



Sustainability report 2025



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1. Edito

PRESIDENT, DE DIETRICH

Jacques Moulin



In 2025, we continued to build on our collective commitment to sustainability. Following a first year marked by the acceleration of our strategy and the structuring of our ESG programme, we remain firmly committed to advancing the initiatives undertaken in support of the environment, social responsibility and exemplary governance.

Our approach is not a one-off initiative: it is deeply rooted in De Dietrich's history, shaped by more than 340 years of innovation and adaptability. Once again this year, we strengthened our efforts to reduce our environmental footprint, support the development of our employees and place ethics at the heart of our decision-making. Our ambition remains unchanged: to combine industrial performance with long-term responsibility in order to ensure the sustainability and resilience of our Group.

This second sustainability report reflects the progress we have made, as well as our determination to continue moving forward. We remain attentive to our stakeholders and aligned with the most demanding ESG standards, convinced that sustainability is an essential driver in preparing for the future and addressing environmental, social and digital challenges.

I would like to thank all our teams, in France and internationally, for their commitment and dedication. Together, we are continuing our journey towards an increasingly responsible and sustainable company, focused on future generations.



ESG & HSE Business partner
DE DIETRICH

Thomas Metzger



In a world shaped by persistent geopolitical tensions, increasing pressure on resources and accelerating climate challenges, I am convinced that, more than ever, we must question the way we produce and create value.

These transformations are not abstract: they are already having a profound impact on our markets, supply chains and ways of operating. They require us to act with clarity and responsibility.

The year 2025 marked a turning point for De Dietrich: we are no longer subject to the CSRD. Nevertheless, we have made the clear decision to continue our sustainability reporting approach with the same level of rigour and transparency.

This decision reflects a strong personal conviction: sustainability should not depend on a regulatory obligation. It must be embedded for the long term, at the heart of our decisions and our culture. Slowing down today would mean failing to prepare for the future.

This report demonstrates that continuity. It reflects our determination to make progress, measure our impacts and engage all our teams in a tangible transformation towards a more resource-efficient, responsible and resilient industrial model.

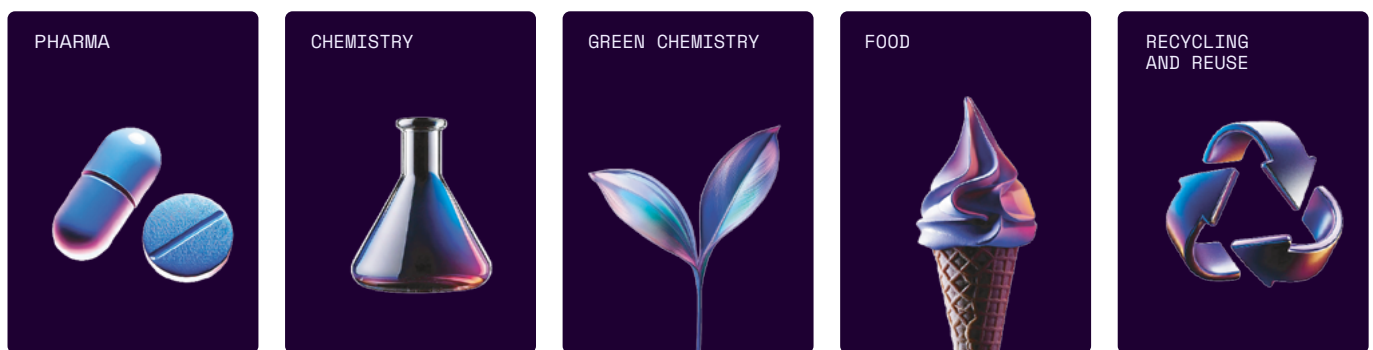
This is a demanding journey, but a profoundly necessary one. In my view, it is also a collective commitment of which we can be proud.



Who are we ?

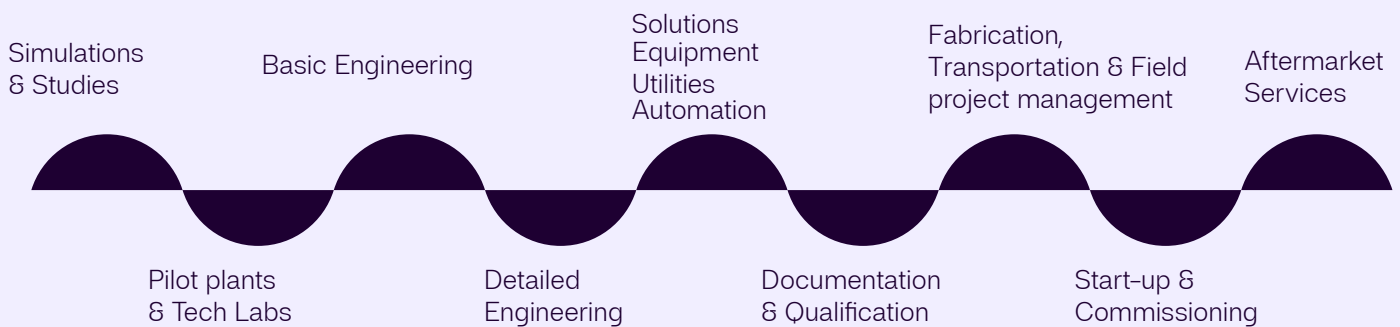
De Dietrich is the global leader in the design and supply of systems, process equipment, and solutions for the pharmaceutical, food, green chemistry, and chemical industries.

Our Markets



Our Offer

From idea to success.



Our Systems

Our engineers have a deep understanding of various processes. They design customized systems for a large variety of applications ensuring efficiency, safety, and reliability.





Our Equipment & Materials

REACTION / AGITATION		FILTRATION / DRYING		DRYING	
CENTRIFUGATION		DISTILLATION		EVAPORATION	
EXTRACTION		SOLID HANDLING / CONTAINMENT		STORAGE	
ENAMEL		GLASS		ALLOY	

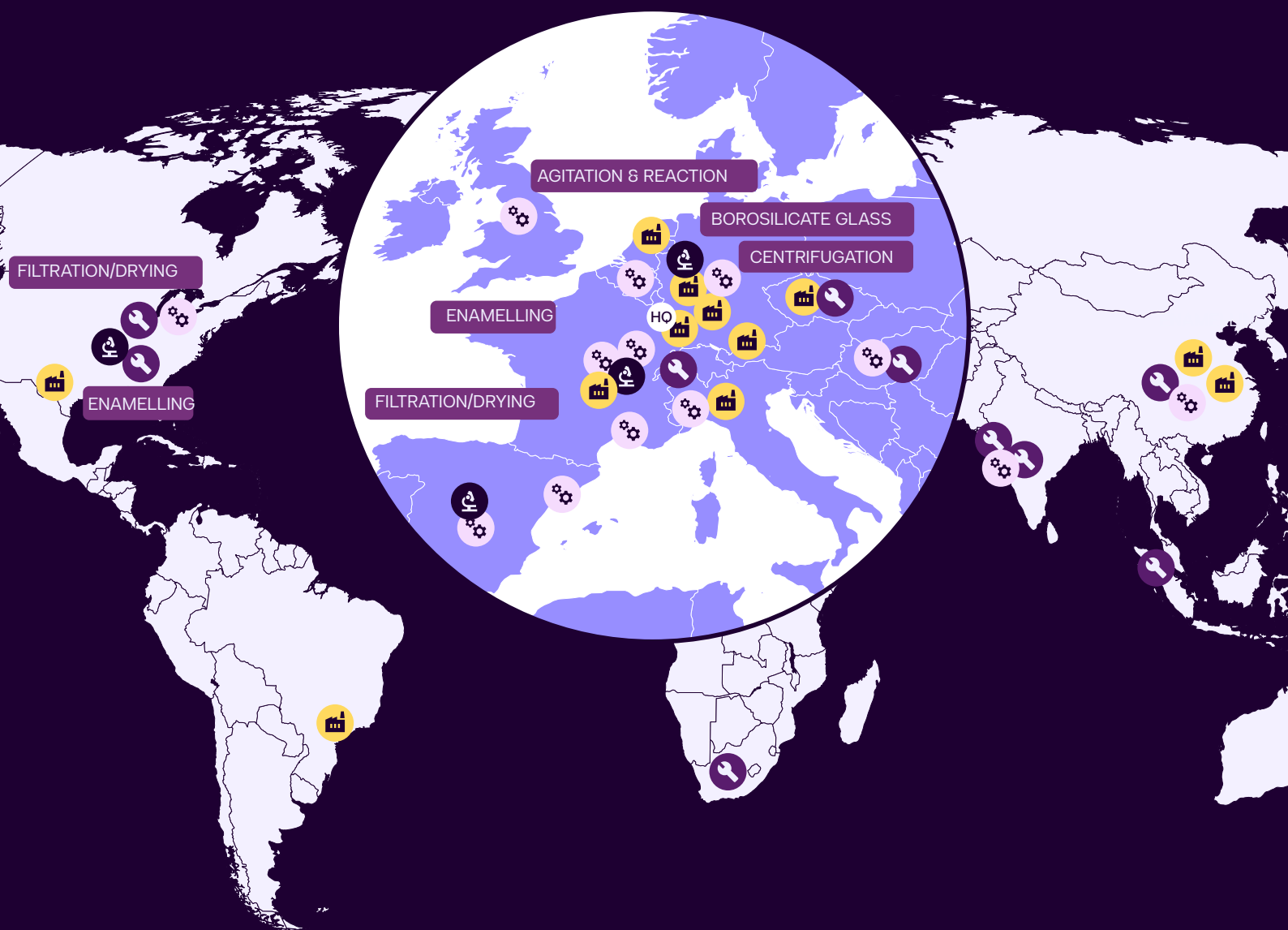
Our Services

UPGRADES & REFURBISHMENT		FIELD SERVICE		SPARE PARTS & COMPONENTS	
TRIALS & RENTALS		TRAINING		STUDIES & SIMULATIONS	

Find out more about
our global Network



Our international locations



12

PRODUCTION
SITES



13

ENGINEERING AND
SALES CENTRES



10

ASSEMBLY
CENTRES



04

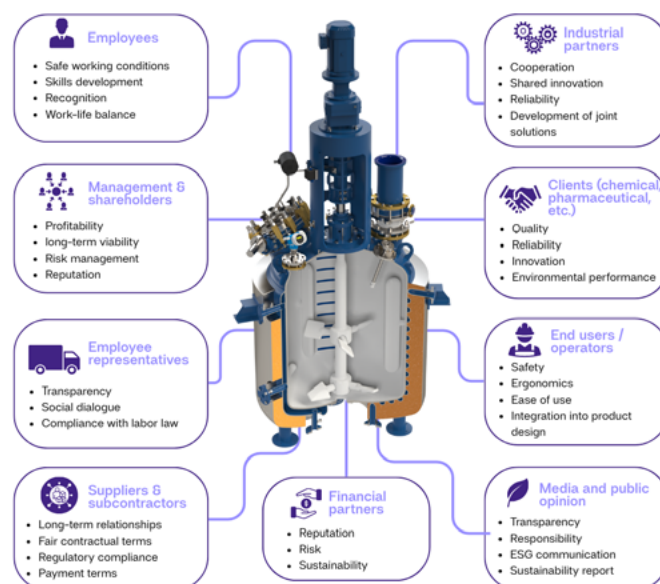
TECH LABS
AND TEST CENTRES



Our ESG methodology

Our ecosystem – Our value chain

We consider dialogue with our stakeholders to be a key driver of sustainable performance. Our stakeholders are listed opposite, together with their main expectations and the ways in which De Dietrich contributes to meeting them.



Stakeholder infographic

Stakeholder value creation table :

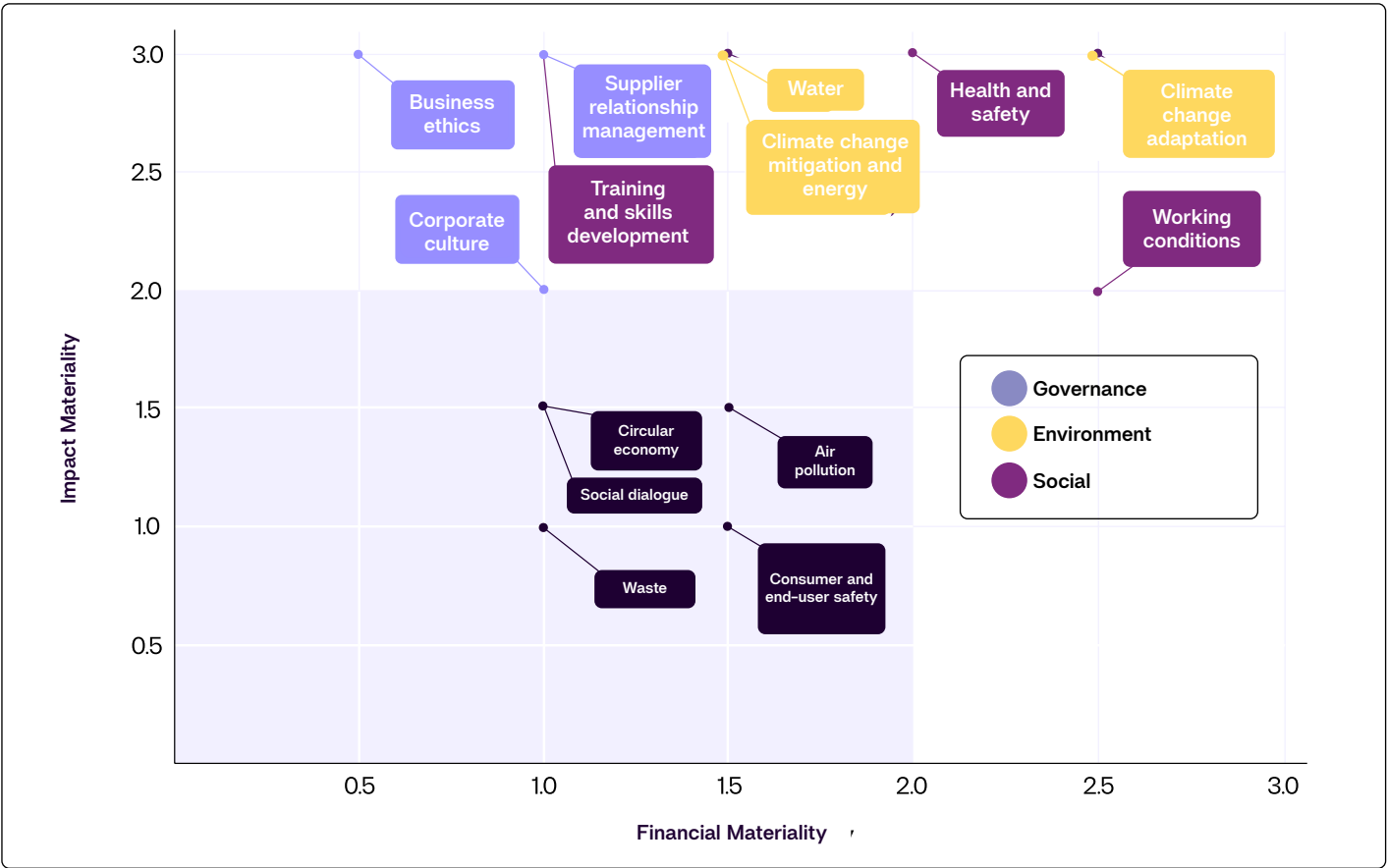
Stakeholders	Main expectations	De Dietrich's response / Value creation
Employees	Safe working conditions, skills development, recognition, work-life balance	Strong safety culture (Safety Day, Golden Rules), training, attractive HR policies and strengthened social dialogue.
Management & shareholders	Profitability, long-term sustainability, risk management, reputation and resilience	Clear strategic governance, certifications (ISO, Ecovadis) and an ESG plan integrated into the decarbonization strategy
Employee representative bodies	Transparency, social dialogue and compliance with labour law	Regular meetings, involvement in ESG projects, sharing of social information and company agreements
Suppliers and subcontractors	Long-term relationships, fair contractual terms, regulatory compliance and timely payments	Responsible Supplier Charter, audits, support with compliance and safety, compliance with payment deadlines and decarbonization of the value chain
Industrial and technology partners	Cooperation, shared innovation and reliability	Joint development of solutions, participation in innovative projects and a strong industrial ecosystem
Customers (chemicals, pharmaceutical, etc.)	Quality, reliability, innovation, environmental performance of equipment and decarbonization	High-value-added equipment, low energy consumption, maintenance services, product co-development, decarbonization and eco-design, and an SBTi commitment
End users/ operators	Safety, ergonomics and ease of use	Consideration of these needs in product design and integration of user feedback into continuous improvement
Regulators and public authorities	Compliance, reporting and environmental transitions	GHG emissions assessment, climate transition plan, compliance with ISO standards and dialogue with local authorities
Local communities	Employment, local roots, support for the local economic and non-profit ecosystem, and participation in local events	Partnerships with schools and clubs, involvement in local ESG networks, preservation of industrial jobs and support for local associations
NGOs and environmental organizations	Climate commitments, energy efficiency and circularity	Participation in the CEC, integration of planetary boundaries, water reuse and eco-design
Media and public opinion	Transparency, responsibility and sustainable innovation	ESG communication, sustainability reporting and external recognition, including Best Managed Companies
Schools, universities and research centres	Knowledge sharing, internships and applied innovation	Hosting interns and apprentices, participation in research projects and skills-based volunteering



Double materiality

To structure our sustainability approach, in 2024 we conducted a double materiality assessment involving experts from across the Group, as well as our main internal and external stakeholders. This process enabled us to identify and prioritise the environmental, social and governance issues

most significant to De Dietrich, both in terms of their impacts on society and the environment and their influence on the company's performance and long-term sustainability.



Dual Materiality Matrix

The results of this assessment now form the foundation of our ESG roadmap. In 2025, they led to several concrete achievements, including the update of our greenhouse gas emissions inventory across the entire Group, the renewal of our corruption risk mapping, the strengthening of our safety culture through numerous initiatives implemented at our sites, and the gradual harmonisation of our practices, brands and corporate culture at international level. These actions illustrate our determination to embed ESG considerations over the long term in our governance and operational decision-making.

Recent changes to the European regulatory framework have raised certain applicability thresholds for non-financial reporting. As a result, De Dietrich is no longer subject to the requirements of the CSRD.

Nevertheless, we have chosen to continue our sustainability reporting on a voluntary basis. We believe that transparency regarding our environmental, social and governance issues is essential to maintaining the trust of our stakeholders, while also serving as a valuable tool for management and continuous improvement within our organisation.



Our key priorities: understanding where to focus our efforts

At the intersection of our impacts, stakeholder expectations and strategy, several issues have emerged as priorities. They guide our decisions and structure our ESG approach.

Our priorities across three pillars:

Environment

- Reducing our footprint and preserving resources
- Reducing greenhouse gas emissions
- Adapting our activities to climate change
- Improving energy efficiency
- Responsible management of water resources



Social

- Protect, develop and engage our teams
- Health and safety at the workplace
- Quality of life at the workplace

Governance

- Leading with rigour and responsibility
- Business ethics
- Responsible supply chain
- Corporate culture and collective engagement





Environment



Environment

Greenhouse gas emissions

In 2025, we carried out a new greenhouse gas emissions assessment covering the full 2024 calendar year. This assessment now serves as the Group's reference year for managing its climate strategy. It was conducted across the entire De Dietrich Group and included all consolidated entities, including the new entities resulting from the integration of the Heinkel Group.

The assessment identified total emissions of 2,050,265 tCO₂e for 2024, calculated in accordance with the GHG Protocol using the location-based method, and covering the period from 1 January to 31 December 2024.

The analysis shows that the vast majority of our carbon footprint comes from Scope 3, which accounts for 99% of total emissions, while Scopes 1 and 2 each represent less than 1%.

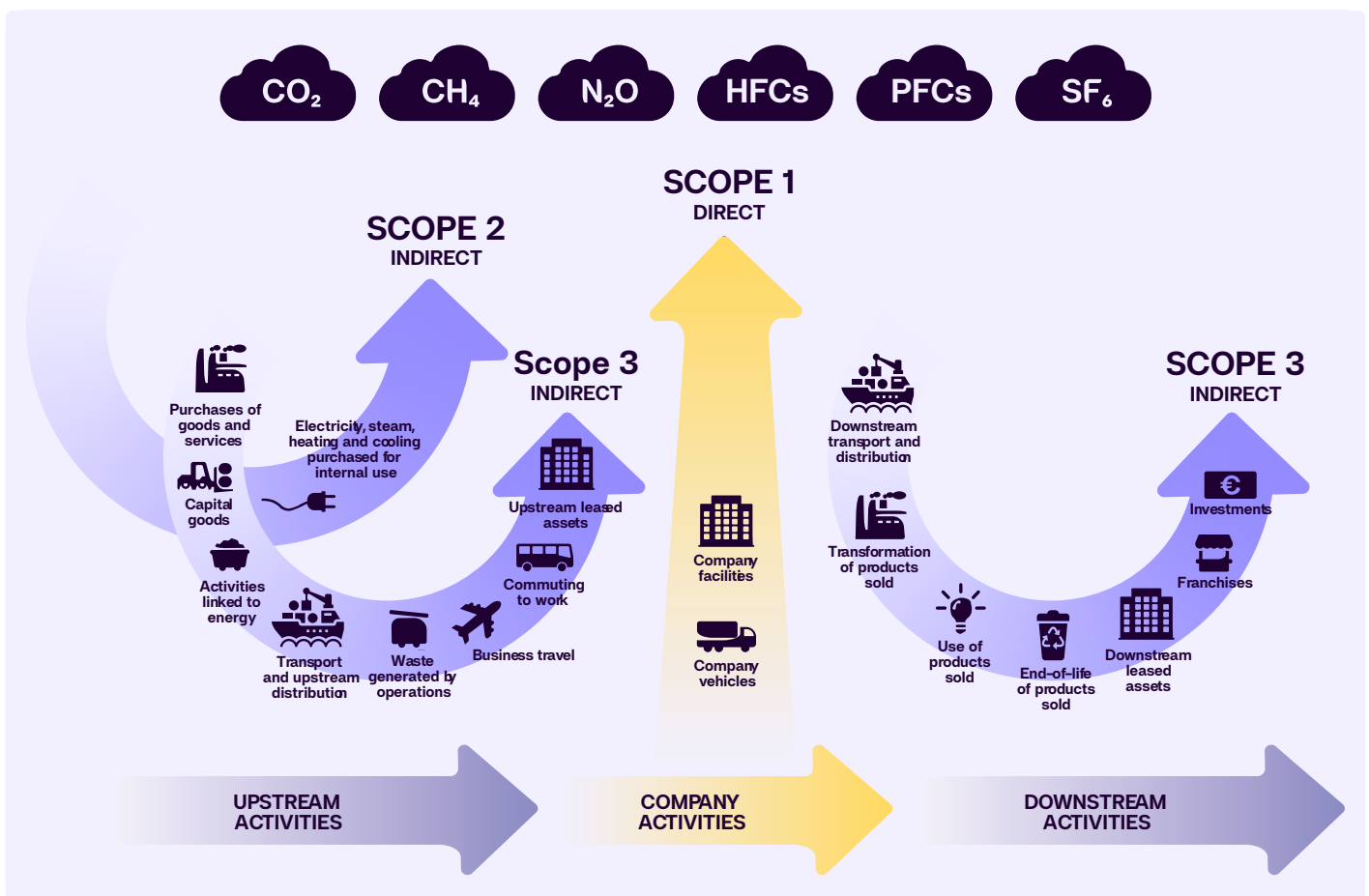


Illustration of the different scopes for the calculation of greenhouse gas emissions



This breakdown confirms that our main climate challenge extends beyond our direct energy consumption. Emissions are largely concentrated within our value chain, particularly in the use of products sold, which accounts for 89% of the total, followed by other purchases at 10%. All other categories – energy, transport, business travel, capital goods, waste, real estate, vehicle fleet, digital activities and fugitive emissions – each represent less than 1% of total emissions.

More specifically, the largest source of emissions is the use

Scope	Category	tCO ₂ e
Total Scope 1		4 212,9
Scope 1	1. Direct emissions from stationary combustion sources	3 526,4
Scope 1	2. Direct emissions from mobile combustion sources	643,9
Scope 1	3. Direct fugitive emissions	42,6
Total Scope 2		11 702,4
Scope 2	1. Indirect emissions from electricity consumption	11 561,2
Scope 2	2. Indirect emissions from the consumption of steam, heating or cooling	141,2
Total Scope 3		2 034 349,5
Scope 3	1. Purchased goods and services	205 231,7
Scope 3	2. Capital goods	2 841,7
Scope 3	3. Fuel- and energy-related activities	4 642,6
Scope 3	4. Upstream transportation and distribution	1 925,2
Scope 3	5. Waste generated in operations	1 507,8
Scope 3	6. Business travel	1 069,2
Scope 3	7. Employee commuting	1 449,2
Scope 3	8. Downstream transportation and distribution	451,5
Scope 3	9. Use of sold products	1 812 907,9
Scope 3	10. End-of-life treatment of sold products	2 322,7

Product carbon footprint

Our 2024 assessment clearly shows that the impact of our products – particularly during their use phase – represents the main opportunity for reducing emissions. To manage this impact more effectively, we have developed an internal carbon footprint calculator based, among other sources, on recognised databases such as Ecoinvent. The example of a BE 6300 reactor illustrates this challenge particularly well. Designed for a long service life, this equipment consumes energy throughout its operation – for agitation,

of sold products, accounting for 1,812,908 tCO₂e, far ahead of purchases of other goods at 149,382 tCO₂e and raw materials and intermediate goods at 53,067 tCO₂e. Electricity accounts for 15,473 tCO₂e, while gas and other fuels represent 4,079 tCO₂e.

These results reinforce our conviction that, to reduce our carbon footprint over the long term, we must take action across our operations, purchasing activities, and the design and use of our equipment. They form the foundation of our climate roadmap for the years ahead.

A new reference year that is not directly comparable with 2021

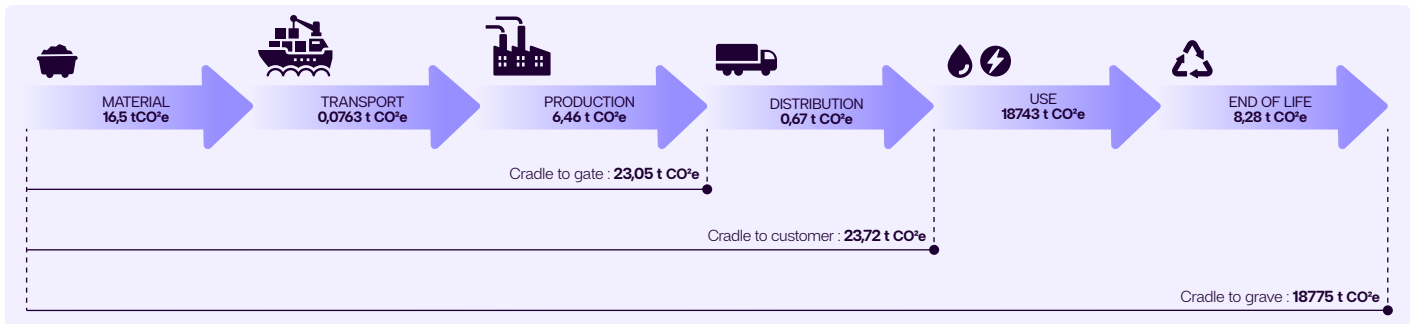
The 2024 assessment represents an important milestone in the development of our climate approach. However, it cannot be directly compared with the assessment carried out for 2021.

There are two main reasons for this limitation. First, the reporting scope is different: the 2021 assessment covered only certain subsidiaries in France, Germany, China and the United States, whereas the 2024 assessment was conducted across the entire Group, including all De Dietrich entities and the newly integrated Heinkel Group entities.

Second, the methodological assumptions have evolved, particularly for the “use of sold products” category. In 2021, only certain energy consumption associated with agitator motors was taken into account. In 2024, the approach was more comprehensive, as it also included the energy required to heat the equipment. This change provides a more complete view of our impact, but limits the relevance of a direct numerical comparison between the two reporting years.

Breakdown of our emissions by scope and category

heating, vacuum generation, pumping and cooling – which accounts for a significant share of its overall footprint. This assessment also highlights the potential of circular solutions: on a cradle-to-gate basis, the footprint can be reduced from approximately 23 tCO₂e to less than 7 tCO₂e when the equipment is re-glass-lined, representing a reduction by a factor of more than three. Extending equipment service life, eco-design and refurbishment are therefore key levers for reducing emissions.



Equipment life cycle – example of a BE 6300 reactor

From manufacturing through to end of life, the carbon footprint is dominated by the use phase, due to the equipment’s energy requirements. Re-glass-lining significantly reduces the footprint associated with the production phase, cutting cradle-to-gate emissions by more than a factor of three.

Illustration representing the carbon footprint produced at each stage



Energy: consumption and efficiency

As part of our continuous improvement approach, we are continuing to roll out energy-saving measures across the Group, alongside the optimisation of our processes, the modernisation of our equipment and the development of low-carbon energy sources.

At Wuxi, a battery energy storage system has also been commissioned. With a capacity of 1 MW, it stores electricity from the grid during periods of low demand and releases it

during peak hours, thereby supporting more responsible and cost-effective energy use.

Since 2024, our energy monitoring has covered all our sites, providing a more accurate reflection of our organisation and energy consumption. The trends shown in the indicators should therefore be interpreted in light of this broader reporting scope, alongside the progress achieved in energy performance.

Energy consumption (GWh)	2021	2022	2023	2024	2025
Electricity	29,2	30,3	32,3	34,4	28,1
Gas	26,1	19,1	17,9	17,2	19,1
Total	55,3	49,4	50,2	51,6	47,2
Energy intensity (total MWh per €m of revenue)	297,2	281	252	238,8	143,5

This year, the reporting scope covers all sites.

Decarbonising our energy to accelerate the transition

At the same time, we have made the strategic decision to decarbonise our energy mix by gradually replacing fossil fuels with electricity and prioritising low-carbon electricity supplies wherever possible. This approach responds to strong expectations from our customers, who encourage us to reduce the carbon footprint of our operations, and is fully aligned with our transition pathway.

It is supported in particular by the development of on-site energy generation projects, which enable us to produce renewable energy locally while significantly reducing our dependence on the grid and our consumption of electricity from carbon-intensive sources.

This momentum has already delivered results at several sites: Mainz and Besigheim now use 100% low-carbon electricity, while Semur, Zinswiller and Wuxi have commissioned photovoltaic systems for on-site consumption, contributing to locally generated, renewable and controlled energy production.

The Zinswiller and Wuxi sites, which specialise in glass-lining and are inherently more energy-intensive, cover approximately 5% of their electricity needs through these installations, while the Semur site covers around 20%. These initial achievements provide tangible evidence of the benefits of this transition, which we are actively pursuing across the Group.



Responsible water resource management

With the support of the Rhin-Meuse Water Agency and in collaboration with KRESS, De Dietrich modernised the operating system of its fusion dryer by replacing an open-loop system with a water recirculation loop.

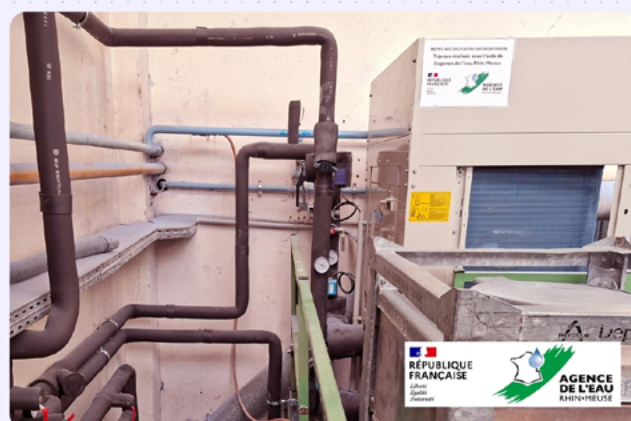
In practical terms, the water used to generate the vacuum required for drying is no longer discharged after use. It is now filtered, cooled and reused, thanks to the installation of a high-performance filter and a cooling unit that ensures stable operating conditions.

What are the results?

Up to 1,800 m³ of drinking water saved each year, equivalent to approximately one Olympic-sized swimming pool, together with improved process control and lower operating costs.

A tangible project combining industrial performance with resource conservation.

A modernised installation for more efficient water use





Encouraging sustainable mobility among our employees

As part of our efforts to reduce our carbon footprint and promote more sustainable forms of transport, we actively encourage sustainable mobility among our employees. Several initiatives have been introduced to reflect local circumstances, including support for public transport costs in major urban areas, the “JobRad” programme in Germany to encourage cycling, and car-sharing solutions between colleagues. These measures help reduce emissions from commuting while also improving quality of life.



Towards a cleaner vehicle fleet

We are continuing the gradual transformation of our company vehicle fleet by adopting more sustainable mobility solutions. This transition is reflected in the growing proportion of low-emission vehicles: approximately 30% of our fleet now consists of hybrid vehicles, while 20% is made up of fully electric vehicles.

This transition directly contributes to reducing the carbon footprint associated with business travel, while supporting changes in mobility practices and infrastructure. It forms part of a broader approach aimed at reducing our dependence on fossil fuels and aligning our operational practices with our environmental commitments.

This momentum will continue in the coming years as our fleet is renewed, with the ambition of further increasing the proportion of electrified vehicles.



Photos taken as part of the Action Against Hunger challenge

PIPAC & CASTTOR : two sustainable innovation projects

In 2025, De Dietrich continued to drive innovation by developing and delivering several technology projects with a strong sustainability focus.

The PIPAC and CASTTOR projects were successfully completed and delivered.

Developed in collaboration with Alysophil, the PIPAC demonstrator—dedicated to the AI-driven continuous-flow production of active pharmaceutical ingredients—confirms our ability to deliver innovative continuous chemistry plants. This project enables more resource-efficient production facilities than traditional manufacturing methods.

The CASTTOR project, dedicated to the chemical recycling of textile waste into reusable PET, enabled the early commissioning of a pre-industrial pilot unit that demonstrated high levels of yield and purity. The project addresses the environmental challenge of textile waste recycling.

These projects reflect De Dietrich's ongoing commitment to developing innovative and sustainable technological solutions for the chemical and pharmaceutical industries.



PIPAC



CASTTOR



Social



Social

A clear direction,
contrasting realities

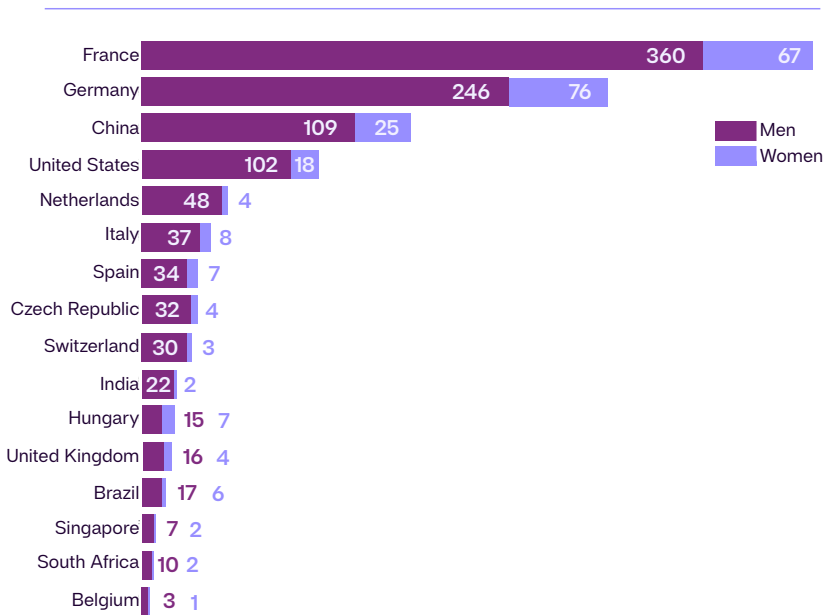
« In a year marked by contrasting dynamics, with growth in some sectors and modernisation in others, the commitment of our teams was instrumental in supporting these developments.»

Géraldine Lyonnard

HUMAN RESOURCES DIRECTOR, DE
DIETRICH GROUP



2025 headcount by country

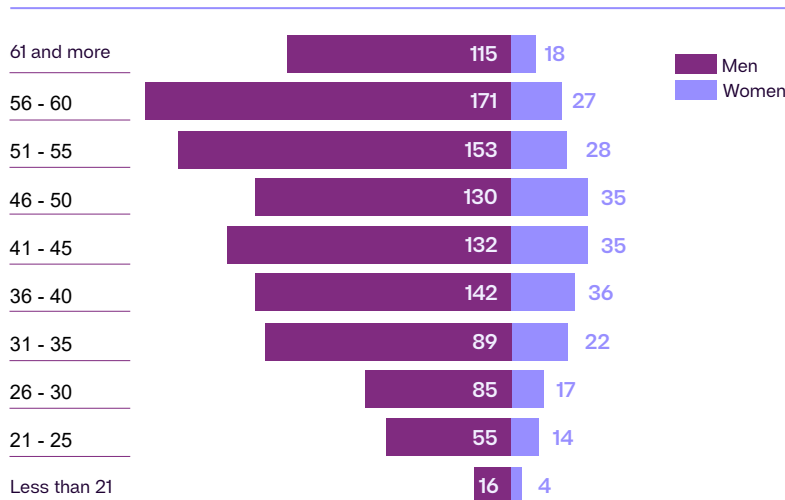


Present in 16 countries, the Group brings together 1,324 employees, reflecting its strong international industrial footprint. This presence is structured around three major hubs, with particularly significant operations in France, Germany and China, which together account for a substantial share of the Group's workforce.

The gender distribution remains characteristic of industrial sectors, with a predominantly male workforce. Aware of the challenges associated with gender diversity, the Group has made this issue a key Human Resources priority and is implementing concrete initiatives to promote more balanced representation across all its entities.

The international dimension of our organisation is a key driver of performance. It facilitates the circulation of expertise, interaction between cultures and the sharing of know-how, directly contributing to the Group's strength and resilience. Europe remains our main geographical base, accounting for nearly three-quarters of our workforce.

Population pyramid 2025



The balance of our human capital is a key asset for the Group's long-term sustainability. Supported by an experienced and committed workforce, it is reflected in a high level of employee tenure, which contributes to stability, technical expertise and operational continuity.

Against this backdrop, workforce renewal and skills succession are fully integrated into our Human Resources strategy. As a significant proportion of our employees gradually approaches the later stages of their careers, the Group is anticipating these developments by actively structuring knowledge-transfer initiatives and securing succession for key roles across the organisation.

This proactive approach enables us to support the transitions ahead while preserving the wealth of our expertise and preparing future generations to meet tomorrow's challenges.



A renewed brand identity to affirm our uniqueness

Building on this collective momentum, we undertook a complete redesign of De Dietrich's visual identity, including the launch of a new logo. This strategic evolution aims to assert our positioning more clearly, differentiate us from our competitors and distinguish us from other entities that still bear the De Dietrich name.

This change reflects our ambition to unite our teams around a strong, consistent and forward-looking brand while remaining true to our heritage.



De Dietrich Madrid, Spain



De Dietrich Milan, Italy



De Dietrich Caçapava, Brazil



De Dietrich Besigheim, Germany



De Dietrich Zinswiller, France



De Dietrich Wuxi, China



Health, safety and working conditions

Employee safety remains a fundamental priority for De Dietrich and a central pillar of our social responsibility. From 2025 onwards, the consolidation scope of our indicators was extended to include all Group sites, whereas it had previously focused mainly on our principal production sites.

This change in scope provides a more representative view of our overall performance, but also means that trends should be interpreted with caution, as the data now cover a broader range of sites.

In 2025, the Group's accident frequency rate remained at a level that we still consider too high, standing at 8,7, with a total of 18 lost-time workplace accidents. By comparison, the frequency rate observed in the metalworking industry is generally higher,

at around 15 accidents per million hours worked. This places our Group below the industry average, while still falling short of our own standards of excellence.

The accident severity rate stood at 0.4 and was affected by two accidents at the Zinswiler site that resulted in extended periods of absence. This serves as a reminder that, beyond overall indicators, preventing the most serious accidents remains an absolute priority.

Achieving a lasting reduction in both the number and severity of accidents remains at the heart of our commitment, with the continued ambition of providing an increasingly safe working environment for all our employees.

Safety Indicators (frequency rate)

	2021	2022	2023	2024	2025
Number of lost-time accidents at work	13	7	13	14	18
Lost-time injury frequency rate	9,52	4,88	8,82	9,58	8,7
Number of days lost	811	422	438	286	827
Severity rate of occupational accidents	0,59	0,21	0,3	0,19	0,4

This year, the reporting scope covers all sites.

Our safety initiatives

As part of our efforts to strengthen our safety culture, we developed a new Group-wide safety rules framework. This work was carried out collaboratively, involving HSE representatives from all our sites in order to create a shared, practical document applicable to all our activities.

This initiative led to the definition of three fundamental principles and 12 universal safety rules, which now form a common foundation across the Group. These rules reflect our collective commitment to prevention and are designed to promote safe behaviours in everyday operations.

To support their adoption, an internal photo competition was organised to illustrate the rules in a clear and practical way. The document is now available in the 10 languages used across the De Dietrich Group, enabling consistent and widespread communication to all employees.

The rules have also been adapted into operational posters for display in workshops, further strengthening their visibility and integration into day-to-day practices.



Safety Horn : bringing our safety culture to life

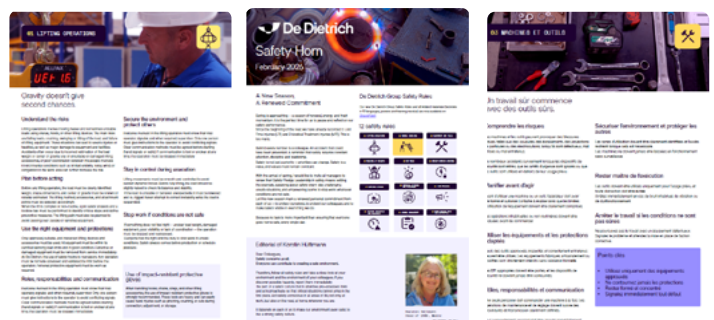
In 2025, we strengthened our safety communications with the launch of Safety Horn, our monthly newsletter dedicated to safety.

Objectives:

- Maintain a high level of vigilance across all sites
- Share operational best practices
- Provide concrete feedback from the field
- Highlight local initiatives and the teams involved

A driver of Group-wide alignment

Safety Horn helps connect our sites by encouraging the sharing and alignment of safety practices across our international operations.





The foundations of our safety culture

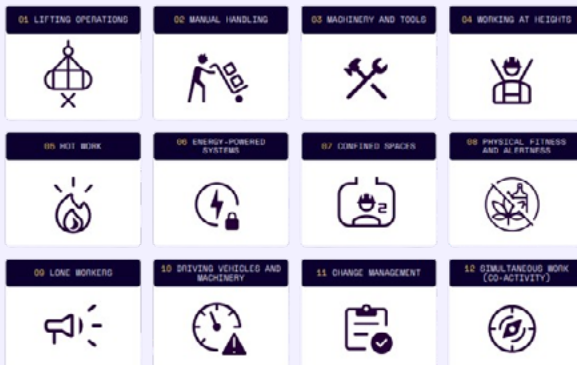
Our 12 Safety Rules are built around three fundamental principles applicable across the Group: the right to stop work, which empowers everyone to interrupt a dangerous situation; the identification and reporting of hazards, to prevent incidents before they occur; and prioritising collective and personal protective measures in order to control risks at source.

These three principles form the foundation of our shared ambition: for everyone to return home safe and healthy every day.



Our 12 safety rules

Rolled out across the Group in 2025, our 12 Safety Rules define the behaviours expected when dealing with the main risks associated with our activities. Simple, practical and common to all our sites, they form the foundation of our safety culture and our shared ambition: for everyone to return home safe and healthy every day.



Maturity assessment

To manage the HSE maturity of our sites in a structured manner, we deployed an internal assessment tool based on 44 indicators across 12 key themes. This tool enables us to identify both areas of excellence and opportunities for improvement, with the aim of aligning safety practices across the Group.

In 2025, the Group's nine main sites were formally assessed, providing a comprehensive overview of their strengths and areas for improvement. This approach provides a solid foundation for strengthening interaction between sites, encouraging the sharing of best practices and accelerating collective progress.

Based on these results, dedicated action plans were defined for each site to support every organisation in improving its HSE maturity in line with its specific operational challenges.

We will continue rolling out this tool in 2026, with the ambition of further strengthening this continuous improvement dynamic across the Group.





Quality of working life and social dialogue

At De Dietrich, quality of working life and social dialogue are essential drivers of performance and collective engagement. Recognising that professional fulfilment depends on listening and recognition, we maintain regular and constructive dialogue with employee representatives and all employees.

Our Human Resources initiatives are based on a local approach, with measures tailored to the specific circumstances of each site. For example, annual development reviews help us understand individual aspirations and build motivating career paths.

Aware of the importance of achieving a healthy work-life balance, we have also introduced a remote-working scheme available to all eligible employees across all Group sites. This policy aims to promote a more flexible and inclusive working environment, adapted to different personal and professional circumstances, while maintaining a high level of collective performance.

In France, all our managers have also received training in the prevention of psychosocial risks.

Collective agreements

In 2025, three collective agreements were signed within De Dietrich S.A.S, reflecting our commitment to maintaining high-quality social dialogue and strengthening our commitments to employees.

The agreement relating to the Economic, Social and Environmental Database (BDESE) sets out the arrangements governing access to, consultation of and use of the data by employee representatives, while ensuring its confidentiality. It is an essential tool for promoting transparency and social dialogue.

As in previous years, the Mandatory Annual Negotiation (NAO) covered matters relating to remuneration, working time and value sharing.

Lastly, an amendment to the 2024–2026 profit-sharing agreement was concluded to adjust the calculation methods applicable to the 2026 financial year and, where applicable, enable the payment of a profit-sharing bonus.

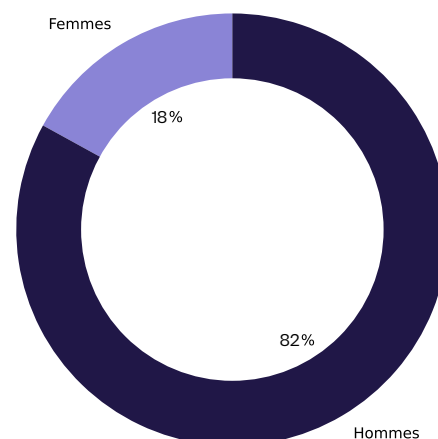
Equality

Promoting diversity and gender equality in the workplace is a strong commitment for the Group. As part of PULSE 2027, we have set ourselves the target of increasing the number of women in managerial positions by one third within three years, thereby actively contributing to greater gender balance in industry.

Beyond this quantified ambition, we pay particular attention to equal opportunities throughout our recruitment and career development processes. We reject all forms of discrimination and strive to create an inclusive working environment in which every individual, regardless of their background or profile, can thrive and find their place.

Diversity is a strength that we seek to foster every day, convinced that it is a driver of performance, innovation and cohesion.

Overall distribution by gender (%)



- Women account for 18% of the total workforce
- Employee turnover rate: 14%

Raising disability awareness

We support employees in applying for official recognition of disabled worker status (RQTH), helping to ensure that each individual benefits from an appropriate working environment and that potential barriers to inclusion are removed.

As part of the European Week for the Employment of People with Disabilities (SEEPH), we organised a “Handi Challenge”, providing teams with an engaging and interactive way to learn more about disability.

The “Handi-Poursuite” game tournament took place from 18 to 22 November 2025 and brought together 80 participants from different departments.

Following these highly informative sessions focused on disability awareness, we congratulated the team that successfully won the final.





Sports challenge – #ConnectedAgainstHunger

For the fifth consecutive year, De Dietrich took part in the Connected Against Hunger charity sports challenge in 2026, organised by Action Against Hunger. This initiative supports the fight against malnutrition and the effects of climate change through concrete action.

Following four consecutive years on the podium, the Group's participation continued to grow, with 80 employees taking part across eight international teams, united around a common goal. Together, they covered more than 36,000 km, demonstrating a strong collective commitment.

This year's challenge notably helped fund the installation of eight water pumps, equivalent to one pump per team, providing tangible support to the most vulnerable communities.

Beyond the sporting achievement, this initiative fully reflects our values: taking concrete action together, as one team, in support of essential causes, while strengthening cohesion and engagement among our employees worldwide.



Participation in the Connected Against Hunger Challenge

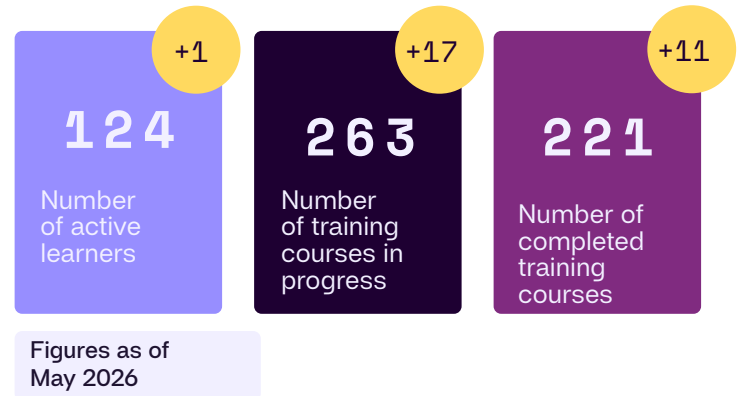


Skills development and training

Skills development is an essential driver of our performance and attractiveness as an employer. In France, since 2022, we have organised management training workshops that enable executives and managers to register for sessions and exchange views on a range of topics, including stress management, conducting interviews, handling difficult situations and becoming a coaching manager.

In 2024, we launched 360Learning, an interactive and collaborative platform that enables employees to develop their skills and share their expertise. This tool strengthens our culture of continuous learning and supports the professional development of our teams.

Rollled out in France in 2025, the platform will be gradually extended internationally from 2026 onwards.



De Dietrich University

TIP
Find your community and your catalog with free access on the left

HOW TO START ?
Discover below the training courses designed for you !

ANY QUESTIONS ?
We answer them here!





A Group united around new values



Laurent Drummer
MARKETING &
COMMUNICATION
MANAGER

Building on the work undertaken around our new identity, 2025 marked another important milestone with the redefinition of the Group's values.

This initiative supports the Group's transformation and reinforces our new ambitions following the integration of the newly acquired entities and the establishment of a shared vision at international level.

The acquired entities have gradually adopted the De Dietrich legal name, a tangible step that formalises their integration while bringing greater clarity and consistency for customers, partners and stakeholders. It was therefore essential to define more clearly what unites us as a Group.

The commitment of our teams, our expertise and our ability to move forward together are what give the Group its strength.

Group values

ANTICIPATION

We are always one step ahead

Because the future belongs to those who see further and have the courage to act.

KNOW-HOW

We are artisans of progress

Because progress grows from mastery, craftsmanship, and care for every detail.

EMPATHY

We grow together

Because progress only matters when we achieve it together.

LEADERSHIP

We shape a better future

Because what we do today shapes the world we want to live in tomorrow.

To define these values, we invited all our employees to take part in the process and identify those that best represent our Group. This collaborative approach enabled us to establish values that are legitimate, widely shared and firmly rooted in the realities of our activities.

They now provide a common foundation for supporting our development, strengthening our cohesion and driving our transformation. These four pillars reflect both De Dietrich's heritage and the new dimension of the Group.

By affirming these values, De Dietrich has established a clear framework for conveying its vision and ensuring consistent communication that accurately reflects the Group's identity.



Governance



Governance

A modernisation plan integrating our sustainability priorities



Matthieu Guéganno
TRANSFORMATION
DIRECTOR

In an environment shaped by accelerating technological change, increasingly demanding performance and safety requirements, and intensifying international competition, transformation has become a strategic necessity to safeguard the Group's competitiveness and long-term sustainability.

Against this backdrop, the Transformation Department is responsible for steering the company's overall transformation, ensuring alignment between strategy, operational performance and digital enablers in support of sustainable value creation.

Its scope includes the management of the Pulse 2027 transformation plan, particularly the initiatives related to our social responsibility commitments and sustainable value creation, whether in the areas of environmental projects, safety, human resources development or governance transformation. The objective is clear:

"Translate the strategic vision into tangible, measurable results implemented across the Group."

Pulse 2027: Our transformation plan

At the beginning of 2025, we launched Pulse 2027 as the operational action plan for our strategy. The results for 2025 were positive: more than 160 employees took on ambitious challenges and contributed to achieving our objectives.

The 2026 roadmap has now been defined and is set to deliver further progress and tangible results.



Project Dune: a common foundation for performance and collaboration

The Group has launched a major transformation programme across its 15 European sites, with implementation planned through to 2030. This project aims to sustainably improve operational performance, strengthen collaboration between sites and address the obsolescence of current tools.

It is based on the harmonisation and convergence of processes, tools and data within a Group-wide Core Model, supported by a new shared ERP system, Microsoft Dynamics. This common framework will ensure greater efficiency, consistency and scalability in support of the Group's strategy.



Artificial Intelligence

At the beginning of 2025, as part of Pulse 2027, the Group established a multidisciplinary working group tasked with structuring our approach to artificial intelligence and supporting the rapid delivery of practical use cases.

For example, to improve sales effectiveness, we deployed FORGE, an artificial intelligence assistant integrated into our everyday tools. It centralises incoming requests from customers and prospects, helps teams quickly find the most relevant content and supports the preparation of consistent responses. As a result, our sales teams benefit from greater responsiveness, consistency and overall performance.





Our commitment to the United Nations Global Compact

As a member of the United Nations Global Compact since 2021, we reaffirm our commitment each year to upholding its ten principles relating to human rights, labour standards, the environment and anti-corruption.

This framework provides a solid foundation for ensuring that our actions remain aligned with universal principles. Renewing our commitment reflects our determination to make progress transparently and continuously improve our practices.



A direct contribution to the Sustainable Development Goals

All our corporate philanthropy initiatives are aligned with the United Nations Global Compact, to which De Dietrich is committed. Through their nature and purpose, they contribute directly to several Sustainable Development Goals, including:

	Prevention programmes (Golden Safety Rules), safety days, initiatives addressing musculoskeletal disorders and mental health, and the promotion of good health and well-being through support for sport and prevention.		Design of equipment for green chemistry and the pharmaceutical industry. Sustainable innovation, eco-design and an internal product carbon footprint calculation tool.
	Education and training (educational and youth projects)		Reducing inequalities (charitable and solidarity initiatives)
	Commitment to gender equality in the workplace. Signing of gender equality agreements. Awareness-raising initiatives and monitoring of indicators, including the Gender Equality Index.		Sustainable cities and communities (strong local roots and support for local development)
	Reuse of water from hydraulic testing in our workshops. Monitoring of water consumption and discharges.		Commitment to the circular economy. Reduction of industrial waste. Refurbishment of equipment. Supplier awareness through the Responsible Purchasing Charter. ISO 50001 certification programme.
	Solar energy generation at several sites in France, China and Spain. Energy efficiency plan (ISO 50001). Roll-out of charging stations and electric vehicles.		Target to reduce greenhouse gas emissions by 30% by 2026. Climate transition plan aligned with the Net Zero 2050 objective. Comprehensive carbon footprint assessment covering 100% of sites. ISO 14001 certification programme.
	Safe and fair working conditions. Implementation of a global occupational health and safety management system (ISO 45001). Skills development plans. Responsible governance. Strong local presence.		Active partner of the Convention des Entreprises pour le Climat (CEC) and the Climaxion programme (ADEME/Grand Est). Collaboration with stakeholders, including customers, local authorities and NGOs.

This alignment with the SDGs is a key criterion in the selection of projects, ensuring that our corporate philanthropy contributes to societal challenges recognised at international level.



Corporate Philanthropy & Sponsorship – 2025 Key Figures

+ 80

Locally focused initiatives supported across the Group (donations, corporate philanthropy and partnerships)

9

Countries / multiple sites involved across Europe, Asia and the Americas

80k€

Total amount for 2025

Breakdown of initiatives by theme

40 % +

Sport & Social Cohesion

~25 %

Culture & Heritage

~10 %

Solidarity & Charitable Initiatives

ENVIRONMENT & BIODIVERSITY

Dedicated initiatives

Examples of supported initiatives

LOCAL SPORTING EVENTS

Trails, clubs, competitions

CULTURAL AND HERITAGE INITIATIVES

Culture & heritage

CHARITABLE INITIATIVES

Croix-Rouge, Restos du cœur, humanitarian projects

BIODIVERSITY PROJECTS

Bee protection and local initiatives

A concrete example : the Semur-en-Auxois committee

The Semur site fully illustrates this approach. Through its local sponsorship committee, it supports a wide range of initiatives directly connected to its employees and the surrounding community.

In 2025, several projects received support, including::

- The Medieval Festival
- The Côte d'Or Classique cycling race
- The Trail du Vieux Semur
- The Pouillenay Moto Cross Club
- The Saulieu Equestrian Centre

These projects reflect a commitment to sport, culture and the local community, helping to promote local vitality and social cohesion. The committee also operates with an open approach, regularly inviting project proposals to encourage new initiatives to emerge.





La Voix des Forges : when industrial heritage becomes a living stage

In the heart of the Northern Vosges Nature Reserve, where our Group's industrial history began in 1685, new voices can now be heard. La Voix des Forges, an association founded in 2020 by Céline Mellon — an opera singer and descendant of Amélie de Dietrich — embodies a distinctive revival of this heritage.

As a partner of the event for the past six years, De Dietrich is fully committed to this initiative, reflecting its long-standing attachment to the region and its determination to preserve and promote its industrial heritage. The association's ambition is to bring the legacy of the Jaegerthal forges to life through artistic creation, combining cultural excellence, environmental commitment and social inclusion. Every summer, the ruins of this former forge, which shaped local life for nearly three centuries, become the setting for an ambitious and participatory festival.

This historic site, where the Dietrich family operated its first blast furnaces as early as the 17th century, now brings together leading artists, local residents, associations and public-sector partners around original and accessible productions deeply rooted in the region.

Closely aligned with the principles of sustainable development, this artistic and community-based initiative contributes to the objectives of the European Green Deal. By giving this industrial site a new cultural and human-centred purpose, La Voix des Forges demonstrates how a place of remembrance can become a driver of environmental, social and cultural transition.

An inspiring example of heritage-based sustainability that we are proud to support over the long term, contributing to a more sustainable and inclusive future.



De Dietrich Association

The De Dietrich Association, recognised as a public-interest organisation since 1996, is dedicated to preserving and promoting a unique heritage comprising archives spanning several centuries of history. Housed notably at Reichshoffen Castle, this exceptional collection helps keep the Group's industrial, cultural and social history alive for the benefit of both the general public and the academic community.

As part of its commitment to knowledge sharing and cultural heritage, several initiatives were carried out in 2025. Two half-day induction sessions for new employees were held at Reichshoffen Castle. These special occasions gave participants the opportunity to discover the Group's history, the family archives and its industrial heritage, notably through presentations by Henri Mellon, thereby strengthening employees' sense of belonging and the Group's corporate culture.

The year was also marked by Reichshoffen hosting the 44th meeting of the International Union of Alsatians. This major event brought together more than 300 participants from France and abroad for a programme of conferences, visits and discussions focusing on regional heritage and Alsace's industrial history.

Held notably at La Castine and Reichshoffen Castle, the event enabled participants to discover the Group's historical archives,

heritage collections and the Dietrich family's industrial legacy, while also promoting Alsace's international profile.

Through these initiatives, the De Dietrich Association plays a key role in keeping this exceptional industrial heritage alive, while connecting it with contemporary issues of knowledge transmission, identity and openness to the world.





ISO Certifications & roadmap

Recognising the important role played by international standards in the continuous improvement of our performance, we have defined a strategy for the gradual roll-out of ISO certifications across all our industrial sites. This roadmap aims to ensure the harmonisation of our practices in the areas of quality (ISO 9001), occupational health and safety (ISO 45001), environmental management (ISO 14001) and energy management (ISO 50001).

In 2025, this momentum resulted in the achievement of three new certifications, including two ISO 14001 certifications and one ISO 50001 certification, demonstrating the Group's commitment to environmental and energy performance.

Our priorities remain focused on deploying these standards across our main production sites, with particular emphasis on environmental and occupational health and safety management systems, which are considered key levers for managing risks and improving our operational performance.

A consolidated overview of our current certifications is presented in the table below, providing a clear view of the progress achieved at each site.

Standards	Zinswiller (FR)	Semur-en-Auxois (FR)	Mainz (DE)	Wuxi (CN)	Jongia - Leeuwarden (NE)	Heinkel - Besigheim (DE)	Budapest (HU)	Bolz - Wangen im Allgäu (DE)	Comber-Carugate (IT)	Bubendorf (CH)	Dijon (FR)	Barcelona (SP)
ISO 9001	X	X	X	X	X	X	X	X	X	X	X	X
ISO 14001			X	X		X		X	X			
ISO 45001	X	X	X	X			X		X			
ISO 50001	X		X	X								

Best Managed Companies

Companies are assessed by an independent panel of recognised professionals against a range of demanding criteria, including financial performance, strategy, innovation capacity, governance quality and ESG commitment.

In 2025, De Dietrich was recognised by the Best Managed Companies programme for the fourth consecutive year, confirming the strength of its business model and the long-term relevance of its strategy. For this edition, 26 French companies received the distinction, including De Dietrich, reflecting the selective and demanding nature of this mark of excellence.

Awarded by Deloitte as part of its international programme, this distinction recognises companies that stand out for their long-term vision, overall performance and ability to combine growth, innovation and responsibility.



Thomas Metzger & Géraldine Lyonnard during the 2025 Best Managed Companies ceremony

Ecovadis

As part of our commitment to corporate social responsibility, several De Dietrich entities are assessed by EcoVadis, one of the most widely recognised frameworks for evaluating companies' ESG practices.

This independent platform assesses organisations' performance across four areas: environment, labour and human rights, ethics, and sustainable procurement.

The results achieved in 2025 reflect the progress made and the increasing maturity of our Group-wide approach:

- The **Mainz site in Germany** was awarded a **silver medal**, confirming an advanced level of performance.

- The **Zinswiller site in France** and the Carugate site in Italy were awarded **bronze medals**.

- The **Wuxi site in China** retained its **Committed status**, reflecting its continued progress towards greater maturity.

These results demonstrate a continuous improvement dynamic and provide a solid foundation for the further roll-out and harmonisation of our ESG practices across the Group.





Franck Linck
GROUP IT MANAGER

Cybersecurity: an essential priority

In an increasingly digital environment, cybersecurity is essential to ensuring business continuity, preserving the integrity of our information systems and protecting the data of the company, our employees, customers and partners.

The De Dietrich Group's cybersecurity strategy is based on two

complementary pillars: first, the implementation of technical measures designed to prevent, detect and address threats; and second, continuous employee awareness, enabling everyone to play an active role in our collective security.

From a technical perspective, the De Dietrich Group continuously strengthens the security of its information systems by relying on high-performance solutions adapted to the evolving nature of cyber risks. Since 2025, the deployment of a solution combined with AI-based analysis has further enhanced the monitoring of systems and data, improved the detection of suspicious behaviour and enabled a more effective response to security alerts. This approach forms part of a continuous improvement process aimed at increasing the Group's resilience to cyber threats.

However, technical measures alone cannot guarantee a sufficient level of protection. In the face of most threats, people remain an essential first line of defence. For this reason, employee training and awareness are among the cornerstones of the De Dietrich Group's cybersecurity strategy.

From the moment they join the company, new employees receive a handbook outlining the cybersecurity rules applicable in the workplace, together with best practices to follow in both their professional and personal lives. This initial awareness programme is complemented by CyberHorn, our monthly cybersecurity newsletter, which regularly shares information, advice and alerts on a range of IT security topics.

To measure the effectiveness of these awareness initiatives and identify areas for improvement, phishing simulation campaigns are regularly conducted. These campaigns help assess exposure to cyber risk and monitor changes in the Group-wide risk score. The target set for 2025 was ambitious: to keep this score below 5%. Although this remains a priority area for improvement, the results are encouraging, as the risk score did not exceed 10% in any month of the year.

Convinced of the potential efficiency and productivity gains offered by integrating artificial intelligence tools into our processes, the De Dietrich Group has developed a structured action plan to ensure their responsible and controlled use.

To support this initiative, the Group established an AI Committee responsible for collecting and prioritising needs, overseeing project implementation and defining a framework of secure, approved solutions. The Committee comprises employees from different functions and subsidiaries to ensure broad representation across the Group's workforce.

In addition, in September 2025, De Dietrich issued an AI solutions usage charter to all employees. This charter places particular emphasis on protecting sensitive data and raising awareness of the energy consumption associated with AI tools and their environmental impact.



Through this approach, combining technology, prevention and employee accountability, the De Dietrich Group is strengthening its ability to anticipate cyber risks, protect its digital assets and ensure long-term business continuity.



Financing

For several years, De Dietrich has had a debt financing mechanism in place that is linked to ESG criteria, in line with the financial sector's growing expectations regarding the transition towards a more sustainable economy. This mechanism is based on two key indicators: occupational safety performance and the energy efficiency of our industrial operations. Clear, measurable improvement trajectories, monitored over time, have been defined for each of these areas.

In 2025, we once again achieved the trajectory targets agreed with our financial partners, confirming the robustness of our approach and the Group's ability to turn its commitments into tangible results.

Beyond these indicators, this approach forms part of a broader vision: financing aligned with our transformation strategy. By incorporating ESG criteria into our financial structure, sustainability is no longer treated as a peripheral issue, but as a strategic management lever fully integrated into our investment decisions and overall performance.

This approach reflects a profound evolution in the role of finance within the company. Its purpose is no longer limited to supporting growth; it has become a driver of transformation, directing resources towards projects that create sustainable value while strengthening long-term risk management.

Against a backdrop of environmental transition and growing stakeholder expectations, this type of financing also helps strengthen dialogue with our financial partners by bringing greater transparency and credibility to our ESG pathway.

Lastly, this approach forms part of a broader transformation of economic models, in line with the objectives of the European Green Deal and the development of sustainable finance. It positions De Dietrich as a committed organisation capable of anticipating regulatory developments and actively contributing to a low-carbon, resilient and responsible economy.



« Aligning financing with ESG means turning our commitments into measurable results that are directly managed on the ground. »

Frédéric Burg

CHIEF FINANCIAL OFFICER, DE DIETRICH GROUP
DIRECTOR OF CENTRIFUGATION AND MIXING ACTIVITIES, DE DIETRICH GROUP





De Dietrich is the global leader in the design and supply of systems, process equipment, and solutions for the pharmaceutical, food, green chemistry, and chemical industries.

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