year-end**

The total workforce at year-end corresponds to the total number of employees present as of December 31 of the reporting year, including:

- Employees on permanent contracts (CDIs);
- Employees on fixed-term contracts (CDDs);
- Apprentices and work-study employees.

Excluded from this workforce figure are:

- Temporary agency workers;
- External consultants and service providers;
- Interns.

## **3. Methodology for identifying key challenges**

### **1. Identification of key challenges**

An initial universe of ESG challenges was established based on:

- ESRS requirements (E, S, and G),
- The Group risk mapping,
- Sector analysis (lubricants and chemical industry),
- Applicable regulations,
- The strategic commitments of the “Regeneration 2030” program.

Each challenge was broken down into Impacts, Risks, and Opportunities (IROs) in accordance with ESRS standards.

### **2. Stakeholder consultation**

The identification and prioritization of challenges were based on a structured consultation process involving both internal and external stakeholders, namely:

Internal Stakeholders

- 12 members of the Executive Committee (Comex) and their direct reports were interviewed;
- The results of the “Voice of Employee” internal survey conducted at the end of 2024 were analyzed.

External Stakeholders

- 15 consultations were conducted with customers, suppliers, logistics partners, banks, and service providers;
- An ongoing structured dialogue is maintained with the Group’s strategic partners.

This structured consultation process made it possible to:

- Assess the perceived severity of impacts;
- Identify financial exposures;
- Integrate stakeholder expectations and levels of sensitivity.

### **3. Scoring and materiality thresholds**

Scoring scale: Each challenge was assessed using a scale from 1 to 4 across two dimensions:

**Impact materiality assessment based on:**

- Severity (scale of harm or benefit),
- Scope (population or ecosystems affected),
- Reversible or irreversible nature,

- Likelihood of occurrence.

**Financial materiality assessment based on:**

- Potential financial exposure,
- Impact on EBITDA, CAPEX, OPEX, or access to financing,
- Effects on business continuity,
- Time horizon (short, medium, and long term).

The financial thresholds were aligned with those used in the Group’s risk mapping, ensuring consistency between risk management and ESG reporting.

**Definition of the materiality threshold**

Motul defined a materiality threshold of 3 out of 4 for each of the two dimensions.

A challenge is considered material when it:

- Achieves a score  $\geq 3$  in impact materiality, and/or
- Achieves a score  $\geq 3$  in financial materiality.

As a result, all challenges positioned above the 3/4 threshold on at least one of the two dimensions are considered material and are included within the Group’s strategic and reporting scope. Challenges falling below this threshold remain subject to monitoring and consideration but are not regarded as strategic priorities at this stage.

**4. Evolution and further development of the challenge assessment**

The IROs (Impacts, Risks, and Opportunities) identified as part of this assessment constitute an initial foundation for structuring the company’s ESG challenges. However, as part of a continuous improvement approach and in order to ensure stronger alignment with evolving regulatory and methodological requirements, these IROs will be further refined and consolidated.

In this context, additional analytical work will be carried out during 2026. This process will notably aim to further refine the characterization of impacts, clarify the assessment of associated risks and opportunities, and strengthen the overall consistency of the challenge mapping. It will also enable the integration of feedback from internal and external stakeholders, as well as developments in applicable frameworks and standards.

This additional work will help enhance the robustness of the materiality assessment and strengthen the relevance of the company’s management of environmental, social, and governance challenges.

**4. Carbon footprint methodology**

Motul’s greenhouse gas (GHG) emissions inventory is prepared in accordance with the principles and requirements of the Greenhouse Gas Protocol, the international reference framework for the accounting and reporting of organizational GHG emissions. The reporting scope covers all consolidated Group entities worldwide (production sites, logistics platforms, and offices), as well as Contract Manufacturing Organization (CMO) partners, whose emissions are included in Scope 3 in order to reflect the Group’s outsourced industrial footprint.

Emissions are categorized according to the three scopes defined by the GHG Protocol:

- Scope 1, which includes direct emissions from stationary and mobile combustion sources;
- Scope 2, which corresponds to indirect emissions related to purchased electricity and energy consumption;
- Scope 3, which covers other indirect emissions generated upstream and downstream of the value chain, including raw material purchases, transportation, waste treatment, and the end-of-life of sold products.

Data collection and consolidation are carried out annually through the SWEEP carbon reporting platform.

The information is sourced from several channels:

- Automatic extraction from internal information systems,
- Integration of data from the SAP ERP system,
- Standardized questionnaires sent to subsidiaries.

Electricity-related emissions are calculated using both the market-based and location-based approaches, in accordance with GHG Protocol recommendations, although the Group's consolidated results are presented using the market-based approach.

This methodology ensures data traceability, comparability over time, and the reliability of the Group's carbon reporting.

## Appendix 2: Indicators

Category	Indicator	Definition / Commentaries	2024	2025	Source / Data	Formula	Scope
Social	Total number of employees as of 31.12	Total company workforce, all contract types combined	776	777	HR Data	Total workforce	Group
Social	Permanent employees (CDI) as of 31.12	Number of employees on permanent contracts	738	743	HR Data	Number of permanent contracts	Group
Social	Share of women in the workforce	Percentage of women within the company	32.8%	33.0%	HR Data	Women/workforce	Group
Social	Employees with disabilities	Share of employees officially declared as having disabilities	1.22%	1.62%	HR Data	Employees with disabilities/workforce	Group
Social	Gender Equality Index	French regulatory gender equality index	88/100	88/100	HR France	Government index	France
Social	Gender pay gap	Average pay gap between men and women	0.069	0.047	HR France	$(\text{Male salary} - \text{Female salary}) / \text{Male salary}$	France
Social	Attrition	Voluntary departures relative to permanent workforce	7.2%	9.0%	HR Data	Voluntary departures/permanent workforce as of 31.12	Group
Social	Attrition excluding retirement	Attrition excluding retirements in order to isolate departures unrelated to natural demographic changes	6.3%	7.7%	HR Data	Voluntary departures/permanent workforce as of 31.12	Group
Social	Managed turnover	Departures supported or initiated by the company (reorganizations, mutual termination agreements, dismissals)	8.0%	6.9%	HR Data	Voluntary departures/permanent workforce as of 31.12	Group
Social	Net turnover	Total hires and departures (all reasons combined) relative to permanent workforce	15.1%	16.4%	HR Data	$(\text{Hires} + \text{departures}) / \text{workforce}$	Group
Social	Permanent hires	Number of permanent hires during the year	128	93	HR Data	Count	Group
Social	Recruitment rate	Share of new hires within the permanent workforce as of 31.12	14.2%	12.5%	HR Data	Recruitment/workforce	Group

Category	Indicator	Definition / Commentaries	2024	2025	Source / Data	Formula	Scope
Social	Employees trained	Number of employees having completed internal/external training, all contract types combined	NC	578	HR Data	Count	Group
Social	Training hours per employee	Number of internal/external training hours per employee, all contract types combined	NC	12.3h	HR Data	Training hours/workforce	Group
Social	Absenteeism rate	Share of working time lost due to absence	2.56%	2.62%	HR Data	Absence hours/theoretical hours	Group
Social	Number of workplace accidents	Reported workplace accidents	17	18	HSE	Count	Group
Social	Accident frequency rate	Number of accidents per million hours worked	2.83%	4.22%	HSE	$(\text{Accidents} \times 1,000,000) / \text{hours worked}$	Group
Social	Severity rate	Severity of accidents in terms of lost days	0.02%	0.08%	HSE	Lost workdays / hours worked	Group
Consumers	Safety Data Sheets sent	Number of SDS sent to customers	NC	139,569	Count	Count	Vaires-sur-Marne
Consumers	Customers receiving SDS	Customers who received Safety Data Sheets	NC	13,973	HSE	Count	Vaires-sur-Marne
Governance	Ethics Code signatories	Share of employees who signed the Code	NC	53%	Compliance	Signatories/workforce	Group
Governance	Ethics alerts	Reports received through the whistleblowing mechanism	NC	23	Compliance	Count	Group
Governance	Alerts processed	Share of alerts processed in detail	NC	1	Compliance	Alerts processed/alerts	Group
Environment	Scope 1 CO <sub>2</sub> emissions	Direct emissions related to company activities	2.479	2.579	Carbon footprint assessment	GHG protocol	Group & CMO
Environment	Scope 2 CO <sub>2</sub> emissions (Market-Based)	Indirect emissions related to energy consumption	0.140278	0.179422	Carbon footprint assessment	GHG protocol	Group & CMO

Category	Indicator	Definition / Commentaries	2024	2025	Source / Data	Formula	Scope
Environment	Scope 3 CO <sub>2</sub> emissions	Indirect emissions across the value chain	553.615	582.818	Carbon footprint assessment	GHG protocol	Group & CMO
Environment	Intensity per ton	Carbon intensity per ton produced	2.994	2.967	Carbon footprint assessment	GHG protocol	Group & CMO
Environment	Electricity consumption at production sites	Total electricity consumed	1,771,877	1,717,238	Energy data	Total kWh	Production sites: Vaires-sur-Marne, Lescot, Baraldi
Environment	Water consumption at production sites	Volume of water consumed	12,155	12,713	Site data	m <sup>3</sup>	Production sites: Vaires-sur-Marne, Lescot, Baraldi
Environment	Waste containing substances posing a risk to human health or the environment	Total quantity of waste produced	1,172.91	1,094.40	Waste data	Tonnes	Waste in France monitored through Track Déchets
Environment	Recycling and material recovery rate	Share of recycled waste	NC	33%	Waste data	Recycled waste/total waste	Waste in France monitored and subsidiary waste extracted from SWEEP

## Appendix 3: Motul's Commitments in Relation to the 17 Sustainable Development Goals



Support provided by the Motul Corazón Foundation to international social projects for disadvantaged young people. Funding of initiatives promoting professional integration and access to employment.



Motul is deploying a global mental health program (“Mind Wellness”) and strengthening the prevention of occupational risks through safety training, audits, and employee protection measures.



Motul contributes to vocational education through the Motul School, which provides technical training for employees and automotive maintenance professionals. The Group also offers online training courses to employees on various professional development topics. In addition, Motul supports disadvantaged young people in finding career paths through the Garages Écoles association.



Motul promotes gender equality in the workplace through a non-discrimination policy and the monitoring of HR indicators related to equity.



Motul reduces its water consumption through closed-loop industrial systems and equipment enabling significant water savings across its sites.



Motul promotes the use of renewable electricity, monitors its energy consumption, develops certified High Environmental Quality (HQE) buildings, and operates solar panels at its site in Italy.



For more than 170 years, Motul has sustained long-term and responsible growth to support employment, while promoting decent work through fair working conditions and the continuous development of employee skills.



Motul invests in R&D to develop innovative fluids and industrial technologies that help reduce energy consumption and resource use.



Motul is deploying a diversity, equity, and inclusion strategy and implementing awareness initiatives to prevent discrimination and promote equal opportunities within the company.



Motul develops packaging incorporating recycled plastic and regenerated oils in order to promote the circular economy. The Group is also formalizing a responsible purchasing policy and encouraging employees to minimize the use of single-use plastics.



Motul is reducing its carbon footprint by optimizing transportation, raw materials, and emissions monitoring.



Motul strengthens its responsible governance through an ethics and anti-corruption policy, as well as a whistleblowing mechanism.



Motul is committed to collective initiatives such as the United Nations Global Compact and sustainable business networks.

## **MOTUL SA**

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### **Limited Assurance Report on the CSR Report**

Financial year ended December 31, 2025

To the General Meeting,

In our capacity as independent third-party organization and statutory accountant of your company, we performed procedures aimed at expressing a limited assurance conclusion on the ESG information voluntarily prepared by MOTUL (hereinafter the “Entity”), in accordance with your reporting guidelines (hereinafter the “Framework”), for the period from January 1, 2025, to December 31, 2025 (hereinafter the “Information”), presented in the document attached to this report (hereinafter the “CSR Report”).

#### **Limited Assurance Conclusion**

Based on the procedures we performed, as described in the section “Nature and Scope of Our Work”, and on the evidence we obtained, nothing has come to our attention that causes us to believe that the Information has not been prepared, in all material respects, in accordance with the Framework.

#### **Emphasis of Matter**

Without qualifying the conclusion expressed above, we draw your attention to:

- The methodological note of the CSR Report, which specifies that the Information was prepared using reporting standards inspired by the ESRS standards and criteria specific to your organization;

- The process for collecting and consolidating certain non-financial data, particularly waste-related data, could still be strengthened in order to improve the robustness and reliability of consolidated Group-level data.

#### **Preparation of the Information**

In the absence of a generally accepted and commonly used reference framework or established practices on which to rely for evaluating and measuring the Information, different but acceptable measurement techniques may be used, which could affect comparability with those of other entities and over time.

Consequently, the Information should be read and understood with reference to the Framework, available upon request from the Entity’s headquarters, the significant elements of which are presented in the CSR Report.

#### **Inherent Limitations in the Preparation of the Information**

As mentioned in the methodological note of the CSR Report regarding the assessment of greenhouse gas emissions, the Information may be subject to uncertainty inherent to the current state of scientific knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions, and/or estimates used in its preparation.

#### **Responsibility of the Entity**

The Information has been prepared under the responsibility of Management, which is responsible for:

- Selecting or establishing appropriate criteria for the preparation of the Information (i.e., the Framework);
- Preparing the Information in accordance with the Framework; and
- Designing, implementing, and maintaining such internal control as Management considers necessary for the preparation of Information that is free from material misstatement, whether due to fraud or error.

### **Responsibility of the Independent Third-Party Organization**

Our responsibility is to:

- Plan and perform procedures to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatement, whether due to fraud or error;
- Express an independent conclusion based on the procedures performed and the evidence obtained;
- Communicate our conclusion to the Entity's Management.

As we are required to express an independent conclusion on the Information as prepared by Management, we cannot be involved in the preparation of such Information, as this could compromise our independence.

### **Applicable Professional Guidance and Standards**

The procedures described below were performed in accordance with the professional guidance issued by the French Association of Chartered Accountants applicable to this type of engagement.

They do not constitute either an audit or a limited review within the meaning of the professional standards applicable in France (NEP). Nor do they constitute certification in accordance with the guidelines issued by the French High Audit Authority (H2A).

### **Independence and Quality Control**

Our independence is defined by the provisions set out in Article L821-28 of the French Commercial Code and by the Code of Ethics of the Chartered Accountancy profession. This framework is based on compliance with the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

In addition, we have implemented a quality control system including documented policies and procedures designed to ensure compliance with ethical requirements, professional standards, applicable legal and regulatory provisions, and the professional guidance governing this engagement.

### **Nature and Scope of Our Work**

We planned and performed our procedures, described below, taking into consideration the risk of material misstatement in the Information. As part of our limited assurance engagement and based on our professional judgment, we:

- Obtained an understanding of the entity and its environment, including internal control elements relevant to the preparation of the Information;
- Assessed the appropriateness of the Framework with regard to its relevance, completeness, reliability, neutrality, and understandability, taking into account, where applicable, industry best practices;
- Obtained an understanding of the internal control procedures implemented by the entity to ensure compliance of the Information with the Framework;
- Assessed whether the methods used by the Entity to prepare the Information were appropriate with regard to the Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- Verified that the Information was prepared within the scope specified in the Framework;
- Selected, based on our professional judgment, the information we considered to be the most significant (see Appendix 1), for which we:
  - Performed analytical procedures consisting of checking the consistency of trends and, where appropriate, obtaining explanations from Management regarding any unusual items identified;
  - Performed detailed tests based on sampling or other selection methods, consisting of verifying the correct application of the calculation methods and assumptions described in the Framework and reconciling the underlying data with supporting documentation;
  - For estimates, through interviews with the relevant departments, we obtained an understanding of the methodology used to calculate the estimated data. We assessed the appropriateness and proper

application of this methodology, as well as the suitability of the information sources used;

- For qualitative information, we reviewed documentary sources and conducted interviews to corroborate the information;
- Assessed the overall consistency of the Information in light of our understanding of the entity.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

The procedures performed as part of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with our professional guidance; a higher level of assurance would have required more extensive verification procedures.

## Restrictions on Distribution and Use

This report has been prepared solely for your attention in the context described in the first paragraph and must not be used, distributed, or quoted for any other purpose.

The procedures performed in connection with this report are not intended to replace any inquiries or procedures that third parties who may receive this report might otherwise undertake, and we do not express any opinion as to their adequacy for the purposes of such third parties.

This report is governed by French law. French courts shall have exclusive jurisdiction over any dispute, claim, or disagreement arising from our engagement letter or this report, or any matter relating thereto.

Paris,  
The Independent Third-Party Organization,  
**FID'IMPACT**  
**Sarah GUEREAU**  
Registered on the list referred to in paragraph II  
of Article L. 821-13 of the French Commercial Code  
Signed by Sarah Guereau  
On March 23, 2026

*S. Guereau*

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## Appendix 1: Information considered most significant

### 1. Quantitative Indicators

Topics	Indicators	Entities Tested
Social	<ul style="list-style-type: none"> <li>Total number of employees as of 31.12</li> <li>Share of women in the workforce</li> <li>Net turnover</li> <li>Absenteeism rate</li> </ul>	Motul Group
	<ul style="list-style-type: none"> <li>Employees trained</li> <li>Training hours per employee</li> </ul>	France, Spain, Japan, Italy, Brazil
	<ul style="list-style-type: none"> <li>Frequency rate and severity rate</li> </ul>	France, Brazil, Germany
Environmental	Carbon: Scope 1, 2 (Market-Based), and 3 CO <sub>2</sub> emissions	Vaires-sur-Marne
	<ul style="list-style-type: none"> <li>Electricity consumption (kW)</li> <li>Gas consumption (m<sup>3</sup>)</li> <li>Water consumption (L)</li> <li>Water consumption at production sites</li> </ul>	Production sites (Vaires-sur-Marne; Lescot; Baraldi)
	<ul style="list-style-type: none"> <li>Hazardous waste tonnage</li> <li>Hazardous and non-hazardous waste tonnage (landfill, recycling, energy recovery, reuse/re-refining)</li> </ul>	France (Vaires-sur-Marne, Lescot, Headquarters), Outside France (Baraldi)

### 2. Qualitative Information (Actions and Results), including in particular:

- Gender Equality Index
- ISO 9001: 2015 Certification
- ISO 14001: 2015 Certifications (Vaires-sur-Marne and Baraldi)
- ISO 50001: 2018 Certification (Motul Deutschland)

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May 2026

**MOTUL**