



2024 CSR REPORT





2024 has been a challenging year for the European chemical industry, facing unprecedented economic, environmental, and competitive pressures. In this demanding environment, INTEROR has chosen resilience and long-term commitment.

Together with our customers and partners, we continue to drive our ambition for a more responsible, innovative, and sustainable fine chemical industry. Our priorities remain clear — reducing our carbon footprint, optimizing resource consumption, and promoting circular economy solutions.

A key milestone this year is the launch of a new chemical synthesis unit on our Calais site. This strategic investment reflects our confidence in the future of our operations and our determination to support our customers with sustainable, high-performance solutions.

Above all, it is the daily commitment, expertise, and resilience of our teams that make this possible. Our employees are INTEROR's greatest strength, and we are proud to move forward together.

Now more than ever, we believe the future of chemistry relies on responsible innovation and our collective ability to reinvent the industry.

Geoffroy Waroqueaux
CEO, INTEROR



The Steering Comitee (CODIR)

Geoffroy Waroqueaux - *President*

Astrid Perot - *HR Manager*

Lore Vignoli - *Regulatory Affairs & Quality Director*

Jean Ong - *Supply Chain Manager/Sales and Sourcing Manager*

Thierry Quehen - *Accounting Manager*

Didier Gaonac'h - *R&D Manager*

Romain Dupont - *Operations Director*

Sandrine Murat - *Controlling Director*

The members of the Steering Committee have a crucial role in guiding, overseeing and taking decisions according to INTEROR's strategic orientations while integrating ESG challenges.

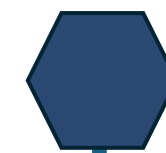


9 members



38% of women

Content



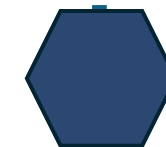
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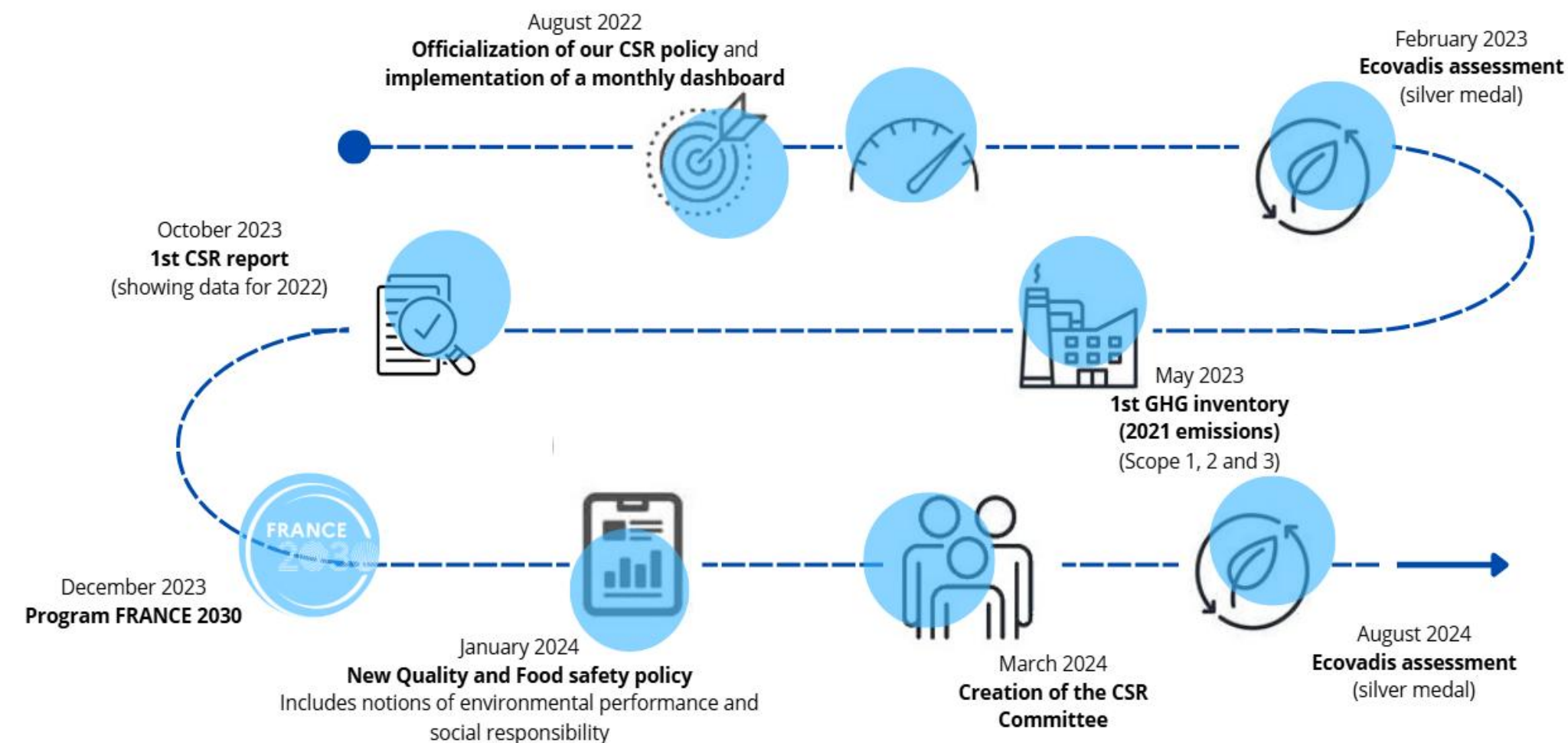
Ethics

- Because it's important to us



Our Future

Our CSR Journey



Our CSR Strategy



Since 2022, the CSR policy of INTEROR defines our commitments based on selected Sustainable Development Goals or SDGs, a universal framework for sustainability. Among the 17 SDGs adopted by the United Nations, 4 are shaping our sustainability roadmap. Our actions in favor of youth employment, sustainable resources management and the health and safety of our employees contribute positively to INTEROR's transition towards a more sustainable industry.



INTEROR was awarded with the Ecovadis silver medal in 2024 highlighting its ESG commitments and actions.



INTEROR's development is supported by the France 2030 plan and the company invests for the relocation of production of key medicines in France.



Every day, we take actions to ensure the safety of our industrial facilities and processes, to support safe chemicals management and to safeguard people and the environment.



INTEROR benefits from the France Relance plan, which supports strategic investments aimed at strengthening the resilience of the French economy.

Highlights

INTEROR is a specialist manufacturer of fine chemicals, especially in the field of advanced organic intermediates for healthcare industries and sophisticated intermediates for the specialty chemicals industry. The headquarters and the manufacturing site are both located in Calais (Hauts-de-France, France).



A company with a strong local impact while selling its products worldwide

About this report

This 2024 CSR report is the third CSR report published by INTEROR (previous CSR reports for the year 2022 and 2023 are available on our website). In the present document, consolidated quantitative data are reported over the period from January 1st to December 31st of 2024. The following results relate to the manufacturing site in Calais (Hauts-de-France). This CSR report addresses a desire for transparency. It provides an overall vision of INTEROR’s commitments, actions and performance to all the stakeholders.



Global market under pressure
The market faced increasing pressure in 2024 due to rising Asian competition and growing supply-demand imbalances.



Strengthened European presence
INTEROR reinforced its commercial footprint across Europe to better serve its strategic customers.



New office in India
A new commercial office was opened in Mumbai to support international growth and improve market access in Asia.



Global commercial reorganization
A new global commercial structure was rolled out in late 2024 to align teams, customers, and opportunities worldwide.



160 employees committed daily
Every day, our 160 employees contribute to performance, innovation and responsible growth with pride and purpose.

Our People

Overview of Employment and Training

INTEROR maintains a strong commitment to human capital development through inclusive employment practices and personalized training programs. In 2024, the workforce remained stable and diversified, with women representing a growing share of employees. Nearly all employees are on permanent, full-time contracts. Training remains a key priority, with over 2,300 hours delivered and 93.5% of employees having completed at least one course during the year. A tailored training plan is established for everyone to support their professional growth and operational performance.



93,5 % of employees completed at least one training course in 2024 (VS 92% in 2023)



More than 2,329 training hours were provided to our collaborators



14 hours of training done by each employee (on average)

Training

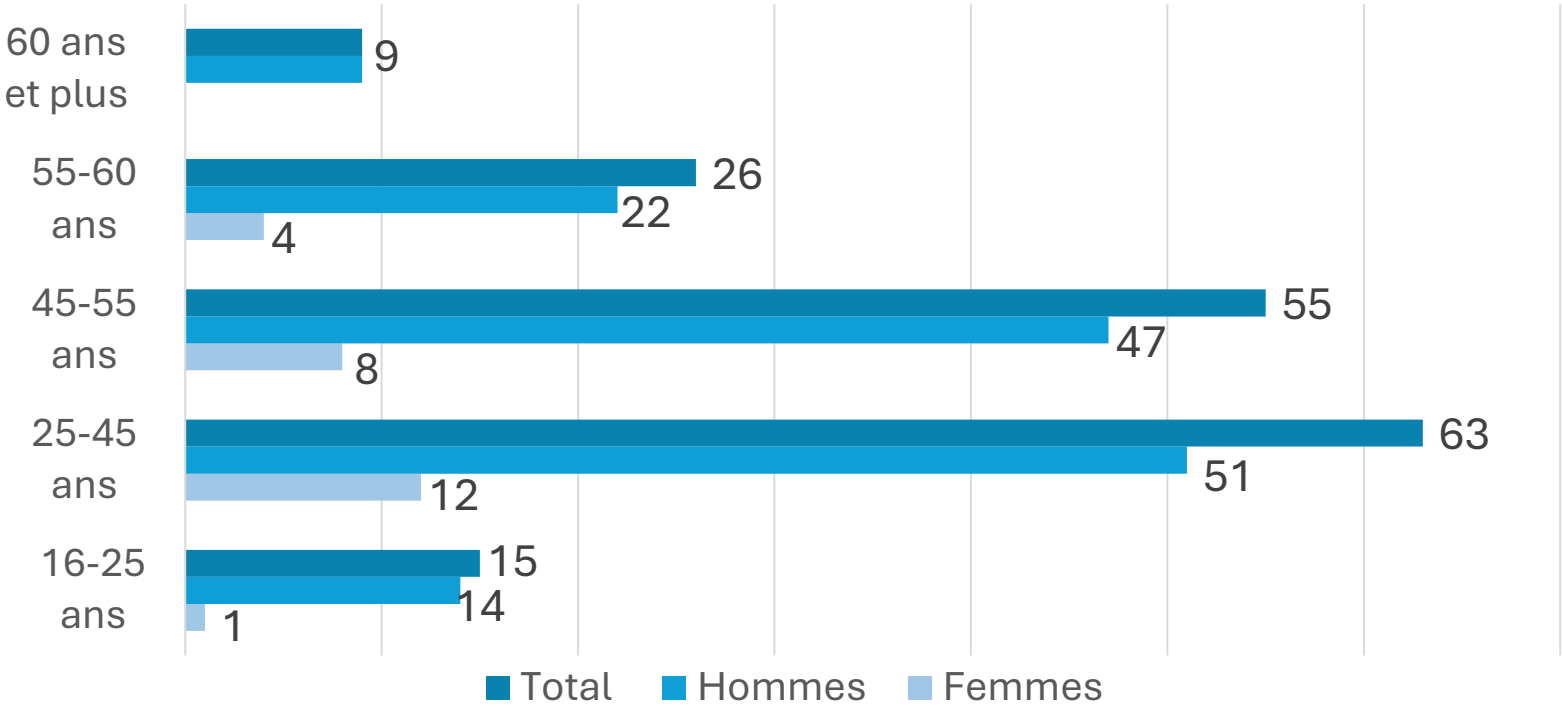


Mandatory Not mandatory

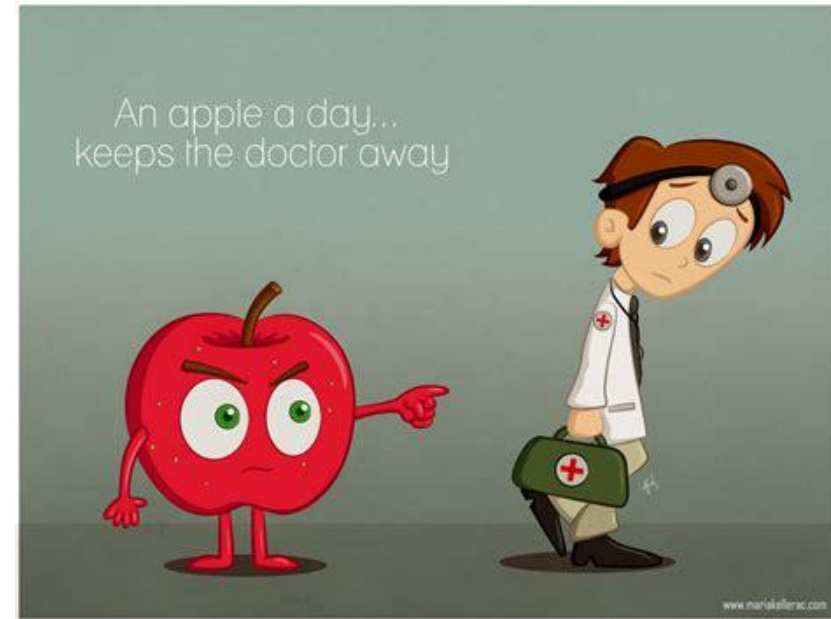
Key indicators	2023 ¹			2024 ¹		
	men	women	total	men	women	total
Number of employees	144	23	167	143	25	168
Permanent contracts	138	21	159	139	22	161
Temporary contracts	6	2	8	4	3	7
Full time workers	142	17	159	141	19	160
Part-time workers	2	6	8	2	6	8
Absenteeism rate	5,44%			5,16%		
Turnover rate	11%			6,50%		
Number of new employees	20			13		

¹Data applicable to the 31st of December of the corresponding year

Employees distribution by age



Our Events



Waste Reduction Week

From November 16 to 24, 2024, we organized a dedicated Waste Reduction Week focused on the theme of sustainable food: better food, less waste. The week included an initiative called "One Apple a Day," offering locally sourced apples to employees, as well as awareness activities on eco-responsible eating. A new waste sorting system was also introduced across the site to support more sustainable practices.

Traditions That Brings Us Together

At INTEROR, our annual food truck day and company trail run have become cherished traditions. These events offer more than just good food and exercise — they provide opportunities for employees to connect, laugh, and create memories beyond the workplace. Whether enjoying a delicious meal with colleagues or challenging themselves on the trail, our teams come together in a spirit of comradeship. These shared experiences reflect the strong family-like culture we encourage at INTEROR, where well-being and team spirit go hand in hand.



Preventing Stress and Burnout

We organized a training session dedicated to the prevention of stress and burnout. The session aimed to help employees recognize symptoms, understand the mechanisms behind stress and burnout, assess their own stress levels, and identify personal triggers. Participants also explored practical tools, such as communication techniques and assertiveness, to better manage stressful situations and promote well-being in the workplace.

Our Impact on the community

Supporting Local Youth Through Sport

We are proud to sponsor the football club of the Beau-Marais district in Calais, a neighborhood recognized as a priority area for social and urban development. This partnership is not merely a financial gesture — it is a meaningful contribution to a community-based initiative that actively supports youth development, inclusion, and equal opportunity.

The Beau-Marais Football Club plays a key role in the neighborhood by offering a safe, structured, and inspiring environment where over 450 young people come together to pursue their passion for sport, build confidence, and learn essential values such as teamwork, respect, and perseverance. Beyond the pitch, the club organizes weekly social actions, including free snack events every Wednesday for the younger children, and regular charitable events to foster solidarity and well-being within the community. This sponsorship is part of a broader ambition to empower the next generation, reinforce social ties, and invest in the future of both the community and the region.



A Discovery Day in the World of Fine Chemicals

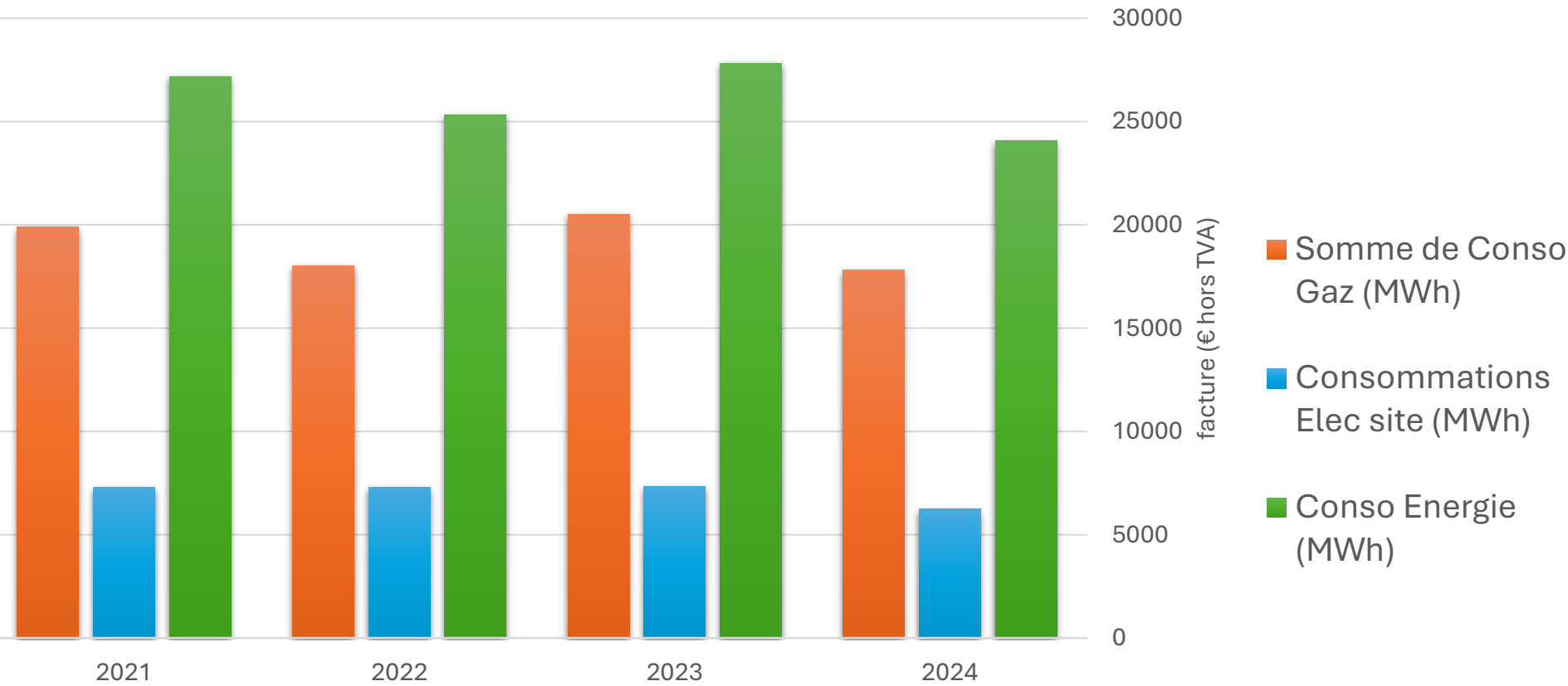
INTEROR had the pleasure of welcoming chemistry students from Lycée Léonard de Vinci (Calais) for a discovery day at our site. From a breakfast discussion with our president to hands-on workshops and facility tours, the visit offered an insight of the world of fine chemicals and the technical challenges of our industry. A great moment of exchange and inspiration for future talents!

Energy

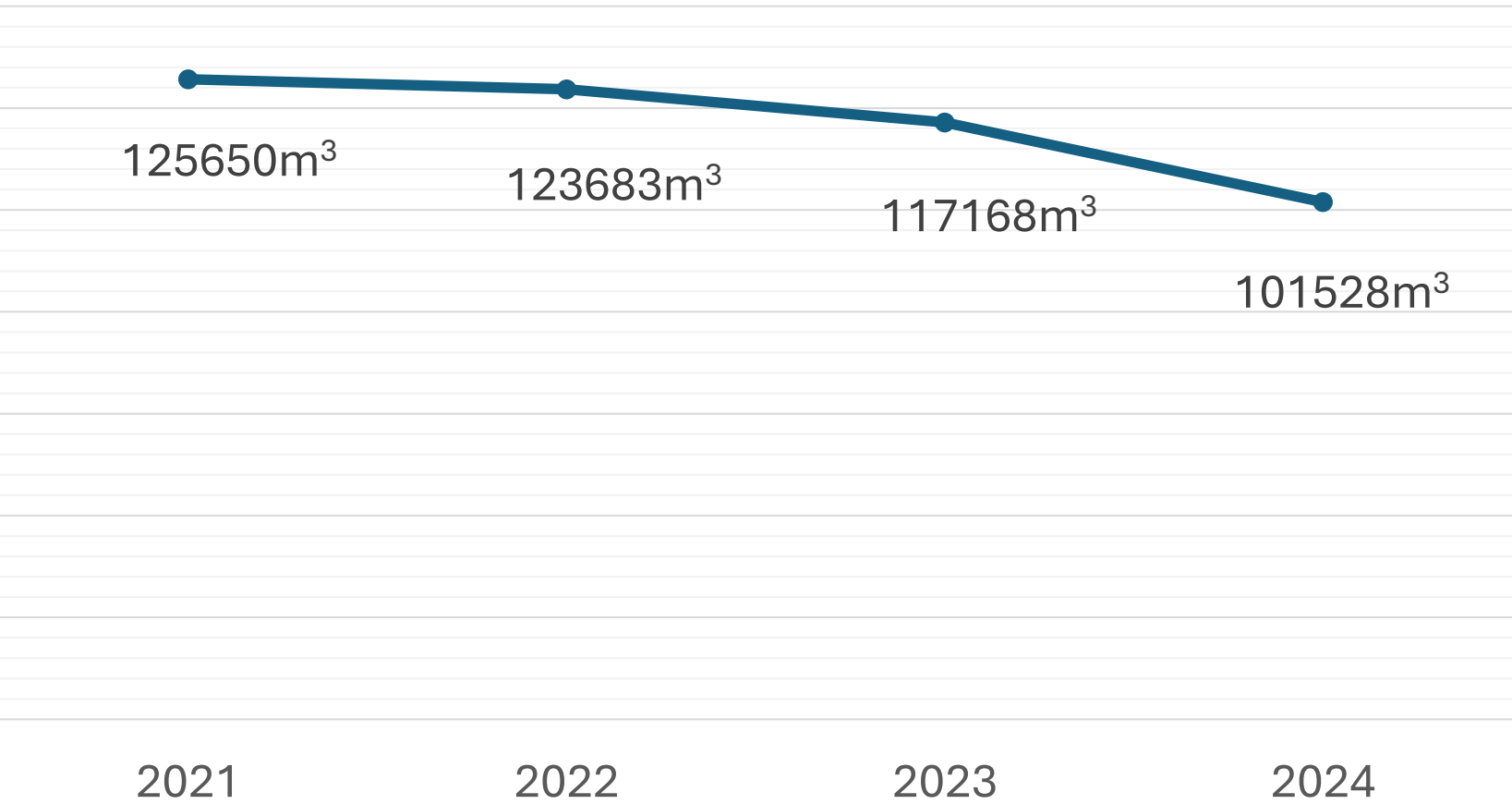
Energy and Water: a dual resource efficiency challenge

In a context of rising energy prices and growing environmental concerns, optimizing energy and water consumption remains a major target for INTEROR. The continuous reduction of water consumption—down 19% since 2021—reflects the company’s commitment to preserving resources and improving industrial performance. This downward trend results both from awareness initiatives and from operational improvements such as leak repairs and the identification of unnecessary consumption.

Similarly, energy efficiency is being closely monitored through detailed tracking of gas and electricity usage. The consumption data over the last four years highlights the efforts made to contain energy demand despite production fluctuations. Strategic reflections are ongoing to better control fixed energy consumption, including the consideration of targeted production shutdowns to eliminate base-load energy use during idle phases. These combined efforts contribute to lowering the site's environmental footprint while reinforcing operational resilience.



Water consumption between 2021 and 2024



Optimizing base-load consumption through strategic downtime

In our sector, reducing production does not eliminate energy use entirely: a baseline level of consumption, called base load, persists.. A total shutdown, however, temporarily eliminates this base-load. As part of an energy optimization strategy, scheduling such downtimes could help reduce structural consumption. Rather than operating at low production levels throughout the year and incurring fixed energy and water costs, concentrating production over a shorter period and planning strategic pauses may improve overall resource efficiency and cost control. This approach, activated in 2024, proved to be an effective lever for reducing emissions and improving our environmental performance.

Waste

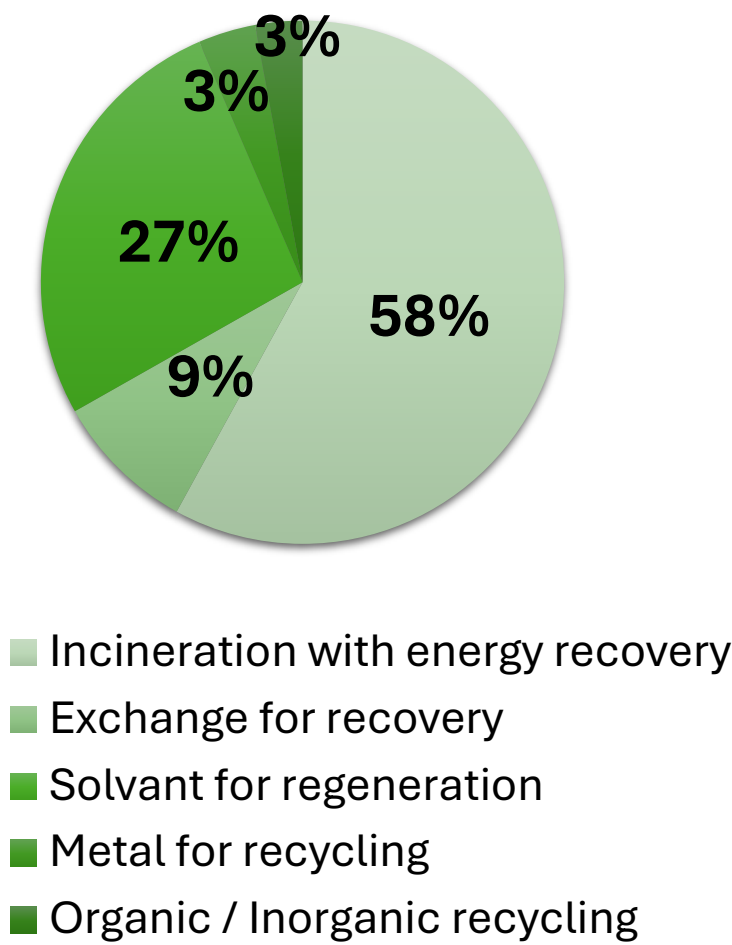
A SUSTAINABLE WASTE MANAGEMENT

INTEROR maintains its commitment to responsible waste management by prioritizing waste reduction at the source and promoting recovery and recycling over disposal. In recent years, efforts have focused on improving internal practices, such as solvent reuse, as well as developing external recovery channels aligned with circular economy principles. While fluctuations have been observed in the balance between disposal and recovery, the company remains engaged in enhancing the share of waste directed toward valorization. Multiple recovery methods are used, including energy recovery, solvent regeneration, and material recycling, supporting both environmental performance and regulatory compliance.

Continuous improvements are underway to further optimize sorting, reduce hazardous waste volumes, and limit the environmental impact of waste streams, with particular attention to reducing greenhouse gas emissions associated with waste treatment.

Waste	2021	2022	2023	2024
Hazardous waste (t)	3334	3195	3000	2171
Non-hazardous waste (t)	277	164	257	185
Waste for disposal (%)	41%	48%	38%	57%
Waste for recovery (%)	59%	52%	62%	43%

Distribution of waste for reuse or recycling



Élodie PRADAYROL, R&D Engineer



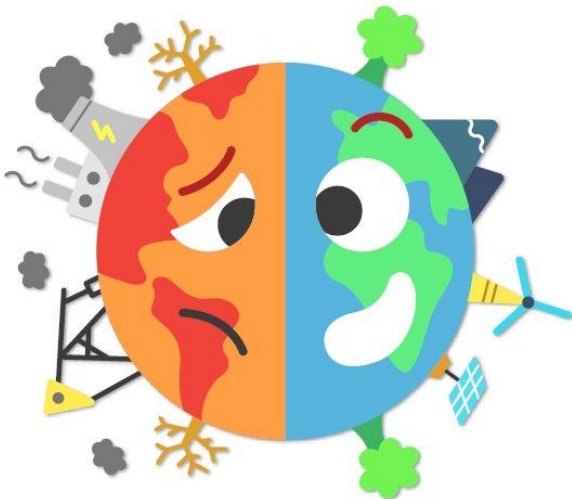
Historically, INTEROR produced a limited range of chemical products with similar structures, which meant that our reactor cleaning procedures were simple and standardized. However, as we expanded our portfolio to include more complex molecules, especially for the pharmaceutical sector, stricter cleaning requirements emerged. These new demands led us to rethink our procedures.

In mid-2024, we launched a dedicated working group to optimize our cleaning processes. The objective was to reduce the number of cleaning cycles needed to meet cleanliness standards. This allowed us to significantly cut down on solvent consumption, reduce cleaning time, and minimize the volume of hazardous waste generated.

Working within a multipurpose plant, we had to strike a balance between standardized methods and specific adaptations. We improved both the chemical and mechanical aspects of the process to ensure reactor longevity and operational efficiency.



Our Projects

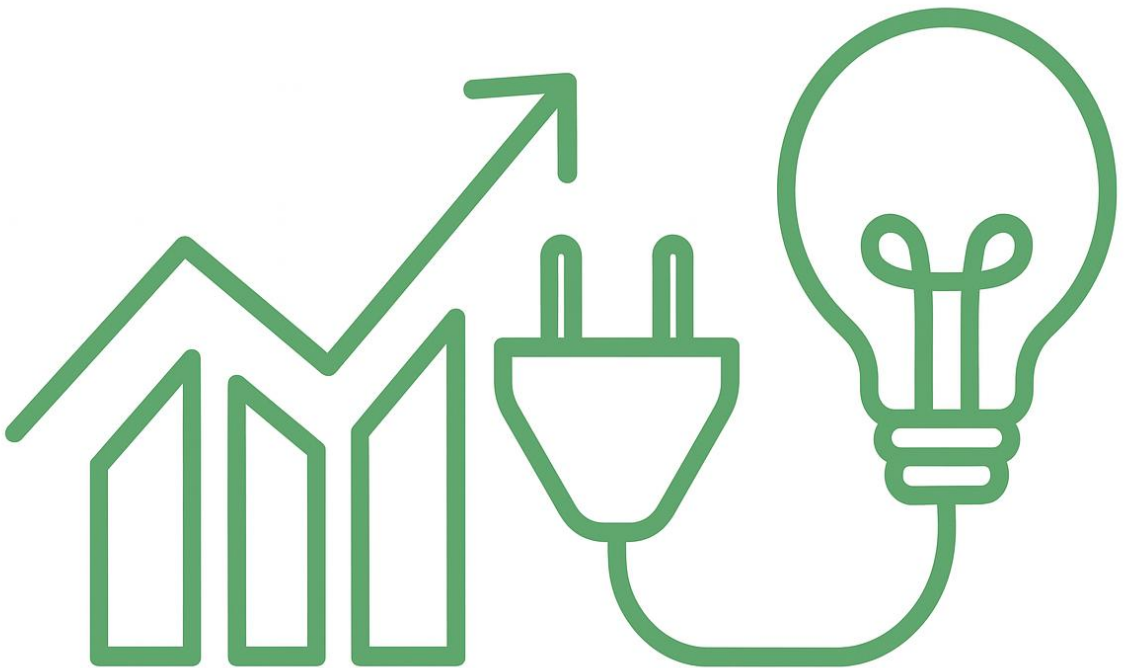


Climate Issues and Carbon Footprint

We organized a climate awareness session focused on understanding and acting on carbon emissions. The session was divided into three parts: an overview of the climate crisis, including its causes and consequences; a deep dive into how to identify sources of greenhouse gas (GHG) emissions; and finally, practical guidance on adopting climate-friendly habits across the four main areas of emission.

Improving Energy Efficiency

Through the year, we implemented targeted actions to improve energy performance on site. Key initiatives included thermal insulation of reactors to reduce heat loss, utility stream leak detection and repair campaigns. These actions contribute to lowering energy consumption and minimizing the site’s environmental footprint.



Biodiversity Protection

As part of our new DUNOPALE project (detailed below), a protected area has been established to preserve local fauna and flora. Several compensation measures have been implemented, including transplants and seedling planting within this newly designated zone. To support biodiversity, a dedicated shelter for wild rabbits has been installed. Additionally, we actively manage vegetation through regular mowing, either annually or every six months, to ensure the long-term sustainability of this natural habitat.

Safety

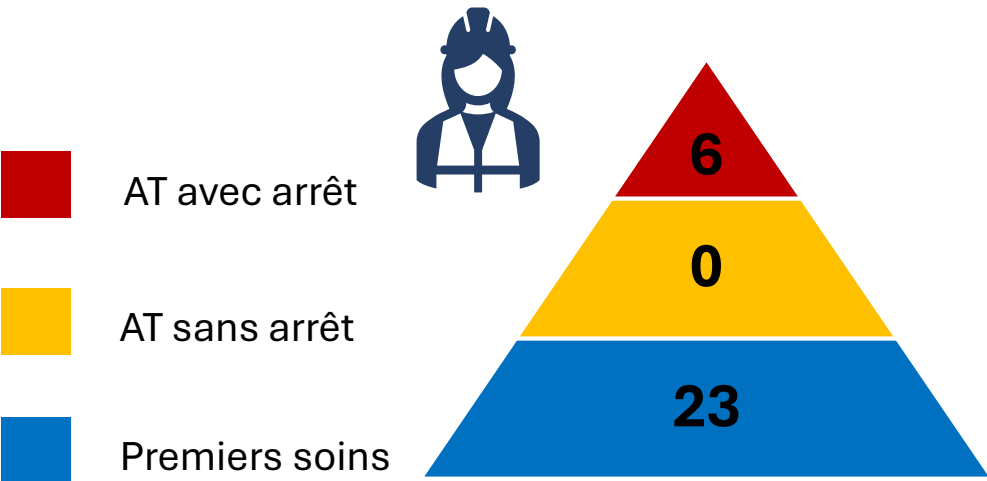


POINT 15

Every other day, a follow-up meeting brings together key actors from the plant, including HSE (Health, Safety & Environment), Production teams, Maintenance teams, and Quality teams. This meeting covers a range of topics such as safety indicators, waste management across the site, maintenance metrics, and production performance. The core part of the meeting provides a summary of actions across both sections of the plant — IP and I2 — categorized by urgency: urgent, completed, or pending. Implemented on February 28th, this meeting has become a cornerstone of continuous improvement at our facility.

REACH Registration Summary

REACH is a European regulation aimed at improving human health and environmental protection from chemical risks. It applies to all substances produced or imported in the EU above 1 MT per year. Companies registering the same substance must work together, with one acting as Lead Registrant — holding greater responsibility and submitting the main registration dossier to ECHA. INTEROR acts as lead on 39 dossiers, including a new dossier submitted in 2024, compiling data from multiple sources to ensure proper classification of its substances and compliance with REACH requirements.



Safety Indicators

Throughout the year, the safety pyramid highlights a total of 29 incidents. Among them, 6 resulted in lost-time injuries (AT avec arrêt), while no cases were recorded without time off (AT sans arrêt). Additionally, 23 cases required only first aid. Near misses (144 in 2024) and incidents are systematically recorded and investigated in each batch sheet and then reviewed by the HSE and QA departments to determine the appropriate corrective or preventive measures. This breakdown reflects our ongoing efforts to monitor and manage safety risks across the site, reinforcing the importance of both prevention and rapid response.

Because it's important for us

**A Search Engine with a Purpose**

Since March 2024, INTEROR has chosen Lilo as its default search engine. Lilo is a solidarity-based search engine where each search generates a drop that can be donated to a cause. INTEROR supports LUDO62, a local association dedicated to helping hospitalized children. A small action, a meaningful impact.

**Cybersecurity Awareness**

This year, INTEROR carried out a cybersecurity awareness initiative. Employees were encouraged to complete the SensCyber e-learning program. This training, part of the France Relance recovery plan, supports the development of a stronger cybersecurity culture across organizations. Structured around three modules — Understand, Act, and Transmit — it enables every employee, regardless of technical background, to adopt effective cybersecurity habits in their daily digital use. One third of the targeted employees successfully completed the training in 2024, and the initiative will continue into 2025.

**Embedding Ethics in Everyday Work**

In early 2024, INTEROR published and shared its Ethical Best Practices Guide with all employees. This document clarifies the key principles outlined in the company's Ethics Charter and provides concrete guidance for responsible behavior at work. Distributed to all teams, the guide reinforces our commitment to integrity, inclusion, safety, and sustainable practices. Managers are expected to lead by example and actively promote these values within their teams.

Our Future

DUNOPALE project

Launched in January 2024 and scheduled to be fully operational by July 2026, the new DUNOPALE site will become the largest production workshop of the plant. This major project aims to increase production capacity, modernize manufacturing processes, and enhance on-site safety through the integration of new equipment. DUNOPALE is part of the *France Relance* program, specifically within the axis focused on strengthening the competitiveness of French industries.



Mélanie MARÉCHAL
R&D Engineer



As part of the **France 2030** national investment plan to strengthen industrial sovereignty, INTEROR committed to the development of **10 pharmaceutical intermediate molecules** (intermediates of active pharmaceutical ingredients – APIs) listed as critical due to current supply tensions in France and/or Europe. This initiative draws on lessons from the COVID-19 pandemic, underlining the need to regain control over essential pharmaceutical production at the national and European level and therefore avoid shortages and reduce dependency on overseas production.

INTEROR responded to the call for proposals in **2023** and was selected by the French government.

Over a **three-year timeline**, the goal is to demonstrate the company's ability to develop and industrialize these molecules entirely at its **Calais production site**, from synthesis to internal quality control.

Unlike traditional projects that address existing client needs, this program is part of a strategic **health sovereignty** approach. The objective is not to meet current demand but to show that INTEROR can manufacture these molecules if needed — ensuring national responsiveness in case of future supply disruptions.

Ten stable compounds were selected from the national list. Four of them have already been successfully developed and delivered with a certificate of analysis in 2024. R&D efforts remain intense throughout 2025 to complete the development of the six remaining compounds.

In line with INTEROR's CSR values, we aim to **minimize reliance on Chinese raw materials**, favor **European suppliers**, and maintain compliance with standard pharmaceutical norms. France 2030 offers a unique opportunity to affirm our technical capabilities, contribute to national resilience, and prepare for future demand.



