



SINCE
1976

INTEROR

2025 CSR REPORT



CRO – CDMO
FINE CHEMICALS PARTNER

www.interor.com

CONTENT

Introduction	- Message from the President - Governance and Steering Committee - Scope and methodology
About INTEROR	- Company overview - Activities and expertise - Markets and positioning
CSR Strategy and Commitments	- CSR journey and key milestones - Alignment with Sustainable Development Goals - CSR governance and objectives
People and Workplace	- Workforce overview and key HR indicators - Health and safety performance - Training and skills development - Employee well-being and engagement
Social Responsibility and Community Engagement	- Education and youth employability - Local partnerships and outreach initiatives - Responsible Care® recognition
Environmental Performance	- Energy and water consumption - Waste management and wastewater treatment - Carbon footprint and decarbonization strategy - Biodiversity protection initiatives
Responsible Operations and Innovation	- REACH compliance and chemical management - Industrial safety and risk awareness - France 2030 program and DUNOPALE project - Contribution to pharmaceutical sovereignty
Outlook and Continuous Improvement	- Key priorities for 2026 - Continuous improvement approach - Contact

Our CSR priorities :

Safety & employee well-being
 Responsible chemical management
 Environmental performance & decarbonization
 Talent development & local engagement

2025 Key ESG Figures :

165 employees
 ~14,500 tCO₂e
 8 accidents (LT), severity rate of 0.94
 2,740 training hours

This report presents INTEROR's commitments, actions, and performance for the year 2025. In line with our commitment to transparency, it provides a comprehensive and structured overview of our CSR approach for all stakeholders. The results presented relate to the manufacturing site in Calais (Hauts-de-France, France). Consolidated quantitative data cover the period from January 1st to December 31st, 2025, unless otherwise specified. Previous CSR reports are available on our website.

INTRODUCTION

Message from the President :

Dear stakeholders,

The year 2025 took place in a demanding context for the chemical and pharmaceutical industries in France and Europe, marked by strong international competition, energy challenges, and increasing regulatory expectations. At the same time, recent global events have highlighted the importance of securing pharmaceutical supply chains and strengthening industrial sovereignty.

In this environment, INTEROR plays a key role as a manufacturer of high value-added intermediates for the pharmaceutical and cosmetics sectors, contributing to the resilience and innovation of these industries.

Throughout the year, we continued to develop our activities while reinforcing our commitment to corporate social responsibility. This report reflects our progress in improving safety, supporting our employees, reducing our environmental impact, and maintaining the highest standards of quality and compliance.

The DUNOPALE project remains a key milestone in our development, strengthening our production capacity and supporting the relocation of critical pharmaceutical intermediates in line with the France 2030 strategy.

Looking ahead, INTEROR remains committed to building a more sustainable, responsible, and resilient industrial model, based on continuous improvement and long-term value creation.

I would like to thank all our employees, partners, and stakeholders for their trust and commitment.

Geoffroy Waroqueaux

President, INTEROR

The Steering Committee (CODIR)

President

Astrid Perot - HR Manager

Lore Vignoli - Regulatory Affairs & Quality Director

Jean Ong - Supply Chain Manager/Sales and Sourcing Manager

Sandrine Murat and Thierry Quehen – Controlling and accounting

Didier Gaonac'h and Lionnel Cazanave - R&D

Romain Dupont - Operations Director

Bertrand Zemmour – International Sales

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



10 members

30% of women



A SUSTAINABLE AND INNOVATIVE INDUSTRIAL PLAYER

INTEROR is a specialist manufacturer of fine chemicals, especially in the field of advanced organic intermediates for a variety of industries. The headquarters and the manufacturing site are both located in Calais (Hauts-de-France, France), most of our products are sold worldwide.



Pharmaceutical Industry



Speciality Chemicals



Cosmetics



Research & Development



Chemical Manufacturing



Engineering & Maintenance

Quality, Safety & Sustainability

Through the expertise of our operators, managers, technicians, engineers, and PhD-level experts, we support our customers in their development programs by delivering a wide range of services driven by expertise, proximity, and strong commitment.

Sales & Marketing Administrative



OUR PROGRESS TOWARDS SUSTAINABLE DEVELOPMENT



4 QUALITY EDUCATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



3 GOOD HEALTH AND WELL-BEING



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



15 LIFE ON LAND



Since 2022, the CSR policy of INTEROR defines our commitments based on selected Sustainable Development Goals or SDGs, a universal framework for Corporate Social Responsibility. Among the 17 SDGs adopted by the United Nations, 5 are shaping our roadmap. Our actions in favour of youth employment, sustainable resources management, the health and safety of our employees and more recently, the preservation of local fauna and flora contribute positively to INTEROR's transition towards a more sustainable industry.



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

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's cGMP certification reflects its commitment to maintaining the highest standards of quality, safety, and regulatory compliance, contributing to responsible and sustainable industrial practices.

OUR WORKFORCE IN NUMBERS



Permanent contracts (CDI) largely predominate and increased between 2021 and 2024, before stabilizing in 2025.

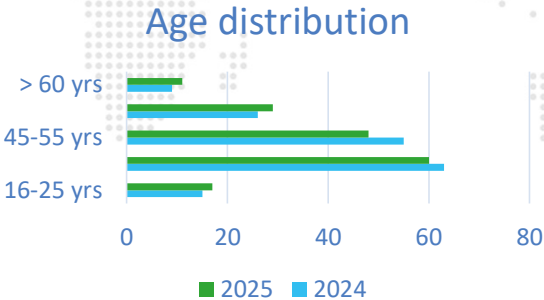
Key indicators	2021			2022			2023			2024			2025		
	men	women	total	men	women	total	men	women	total	men	women	total	men	women	total
Number of employees	145	12	157	141	15	156	144	23	167	143	25	168	141	24	165
Permanent contracts	128	11	139	136	12	148	138	21	159	139	22	161	136	22	158
Temporary contracts	17	1	18	5	3	8	6	2	8	4	3	7	5	2	7
Full time workers	139	9	148	140	11	151	142	17	159	141	19	160	139	19	158
Part-time workers	6	3	9	1	4	5	2	6	8	2	6	8	2	5	7
Absenteeism rate	6,92%			8,29%			5,44%			5,16%			5,58%		
Turnover rate				10%			11%			6,50%			5,83%		
Number of new employees	7			19			20			13			15		

The number of women doubled from 12 to 24 between 2021 and 2025, demonstrating significant progress toward gender equality in the workplace, particularly in the R&D department.

Absenteeism peaked in 2022, then declined before stabilizing in 2025, reflecting effective preventive measures.

Turnover has decreased significantly since 2023, indicating improved employee retention and a better match between roles and profiles.

The age structure remains broadly stable. The 25–45 group continues to represent the largest share, despite a slight decrease. A decline is observed among employees aged 45–55, while younger employees (16–25) show a modest increase. At the same time, the number of employees aged 55 and above has slightly increased, indicating a gradual ageing of the workforce. Overall, the data reflects a balanced age diversity, combining experienced employees with a growing intake of younger talent, supporting both continuity and workforce renewal.



2740 training hours were provided to our employees. **97%** of employees completed at least one training course. **16,5** hours of training done by each employee (on average).
Data from January 2025 to March 2026

HEALTH AND SAFETY



INTEROR ensures full compliance with the European REACH regulation, guaranteeing the safe use, handling, and management of chemical substances throughout its operations. By rigorously assessing risks related to chemicals and providing clear information to employees and customers, the company contributes to the protection of human health and workplace safety. This proactive approach reinforces INTEROR's commitment to responsible chemical management and the continuous improvement of health and well-being conditions across its activities.



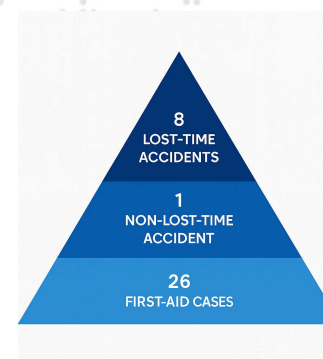
Personal Protective Equipment (PPE) :

In March 2025, INTEROR strengthened its commitment to employee health and safety by investing in additional powered air-purifying respirator hoods for operators. These devices significantly improve comfort when wearing respiratory protection.

Following an initial deployment in 2024, this new phase of equipment rollout enabled a larger number of operators to benefit from this improved protection, with 35 additional units distributed. This initiative reflects INTEROR's continuous efforts to enhance working conditions and safety standards across its operations.

In 2025, INTEROR continued to strengthen its health and safety approach. A total of 8 lost-time accidents and 1 non-lost-time accident were recorded, resulting in 272 lost workdays, alongside 26 first aid cases.

While these results highlight areas for continued improvement, the overall level of injury severity remains under control, with a severity rate of 0.94. The number of first aid cases also reflects a proactive approach to incident reporting and early risk management. INTEROR remains fully committed to reinforcing its prevention measures and fostering a strong safety culture across all operations to further reduce workplace incidents.



SOCIAL EVENTS



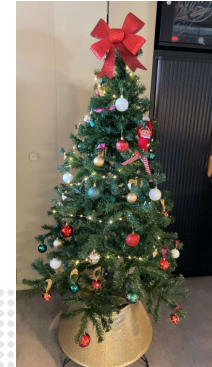
Throughout the year, INTEROR promotes employee well-being through a range of initiatives that encourage interaction, recognition, and shared experiences.

Monthly breakfasts hosted by the CEO provide a valuable opportunity for open dialogue with small groups of employees. These informal discussions support the exchange of ideas, strengthen connections across all levels of the organization, and facilitate the integration of new joiners.

Flagship events such as the annual food truck day and company trail run contribute to social well-being and team cohesion, offering employees the opportunity to connect in a different setting while combining relaxation and physical activity.

During the holiday season, a “Best Decorated Office” contest and a Secret Santa exchange created a positive and enjoyable dynamic across teams. The Christmas party marked an important moment to close the year, while also honouring employees retiring during the year and celebrating their long-standing contributions to the company.

Together, these initiatives reflect INTEROR’s commitment to fostering a supportive, engaging, and people-centered workplace culture.



MAJOR RISK AWARENESS



Raising Awareness of Industrial Risks

Interor participated in the 2025 “Risk Village” organized by the S3PI (Permanent Secretariat for the Prevention of Industrial Pollution and Risks), a multi-stakeholder body dedicated to improving awareness and prevention of industrial and environmental risks. This educational event aims to raise public awareness—particularly among younger generations—about major technological and natural risks, as well as appropriate safety behaviours. Through interactive workshops, demonstrations, and exchanges with industry and safety professionals, participants gain a better understanding of risk prevention, emergency response, and the measures implemented to protect people and the environment.

By taking part in this initiative, Interor contributes to strengthening a shared safety culture and promoting transparency around industrial activities.



Supporting Youth Engagement – Site Visit for Students

Following the event, a middle school class that took part in the Risk Village was awarded a visit to Interor’s chemical site. This initiative provided students with a unique opportunity to discover an industrial environment and better understand our activities, safety standards, and environmental commitments.

During the visit, students were introduced to our facilities, processes, and prevention measures, helping to bridge the gap between theoretical learning and real-world industrial practices. This initiative reflects our commitment to education, transparency, and fostering interest in industrial careers, while promoting a strong culture of safety among future generations.



EDUCATION AND INTERNSHIPS



Responsible care trophy

On Friday, February 6, 2025, France Chimie Nord-Pas-de-Calais held the ResponsibleCare® Awards ceremony, in the presence of its President Denis Chev , member companies, and award winners.



This awards ceremony aims to recognize outstanding initiatives implemented by companies as part of the Responsible Care® approach, the chemical industry's commitment to corporate social responsibility. On this occasion, INTEROR was recognized in the Social category for Supporting, training, and facilitating young people's entry into the workforce.



"Nuit de l'orientation"

As part of its commitment to community engagement and youth employability, Interor participated in the 2025 "Nuit de l'Orientation" in Calais.

The event provided an opportunity to raise awareness of careers in the chemical industry and to support young people in their career orientation. Representatives from operations, R&D and HR showcased our expertise and future projects.

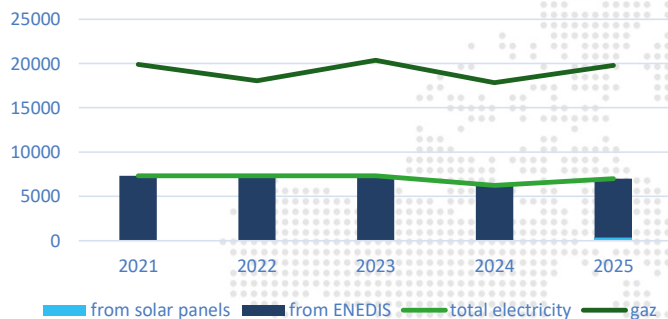
Visitors were offered a practical distillation demonstration and an immersive 3D discovery of the future Dunopale plant via virtual reality.

This initiative strengthens our role in building connections with local communities, while contributing to the attractiveness of industrial careers and supporting the development of our future talent pipeline (internships, apprenticeships, and recruitment).

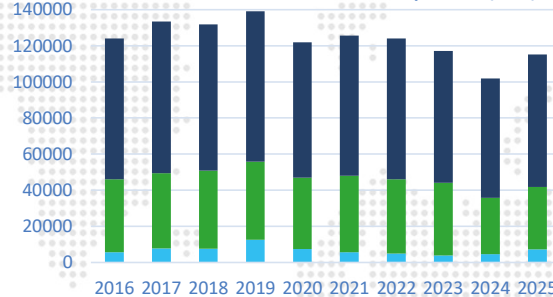


WATER AND ENERGY CONSUMPTION

ENERGY consumption (MWh)



WATER consumption (m³)



Promoting Sustainable Mobility:

As part of its commitment to reducing its environmental impact, INTEROR participated in the regional sustainable mobility challenge, encouraging employees to adopt alternative transport solutions. Over the dedicated week, employees were invited to use low-carbon modes of transport such as cycling, public transport, and carpooling, while tracking their journeys to contribute to a collective performance. Several awareness and engagement activities were organized on site, including a bicycle repair workshop, a Smoothie bike event. An overview of SITAC services was organized on site to promote public transport solutions, helping employees discover practical solutions to reduce their daily commuting footprint. This initiative fostered team engagement and highlighted the potential for more sustainable commuting practices, while reinforcing INTEROR's ambition to promote responsible mobility and contribute to the reduction of greenhouse gas emissions.

Energy Transition and Sustainable Mobility :

As part of its commitment to reducing its carbon footprint, INTEROR has implemented concrete initiatives to promote sustainable energy use and low-emission mobility.

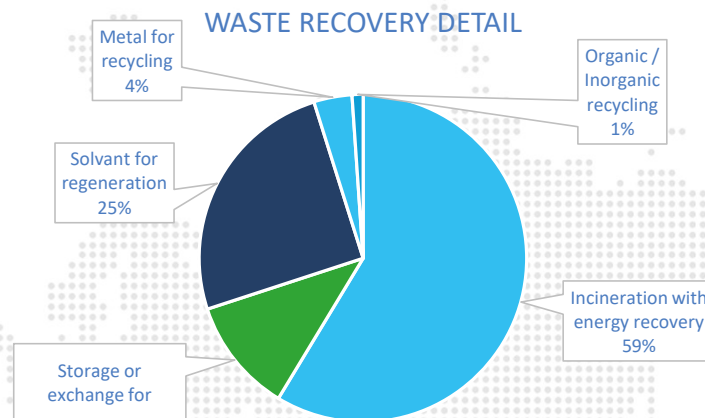
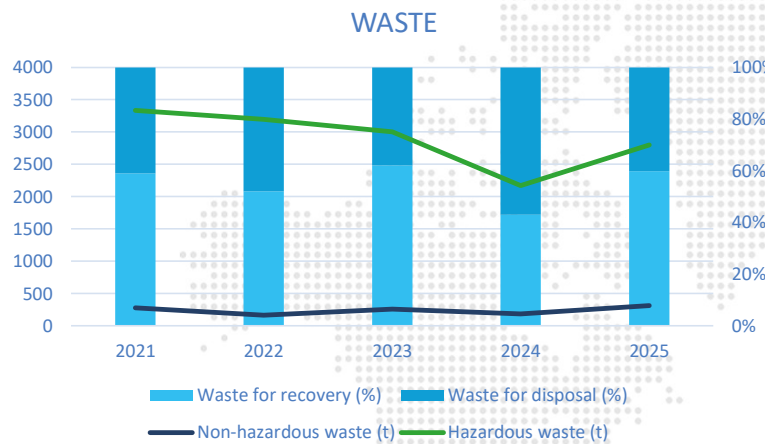
Since May 2025, the site has been producing part of its own electricity through photovoltaic panels installed on parking canopies, contributing to the development of renewable energy and improved energy self-sufficiency.

In addition, eight electric vehicle charging stations have been made available to employees since September 2025, supporting the transition towards cleaner mobility. These facilities are accessible via a simple and user-friendly system, encouraging their widespread use.

Together, these initiatives demonstrate INTEROR's commitment to supporting energy transition while promoting responsible practices among employees.



WASTE AND WATER TREATMENT



Wastewater Treatment Plant Improvements :

The year 2025 was marked by significant developments at our wastewater treatment plant. In February 2025, the biological treatment process was reconfigured to operate in parallel. This change enabled a reduction in the consumption of treatment chemicals (coagulants and biological inputs), improved control of sludge levels in the aeration basins, and the elimination of solvent load additions into aeration basin No. 2. This optimization also allows the site to anticipate the expected increase in production linked to the commissioning of the DUNOPALE project.

In addition, construction work was completed for a tertiary physico-chemical treatment unit, co-financed by the Water Agency. The objective of this system is to reduce the level of suspended solids (TSS) in discharged effluents. The treatment process includes coagulation–flocculation followed by lamella clarification. Finally, a rotary drum filter provides a polishing step to further reduce TSS levels before discharge into the natural environment.



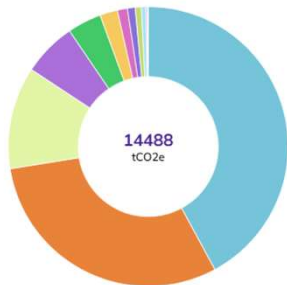
Carbon footprint Assessment :

In 2025, INTEROR completed a comprehensive carbon footprint assessment based on **2024 data**, in line with the Bilan Carbone® methodology. Total emissions amounted to approximately ~14,500 tCO₂e, covering direct (Scope 1), indirect energy (Scope 2), and value chain emissions (Scope 3).

The analysis highlights that the main contributors are raw material purchases (48%), energy consumption (22%, mainly natural gas), and waste management (10%), confirming the key role of upstream activities and industrial processes in the overall footprint. Data reliability has also improved significantly, with 91% of activity data based on physical data, strengthening the robustness of the results.

The comparison between 2021 and 2024 highlights a decrease in the relative share of emissions related to purchases (from 59% to 48%), while energy-related emissions increased slightly (from 18% to 22%). Compared to 2021, the structure of emissions remains globally consistent, while improvements in methodology and scope coverage provide a more accurate view of the company's impact.

Based on these findings, INTEROR has defined a structured action plan targeting energy efficiency, increased use of recycled solvents, optimization of raw material sourcing, and enhanced waste recovery, supporting a continuous reduction of its carbon footprint.



This is equivalent to...



263400 m²
of French mature forest



8049
round trips Paris / New York by plane



1906
world tours with diesel car



1449 persons
at an average of 10 tCO₂e / year per French person

Biodiversity :

In 2025, monitoring of the compensatory area shows encouraging results for local biodiversity. The restoration of sandy habitats and the transplantation of protected plant species, such as Curtis's pansy and bee orchid, have supported the re-establishment of characteristic coastal vegetation.

Several species of ecological interest are present, including typical dune plants (such as marram grass and sand sedge) and a range of fauna. Bird communities remain relatively stable, with species such as linnet and herring gull still observed. Bat activity, mainly linked to the common pipistrelle, confirms that the site continues to provide suitable feeding habitats. While some variations are observed, particularly due to weather conditions, the overall results indicate that the measures implemented are effective in maintaining biodiversity and supporting the gradual recovery of ecosystems.



FRANCE 2030 PROGRAM

Launched in January 2024 and scheduled to be fully operational by July 2026, the new DUNOPALE production unit is progressing as planned and will become the largest workshop of the plant.

In 2025, a major milestone was reached with the completion of the building structure and the installation of chemical reactors, marking a key step towards commissioning. This project aims to increase production capacity, modernize manufacturing processes, and enhance on-site safety through the integration of advanced equipment. The progress of the project is illustrated through a selection of photographs highlighting the key construction and installation milestones achieved throughout the year.

Through DUNOPALE, INTEROR also contributes to strengthening the sovereignty of the French and European pharmaceutical value chain. By increasing its production capacity for key chemical intermediates used in the manufacture of active pharmaceutical ingredients (APIs), the company supports the securing and relocation of critical supplies in line with the objectives of the France 2030 plan.



In parallel, INTEROR has continued to make significant progress on its France 2030 program dedicated to the development of 10 critical pharmaceutical intermediates identified at national level. Following the successful development and delivery of four molecules in 2024, R&D efforts remained strong throughout 2025 to advance the remaining compounds. This program demonstrates INTEROR's ability to develop and industrialize strategic molecules at its Calais site, strengthening national responsiveness in case of supply disruptions.



On November 14, 2025, INTEROR welcomed local officials and business leaders to its Calais site, including a visit of the DUNOPALE project, as part of Industry Week in the Hauts-de-France region. This visit highlighted the progress of DUNOPALE and INTEROR's contribution to regional industrial development and reindustrialization. It also provided an opportunity to promote careers in industry and showcase a dynamic, innovative, and forward-looking industrial ecosystem in the Calais area.





ZI des Dunes
Rue des Garennes
62100 Calais - France

+33(0)3 21 97 06 21
+33(0)3 21 97 65 66

www.interor.com



Outlook 2026:

In 2026, INTEROR will continue to strengthen its sustainable development strategy, with several key milestones ahead. The commissioning and start-up of the DUNOPALE project will mark a major step in the company's industrial development. In parallel, we will further advance our decarbonization roadmap through the ACT Pas-à-Pas approach and develop new initiatives such as the SYMBIOSE project.

These actions reflect our commitment to continuous improvement and to building a more sustainable, resilient, and responsible industrial model.