

SEQENS

COMMUNICATION ON PROGRESS

2019

United Nations Global Compact



SEQENS

PRESIDENT INTRODUCTION



Seqens is today a global leader in pharmaceutical synthesis and specialty ingredients, with 23 industrial sites spread over 10 countries across 3 continents, 3 050 employees and a revenue of more than 1 billion euros.

End 2018, we brought together all our people and activities under the same name and beginning 2019, we began to leverage on our new identity to strengthen the group organization, and increase Seqens visibility as an integrated player.

With Seqens as name, we intend to reinforce our positioning in pharmaceutical synthesis, high value-added specialty ingredients and R&D services with a strong and international industrial footprint.

We also rebranded our R&D offer: our Seqens'Lab offers a unique package of R&D services, dedicated to accelerate projects from early research and development stages to commercial production for clients in key markets including pharmaceuticals, cosmetics and specialty ingredients.

As a group, we are facing a lot of challenges to consolidate our activities and deliver our commitments and we absolutely need to focus on:

- Safety and integrity for all employees, stakeholders and assets
- Reliability, Quality and Performance of our operations, to better serve our clients
- Delivering on time and on budget the projects launched on most of our activities
- Risk Management and Compliance, to ensure Seqens is conducting its business with integrity wherever it operates in the world
- Sustainable Development and Corporate Social Responsibility, to minimize the environmental impact of our processes and products and make sure our operations follow the fast-changing regulations

I am confident our organization will handle the optimization of our operations and the ambitious growth of our activities.

I want to thank all and each of our employees for their strong commitment to this common objective.

PIERRE LUZEAU
SEQENS CEO

SEQENS SUPPORTS UNITED NATIONS GLOBAL COMPACT INITIATIVES

Seqens as a signatory of the UN GC since 2008, is committed to do everything possible to develop its business sustainability within the respect of the ten principles of the United Nations Global Compact .



In order to succeed in this approach, to share and convey this vision within its organization, SEQENS deploys its strategy related to sustainable development through enforcing specific governance principles and implementing its road-map on the fields of social and societal responsibility, environment protection and economic performance.

The aim of this document is to present a large number of the actions carried out within Seqens, without claiming to be exhaustive. It also aims at demonstrating how Seqens assumes its societal responsibility and integrates year after year the principles of the global compact and the unavoidable concepts of sustainable development.

The Ten Principles of United Nations Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Businesses should make sure that they are not complicit in human rights abuses;

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor;

Principle 5: Businesses should uphold the effective abolition of child labor;

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation;

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

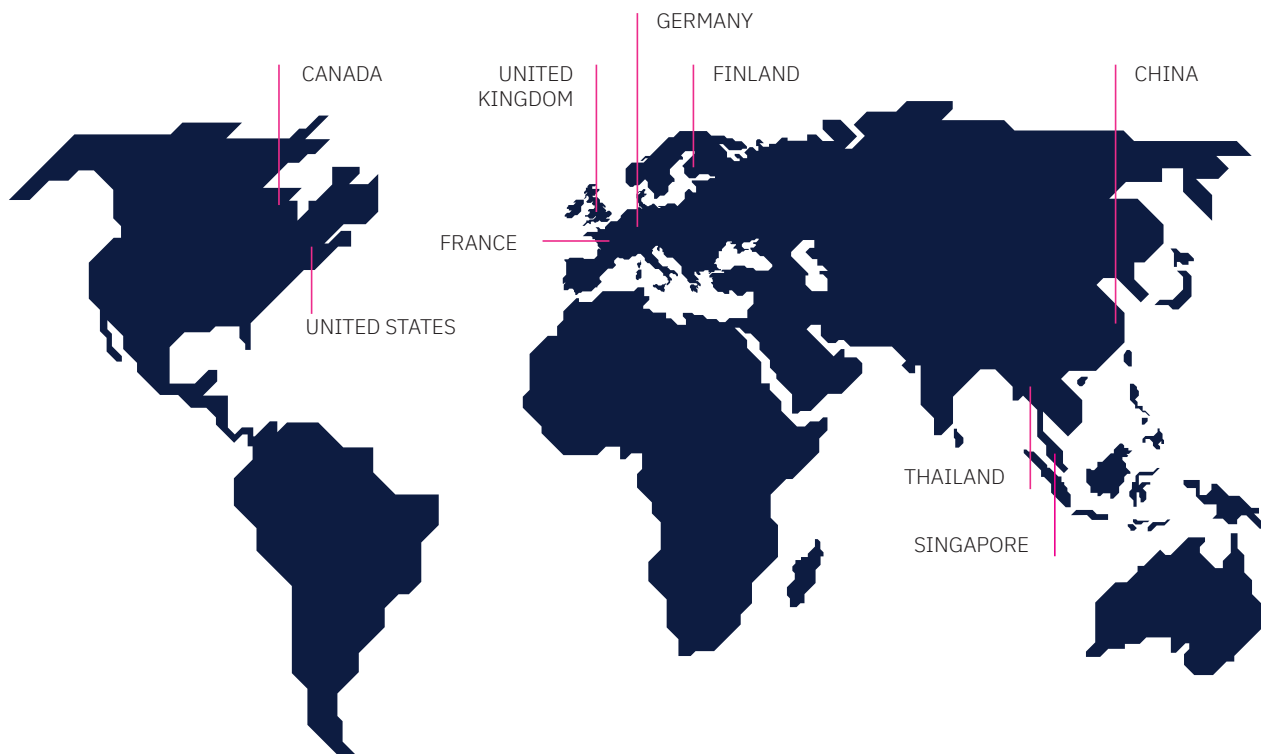
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility;

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

SEQENS BUSINESS OVERVIEW



3,050
employees



€ 1 billion
2018 revenue



23
manufacturing sites



3 R&D
centers



300
scientists, experts and engineers



1,000+
clients



9 ACTIVITIES serving ...

SEQENS



6 END-MARKETS

-  Healthcare
-  Cosmetic & Fragrances
-  Electronics
-  Food
-  Environment
-  Homecare

Section 1

**SEQENS CSR
GOUVERNANCE**



GOVERNANCE PRINCIPLES

SEQENS SUPERVISORY BOARD

FUNCTIONS AND ITS CSR SUPERVISION

The Supervisory board, formed by 8 shareholders representatives and 3 independent members, integrates CSR supervision through a specific CSR committee.

SUPERVISORY BOARD



Marc Frappier
President (Eurazeo)



Sophie Flak
(Eurazeo)



Edouard Guigou
(Eurazeo)



Nicolas Huet
(Eurazeo)



Amina Lamoum
(Eurazeo)



Wilfried Piskula
(Eurazeo)



Frédéric Collard
(Ardian)



Thierry Chignon
(Mérieux Développement)



Gilles Auffret
(Independent member)



Daniele Cardoso
(Independent member)



Margalit Fine
(Independent member)

The Supervisory Board is a non-executive Board, responsible for supervising and controlling the activity of the Management Board and the CEO in order to ensure Seqens' long-term sustainability. To manage certain areas of focus, the Supervisory Board has implemented 3 specific committees:

HUMAN RESOURCES COMMITTEE

The Human Resources committee has the responsibility to assist board members and advise them regarding appointment and compensation of Seqens' key managers.

AUDIT COMMITTEE

The Audit committee helps board members fulfill their responsibilities regarding the production and control of financial information, risk management and external audit.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

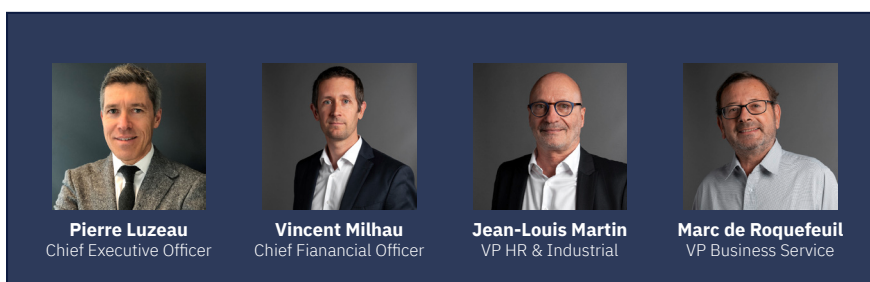
The Corporate Social Responsibility committee provides expertise and recommendations on Seqens CSR strategy and actions.

GOVERNANCE PRINCIPLES

SEQENS MANAGEMENT BOARD & EXECUTIVE COMMITTEE FUNCTIONS INCLUDES CRS MANAGEMENT

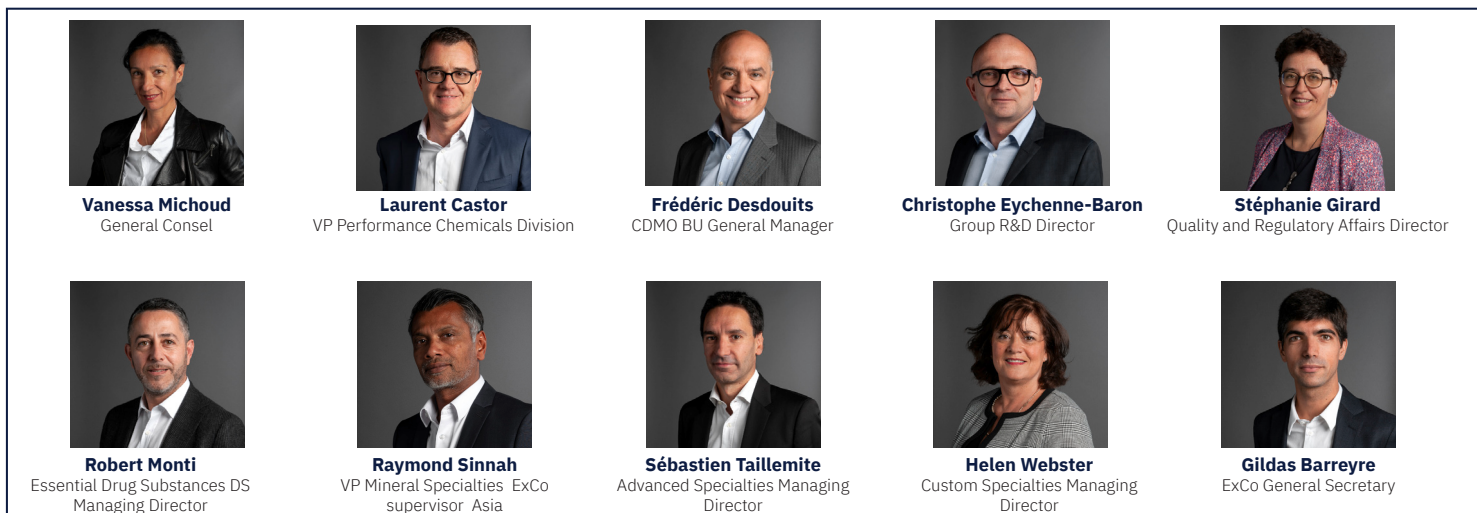
Seqens management book has been published to share and convey within Seqens a common vision and a clear framework to ensure its business development and sustainability.

MANAGEMENT BOARD



The management board is responsible for the day-to-day governance of the group and shall implement the appropriate management within the group to ensure the deployment of the policies and decisions approved by the Supervisory Board. In addition, it shall report to the Supervisory Board on the main topics listed above and provide all relevant information needed by the Supervisory board to be able to take the appropriate decisions.

EXECUTIVE COMMITTEE

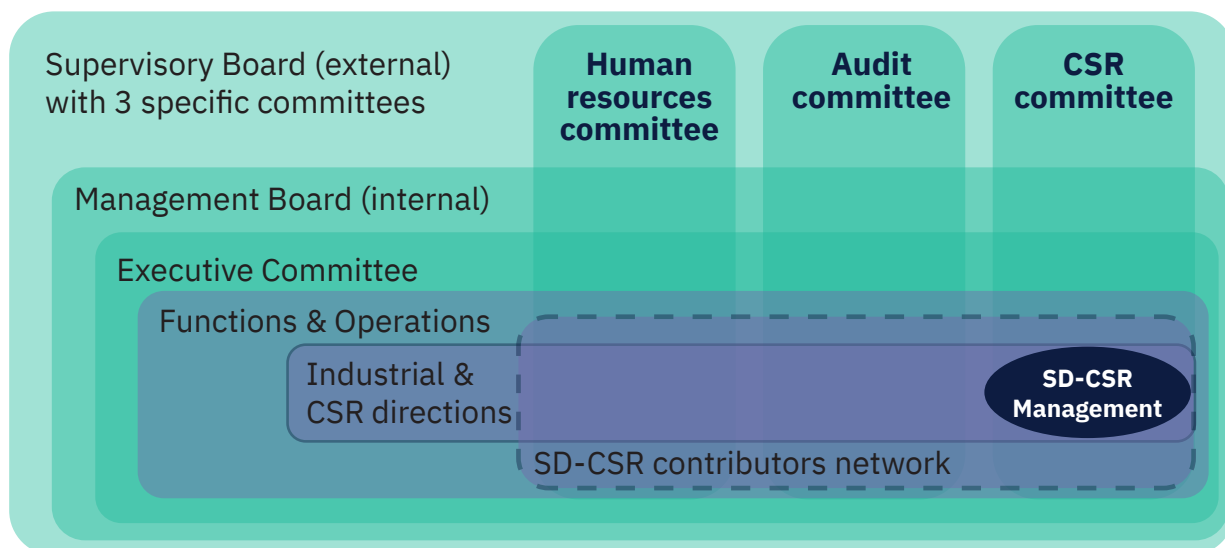


The executive committee is responsible for steering the strategic road-map defined with the Supervisory Board to meet group improvement and development objectives:

- Shaping and preserving Seqens' strategy, values and assets: its mission includes formulating and implementing the group's strategic vision and objectives. The ExCo also steers the group's business portfolio and is responsible for fulfilling the group's value creation objectives
- Managing Performance: for each of the ExCo members within his(her) scope, to manage performance of BU or Function leaders, allocating group-wide resources and governing the Functions' activities

SEQENS GOVERNANCE BODIES INTEGRATING CORPORATE SOCIAL RESPONSIBILITIES MANAGEMENT (CSR)

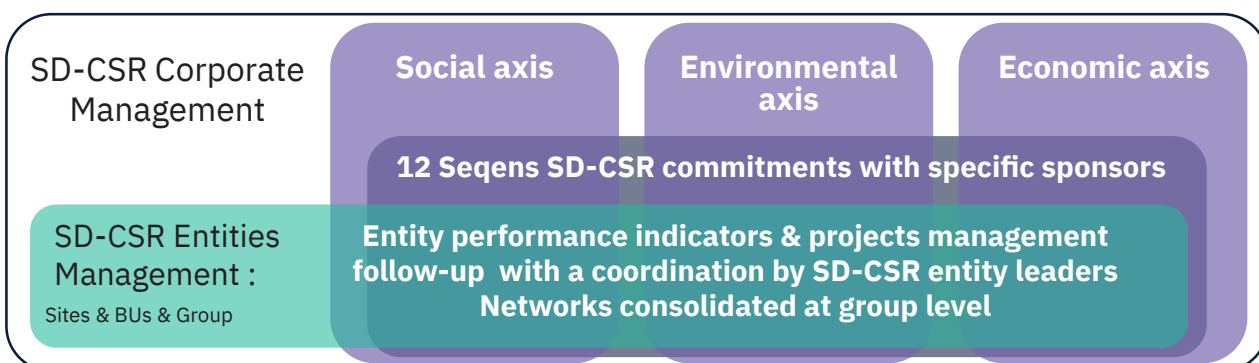
Seqens activities are managed by various governance bodies having their specific responsibilities and expertises whose CSR.



A voluntary approach oriented towards progress and transparency, a clear commitment toward actions and results.

Seqens has established a comprehensive sustainable development and corporate social responsibility strategy which relies on:

- The sustainable development policies at group and subsidiary levels
- The implementation roadmap based on a shared sustainable development framework (3 axis, 12 commitments)
- The monitoring of main sustainable development stakes through the implementation of relevant management process including projects and performance indicators follow-up.
- A network of “12 commitments” Sponsors and site SD-CSR Leaders under group SD-CSR director coordination.



SEQENS MANAGEMENT BOOK

SHARE A COMMON VISION

Seqens management book has been published to share and convey within Seqens a common vision and a clear framework to ensure its business development and sustainability.



The Executive Committee has designed this Management Book in order to help collaborators in their day-to-day work. It provides the best practices of each site to everyone.

This document highlights:

- Key governance principles
- Value System
- Governance bodies
- Reporting
- Group rules & framework including:
 - Compliance
 - Golden rules
 - Approval matrix



Compliance

The Compliance Department aims to go beyond our corporate culture to lay the framework for a clear, shared code of ethics reflecting the company's policies and cohesion when it comes to ethics, which plays a determining role in the success of our business and our people.

Golden rules

More precisely, these Golden Rules help manage behaviors and actions to:

- Mitigate major risks;
- Protect the group's human capital and assets;
- Avoid any action that may be detrimental to the group's image and/or reputation.

Approval Matrix

This matrix reflects the Executive Committee's intention to simplify and extend the delegations granted to the businesses and functions in the context of the current organization of Seqens.

Section 2

SEQENS SD-CSR
STRATEGY
DEPLOYMENT



SEQENS

CSR COMMITMENTS AND POLICY

Sustainable Development Policy in addition to commitments under the Global Compact, Responsible Care Initiative and Climate pledge underline Seqens voluntary drive toward alignment and progress on an international scale.

SEQENS SUSTAINABLE DEVELOPMENT POLICY

SEQENS

SUSTAINABLE DEVELOPMENT

January 2019

Preparing and respecting the Future

As a global leader in the chemical and pharmaceutical industry, **Seqens is committed to make Sustainable Development (SD) and Corporate Social Responsibility (CSR) a priority.** A dedicated organization is managing a structured, shared and responsible program based on 3 axis and 12 commitments to its stakeholders:

– **Social responsibility:**

- Make health and occupational safety of our employees and partners our first priority
- Respect human rights, labor rights and practice a high quality social dialogue
- Develop employees engagement, talent and skills
- Dialog and build trust with local communities

– **Environmental Protection:**

- Minimize process and product environmental impact at every stage
- Reduce greenhouse gas emissions within planet boundaries
- Master process safety and product transportation
- Reinforce sustainable sourcing and preserve natural resources.

– **Economic performance:**

- Be recognized for our strong customer focus and our respect of regulation and quality standards
- Be a compliant, ethical and trustworthy business partner all along our responsible supply chain.
- Foster and deploy sustainable innovations
- Generate significant and sustainable value through Operational Excellence

At the operational level, all our entities implement **QHSE management systems aiming for Excellence.** Our certifications (e.g. ISO 9001, ISO 14001, ISO 50001, OHSAS 18001, HACCP, cGMP as relevant for each entity) demonstrate our strong willingness to comply with the most demanding international standards.

Based on these 12 commitments, **key performance and progress indicators (KPIs)** are monitored; **associated action plans** are designed by each entity and reviewed periodically with Management.

Our active membership in the **United Nations Global Compact**, and in the **Responsible Care** initiative worldwide, a Global Charter created by the International Council of Chemical Associations also demonstrate **Seqens engagement towards Sustainable Development and Corporate Social Responsibility.**

Seqens managers are responsible for the roll-out of this policy among our employees and partners. They ensure compliance to procedures and working methods, such as Seqens golden rules, as described in Seqens management book.


Pierre Luzeau
Seqens President

On behalf of all Executive Committee members of NOVACAP Group

SEQENS

www.seqens.com

SEQENS SAS, – 21 chemin de la Sauvegarde, 21 Ecully Parc - CS 33167 - 69134 ECULLY Cedex – Share capital 226 890 746.63 euros – 444 465 736 00049

RCS Lyon – Tel : +33 (0)4 26 99 18 00 – Fax : +33 (0)4 26 99 18 38

SEQENS COMMITMENTS TO THE GLOBAL COMPACT

SEQENS

Au : Secrétaire Général
Nations-Unies
New York – NY 10017
Etats Unis

Lyon, le 20 janvier 2019

Objet : Déclaration de soutien aux principes du Global Compact

Monsieur le Secrétaire Général,

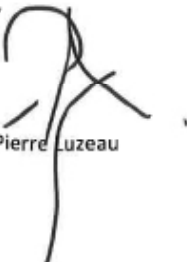
J'ai le plaisir de vous confirmer que Seqens, anciennement Novacap, membre actif du Pacte Mondial des Nations Unies depuis 2008, renouvèle son soutien aux dix principes fondateurs concernant les droits de l'homme, les droits du travail, la protection de l'environnement et la lutte contre la corruption.

Sous l'impulsion de notre comité exécutif et conformément à notre politique et à notre stratégie de développement durable, valeur fondamentale de Seqens, nous poursuivons le déploiement de notre programme basé sur les trois piliers suivant: la responsabilité sociale, le respect sans équivoque de l'environnement et la performance économique. Au travers de ce programme, l'ensemble de mes collaborateurs et moi-même cherchons au sein de nos propres domaines d'influence et dans chacune de nos opérations quotidiennes, à garantir systématiquement la mise en application des dix principes du Global Compact.

Acteur responsable et transparent, Seqens s'engage à rendre publique annuellement les résultats de ses actions et les progrès réalisés en faveur des dix principes du pacte mondial et à en informer régulièrement ses employés et ses partenaires, qu'ils soient clients, fournisseurs, actionnaires ou membres de la communauté publique.

En conséquence, vous trouverez ci-joint le rapport CoP de Seqens (Communication on Progress), fruit de cet engagement.

Meilleures salutations,



Pierre Luzeau

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www.seqens.com

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Lyon – Tel : +33 (0)4 26 99 18 00 – Fax : +33 (0)4 26 99 18 38

SEQENS COMMITMENT TO THE RESPONSIBLE CARE

Responsible Care is an initiative of the International Council of Chemical Associations (ICCA) and the global chemical industry in which the companies of this sector, with the support of their national associations, continually strive to improve the protection of health & safety of people and respecting environment, according to all their stakeholders needs. Focused improvements are, among other things, relative to process safety, energy consumption, aqueous or atmospheric discharges, waste production, etc., but also to the social and economic dimensions of the chemical industry. Seqens renewed its commitment in 2019.

THE INTERNATIONAL COUNCIL OF CHEMICAL ASSOCIATIONS

Charte mondiale Responsible Care®

L'initiative Responsible Care est l'engagement commun de l'industrie chimique mondiale pour la gestion sûre des produits chimiques tout au long de leur cycle de vie et la promotion de leur rôle dans l'amélioration de la qualité de vie et leur contribution au développement durable.

En tant que signataire de la Charte mondiale Responsible Care, mon entreprise soutiendra activement l'initiative Responsible Care à travers le monde, et s'engage à appliquer les principes suivants :

- 1 Développer une culture d'entreprise** qui soutient de manière proactive une gestion sûre des produits chimiques dans le cadre de l'initiative mondiale Responsible Care.
- 2 Protéger les personnes et l'environnement** par l'amélioration continue de nos performances en termes d'environnement, de santé, de sécurité ainsi que la sûreté de nos installations, procédés et technologies, et en favorisant une amélioration continue de la gestion et de la sécurité des produits chimiques tout au long de la chaîne d'approvisionnement.
- 3 Renforcer les systèmes de gestion des produits chimiques** en participant à l'élaboration et à la mise en œuvre d'une législation sur la sécurité des produits chimiques et de meilleures pratiques ayant un fondement scientifique, basées sur les risques et orientées sur le cycle de vie.
- 4 Agir auprès de nos partenaires commerciaux** afin de promouvoir la gestion sûre des produits chimiques au sein de leurs propres activités.
- 5 Impliquer les parties prenantes**, comprendre leurs préoccupations et répondre à leurs attentes relatives à l'amélioration de la sécurité de nos opérations et de nos produits, et à communiquer clairement sur notre performance et nos produits.
- 6 Apporter notre contribution au développement durable** grâce à l'amélioration de nos performances, au développement des opportunités économiques, des technologies innovantes et d'autres solutions répondant aux défis sociétaux.


SEQENS


Entreprise

Signature du CEO

Date 13 mai 2019

Approuvée par le Conseil d'Administration de l'ICCA le 26 mai 2014

 **Responsible Care**
OUR COMMITMENT TO SUSTAINABILITY

 INTERNATIONAL COUNCIL OF CHEMICAL ASSOCIATIONS

Droits d'auteur © ICCA

Le version anglais est la seule version officielle

SEQENS COMMITMENT TO THE FRENCH BUSINESS CLIMATE PLEDGE

The **Climate Pledge** is an initiative started in 2015 in anticipation of the COP21 in Paris in which French companies of all sizes and sectors announced the signing of a joint commitment to the climate: the French Business Climate Pledge.

After its first signing in 2017, Seqens renewed it in 2019 confirming its structured action plan is on track with a reduction of 50% of its carbon intensity in the last 10 years and fixing a new objective of 70% up to 2025.

Discover more about the French Climate Pledge.

SEQENS

27 juin 2019

SEQENS innovates and pledges to further reduce its carbon footprint as part of the French Business Climate Pledge

SEQENS is a global player in pharmaceutical synthesis and specialty ingredients

SEQENS is an integrated global player in pharmaceutical synthesis and specialty ingredients, with a wide range of products, services and technologies.

With 24 manufacturing plants and 3 R & D centers in Europe, North America and Asia, SEQENS designs, develops and manufactures high-specialty ingredients for the most demanding industries such as pharmaceuticals, healthcare, electronics and cosmetics.

More than 300 scientists, engineers and experts develop tailor-made solutions for its customers and ensure that products are successfully transferred into production.

In 10 years, SEQENS has halved the carbon intensity of its activities

As a major player in pharmaceutical synthesis and specialty ingredients, SEQENS is committed to making corporate social responsibility a priority.

The SEQENS group has implemented all the actions detailed in the commitments made within the French Business Climate Pledge in 2017 to analyze its carbon footprint, reduce its energy consumption and launch the transition to low carbon energies.

In 10 years, the group has reduced by 50% the carbon intensity of its activities thanks to:

- **The decrease of 20% of the energy intensity** (energy consumption per unit of production) of all its production sites thanks to the implementation and monitoring of concrete energy performance plans as close as possible to the references of our sectors and to the investment in innovative processes which efficiency makes it possible to strongly limit the consumption of energy and resources and the production of waste.
- **The transition to low-carbon energies** of our production units, either with the use of renewable energies (biomass, energy recovery, photovoltaic, etc.) up to 15% of our needs or with electrification of our synthesis processes developed in our R & D centers where the use of carbon-free electricity limits our fossil-fuel consumption.
- **The transformation of its activities** towards products with lower carbon footprint and offering solutions to limit the environmental impact of our customers or support the energy transition (biocatalysis, recycling of solvents, etc.).

Today, SEQENS is committed to going even further and to achieving a 70% reduction in carbon intensity by 2025

With the excellent results achieved so far on all of its production sites and with its customers, SEQENS intends to continue this approach and aims for a three-fold reduction of its carbon intensity by 2025 as compared to 2008, which represents a further 50% decrease of its carbon intensity within the next 5 years.

In addition to pursuing the actions already undertaken, SEQENS can rely on the performance of its research and development centers in Europe and the United States and its ability to industrialize the solutions of tomorrow on its 24 manufacturing sites worldwide.

300 scientists, engineers and experts work every day to find innovative, sustainable and competitive solutions to reduce our carbon footprint and the one of our customers.

Concrete solutions to fight against global warming will come from the ability of our industry to support the transition to a low carbon economy but also from our ability to innovate constantly towards more efficient and environmentally friendly technologies and low carbon products.

SAFETY FIRST AS A PILLAR OF SEQENS SOCIAL RESPONSIBILITY

Seqens considers nothing can be done to the detriment of occupational and process safety.

SEQENS EHS POLICY

SEQENS

Reference	G-EHS-POL-001-EN
Version	02
Effective date	22-FEB-2019

Seqens EHS Policy

As a global leader in the chemical and pharmaceutical industry, **Seqens is committed to make Sustainable Development (SD) and Corporate Social Responsibility (CSR) a priority**. In accordance with our Sustainable Development policy, health and safety of our employees, contractors, partners and the nearby community together with the protection of the environment are core values for the group.

The company has adhered to the Responsible Care and Global Compact initiatives and we are committed to:


- Make health and occupational safety of our employees and partners one of our key priorities
- Minimize process and product environmental impact at every stage
- Reduce greenhouse gas emissions within planet boundaries
- Master process safety and product transportation
- Reinforce sustainable sourcing and preserve natural resources.

To meet our goals and achieve best in class performance, we:

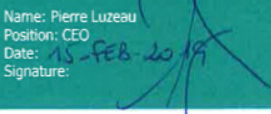
- Manage activities through a comprehensive and efficient EHS management system
- Ensure competency of our employees and contractors through adequate training, networking and mentoring.
- Develop a strong EHS culture throughout the organization.
- Apply the 12 EHS management golden rules as described in the Seqens Management Book.

Seqens managers are responsible for the rollout of this policy among our employees and partners. All Seqens employees and third parties working on behalf of Seqens are accountable to operate in accordance with the above commitments.

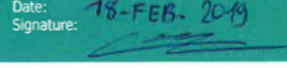
Reviewed and approved by :

Name: Yann Grevillot
Position: Group EHS Director
Date: 15-FEB-2019
Signature: 

Reviewed and approved by :


Name: Pierre Luzeau
Position: CEO
Date: 15-FEB-2019
Signature: 

Final Reviewed and approved by :

Name: Laurent Claus
Position: Corporate Quality Assurance System
Date: 18-FEB-2019
Signature: 

SAFETY FIRST AS A PILLAR OF SEQENS SOCIAL RESPONSIBILITY

SEQENS SAFETY CHARTER



Reference	G-EHS-POL-002-DOC1
Version	08
Effective date	22-FEB-2019




SEQENS SAFETY CHARTER


The SEQENS Group is committed to prevent accidents and incidents that could affect the health and safety of its employees, subcontractors, partners and neighbors.

Safety is primarily the responsibility of the operational line, the HSE departments supporting the teams. It relies on everyone's commitment to implementing the following fundamental principles:

- Managers are exemplary and integrate safety into any decision made.
- Safety results are part of the assessment of each individual's performance.
- No priority can be exercised to the detriment of safety.
- Malfunctions, unsafe situations and unsafe behaviors are reported and corrected as soon as possible. It is an individual duty and everyone has the authority to do it.
- Incidents and accidents are thoroughly analyzed to learn from them and prevent them from recurring.
- Exposures to hazards are identified and controlled in particular through risk analyses and critical task analyses.
- Our staff and the staff of our subcontractors are informed of the procedures in place and benefit from adequate training and qualification for the tasks they have to perform.
- Safety rules and procedures are adhered to and strictly applied.
- Our units, installation, equipment and tools are kept clean and in good condition.
- Improvement plans are established every year; progress made are reported on a regular basis.

This charter is posted, communicated and commented to all our employees, subcontractors and partners. All SEQENS employees and third parties working for Seqens are required to work in accordance with the principles mentioned above.

Reviewed and approved by:	Reviewed and approved by:	Reviewed and approved by:
Name: Yann Orvillat Position: Group EHS Director Date: 08-MAR-2019 Signature: 	Name: Pierre Luzeau Position: CEO Date: 08th of march, 2019 Signature: 	Name: Marion Berger-By Position: Corporate Quality Assurance System Date: 08-MAR-2019 Signature: 

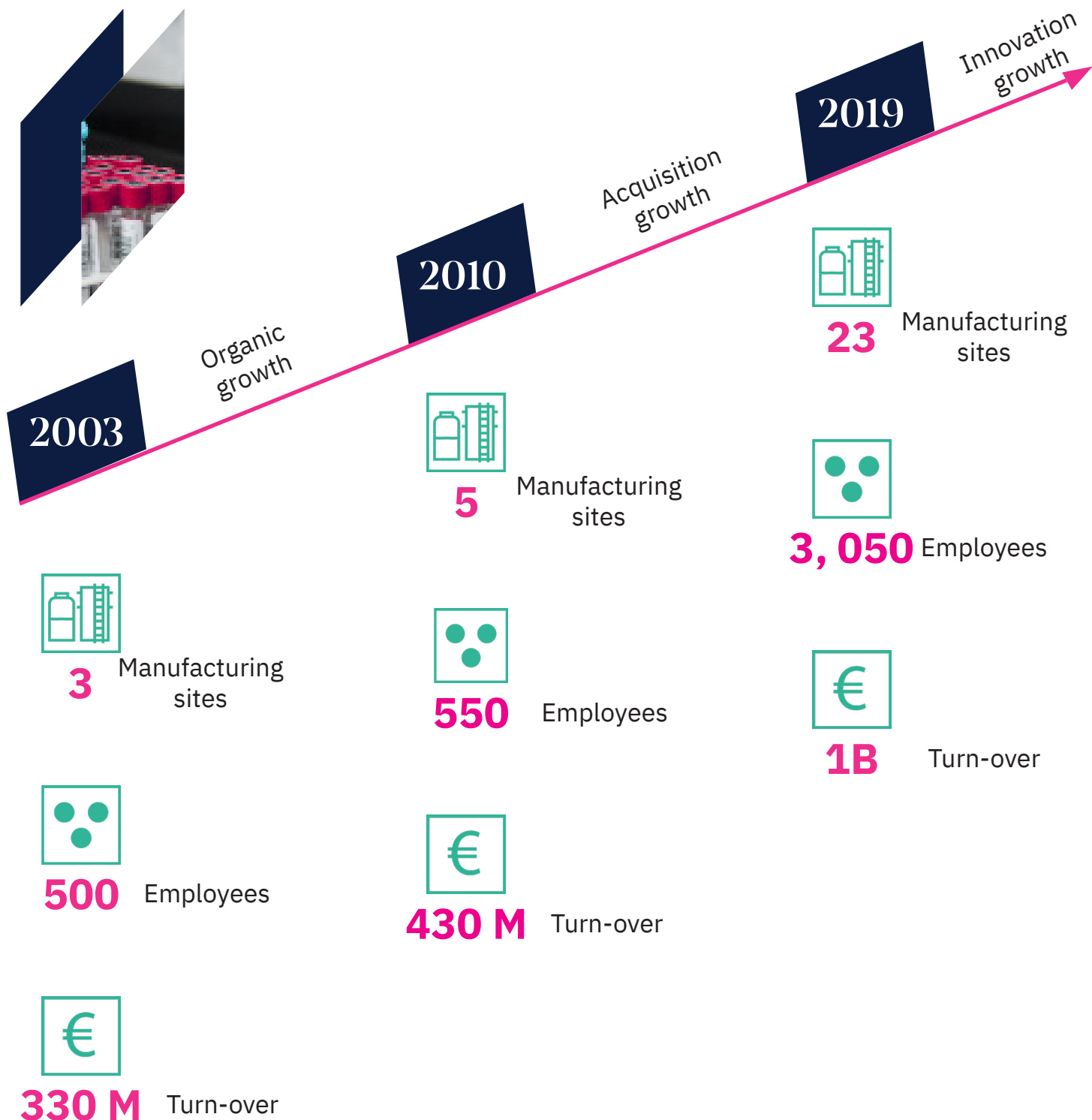


Each Seqens employee has to apply Seqens ESH policy as well as respecting Seqens Safety charter

SEQENS

STORY FROM 2003 TO 2019

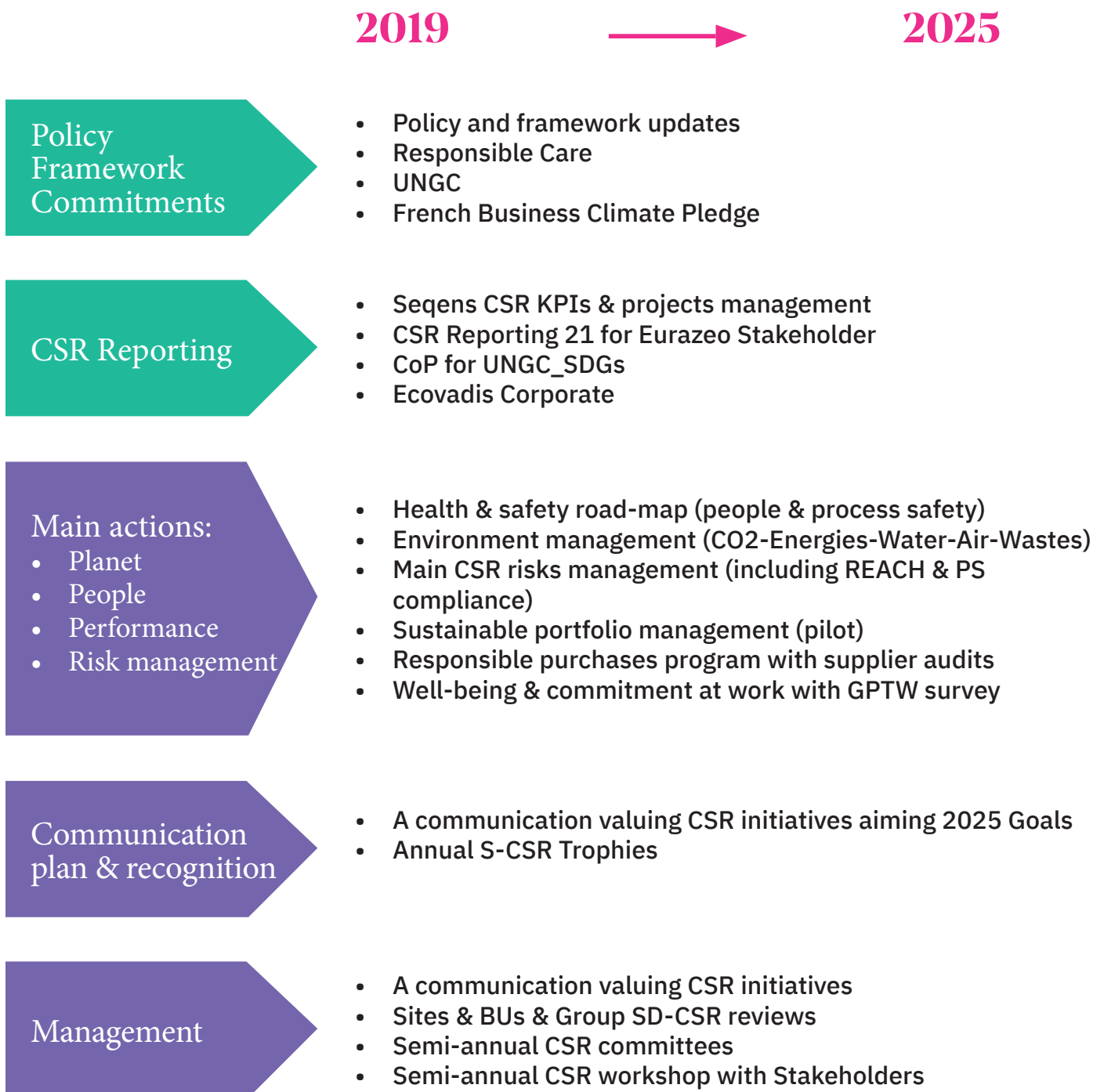
From Essential Chemicals to Specialties ingredients Moving to Pharma synthesis



SEQENS

PRIORITIES 2017-2025

Seqens leveraged on its new shareholders policies to boost its ESG-CSR culture and deployed its road map



Seqens leveraged on its Eurazeo shareholder policies to boost its ESG-CSR culture and maintain the cap of our CSR journey with a special focus on risks management and smart external and internal communication valuing goods initiatives.

SEQENS

SD-CSR FRAMEWORK

Seqens SD-CSR Framework structures the deployment of its SD-CSR strategy in accordance to United Nations Global Compact principles

With the 3 « P » axis and its 12 commitments, Seqens has a structured approach to deploy its SD-CSR strategy and to get a « win-win » relationship with all its stakeholders . This approach is totally aligned with UNGC principles .

SEQENS

PEOPLE <i>Social & Societal Responsibility</i>	PLANET <i>Environment Protection</i>	PERFORMANCE <i>Economic sustainability</i>
<p>C1. Make health & occupational safety of our employees and partners our N°1 priority</p> <p>C2. Respect human rights, labor rights and practice a high quality social dialogue</p> <p>C3. Develop employees engagement, talent and skills</p> <p>C4. Dialog and build trust with local communities</p>	<p>C5. Minimize process and product environmental impact at every stage</p> <p>C6. Reduce greenhouse gas emissions within planet boundaries</p> <p>C7. Master process safety and product transportation</p> <p>C8. Reinforce sustainable sourcing and preserve natural resources.</p>	<p>C9. Be recognized for our strong customer focus and our respect of regulation and quality standards</p> <p>C10. Be a compliant, ethical and trustworthy business partner, all along our responsible supply chain.</p> <p>C11. Foster and deploy sustainable innovations</p> <p>C12. Generate significant and sustainable value through operational excellence</p>



Principle 1
Principle 2
Principle 3
Principle 4
Principle 5
Principle 6

Principle 7
Principle 8



















Principle 9

Principle 10

SEQENS

SD-CSR COMMITMENTS & SUSTAINABLE DEVELOPMENT GOALS

Seqens SD-CSR commitments are well aligned with Sustainable Development Goals commonly tackled by Chemical and pharmaceutical companies.

<p>PEOPLE <i>Social & Societal Responsibility</i></p>	<p>C1. Make health & occupational safety of our employees and partners our N°1 priority</p> <p>C2. Respect human rights, labor rights and practice a high quality social dialogue</p> <p>C3. Develop employees engagement, talent and skills</p> <p>C4. Dialog and build trust with local communities</p>	    
<p>PLANET <i>Environment Protection</i></p>	<p>C5. Minimize process and product environmental impact at every stage</p> <p>C6. Reduce greenhouse gas emissions within planet boundaries</p> <p>C7. Master process safety and product transportation</p> <p>C8. Reinforce sustainable sourcing and preserve natural resources.</p>	        
<p>PERFORMANCE <i>Economic sustainability</i></p>	<p>C9. Be recognized for our strong customer focus and our respect of regulation and quality standards</p> <p>C10. Be a compliant, ethical and trustworthy business partner, all along our supply chain</p> <p>C11. Foster and deploy sustainable innovations</p> <p>C12. Generate significant and sustainable value through operational excellence</p>	   

SEQENS SD-CSR IMPROVEMENT

Seqens implements a process to pilot its SD-CSR improvements based on KPIs monitoring and action follow-up

Seqens process is based on the group strategy and SD-CSR framework targeting a win-win approach with our stakeholders.

WHO	WHAT	WHEN
Supervisory board & CSR committee	Seqens Strategy ▼ SD-CSR Policy Multi-annual Roadmap	Yearly
Sites/BUs/Divisions/Group Management teams	12 SD- CSR commitments performance & progress KPIs Follow-up ▼ CSR projects pipe Follow-up	Monthly & quarterly
Projects teams	Projects management	Daily & weekly
SD-CSR team & local contributors Group sponsors	Annual Reports SD- CSR Reporting 21 to Eurazeo* Communication on Progress for Global Compact	Yearly

**for 4 years, Seqens reports to its Mains stakeholder Eurazeo more than 150 social, environmental, responsible supplies & governance indicators*



SD-CSR Trophies

This recognition process, in place for 5 years, allows to celebrate each September the most noticeable projects performed in the 5 fields below:

- Safety (C1-C7)
- Social & Societal (C2-C3-C4)
- Economy (C9-C10-C12)
- Environment (C5-C6-C8)
- Innovation (C11)

SEQENS

INITIATIVE TO BOOST CSR DEPLOYMENT

Seqens decided to use EcoVadis platform to better communicate and deploy its CSR strategy.

The EcoVadis certification is more and more requested and becomes a prerequisite to contract with our customers. Companies such as L'Oréal or GSK have established minimum Ecovadis rating values as a prerequisite to be part of their Supplier Panel. Similarly, we ask our suppliers to be more transparent which pushes each actor to improve their performance and promotes the implementation of a virtuous circle at all levels of the supply chain.

The EcoVadis assessment method is based on 21 criteria divided into 4 themes:

- Environment,
- Social and Human Rights,
- Ethics,
- Responsible Purchasing

This new annual CSR assessment forces each Seqens entities to structure its CSR communication:

- to identify best practices
- to highlight areas for improvement in the four themes mentioned above
- to standardize our practices
- to improve internal and external communication, both to employees and externally, about the actions carried out and, in particular, to facilitate and streamline the management of CSR information requests from our customers, whose number is growing exponentially.

In 2019, 21 of our 23 operational entities were therefore evaluated by Ecovadis experts on the basis of their answers to questionnaires and a 360° watch adapted to each of our subsidiaries' target sectors.

The results obtained are more than satisfactory for Seqens with :

- 1 site with Platinum certification
- 15 sites with Gold certification
- 5 sites with Silver certification
- The last two remaining sites will be assessed in 2020

This initiative carried out with a large number of contributors contributes to :

- Increase and secure Seqens internal and external image;
- Improve the value of Seqens group by using CSR as a lever for value development or differentiation.



ecovadis
Business Sustainability Ratings

Section 3

SEQENS
SOCIAL AXIS



SEQENS

SOCIAL RESPONSIBILITY CULTURE

Social and societal responsibility is strongly embed in Seqens culture.

Seqens is committed to conducting its business in conformity with laws and regulations, with integrity everywhere it operates in the world, in strict compliance with its fundamental beliefs in the respect of values and people, earning our partners' trust, and protecting and properly using company assets.

Our goal is to lay out the guiding principles and requirements for daily responsible and ethical conduct, through group Policy and the Code of Conduct both easy to understand and practical to ensure its enforceability.

Everyone who works for or on behalf of Seqens must adhere to this common foundation of ethical principles and agree to adopt and promote exemplary conduct in line with these principles.

“Maintaining the highest standard of ethical conduct is absolutely essential to achieving the steady, ambitious growth of our company.”

Pierre Luzeau

SEQENS

Social & societal commitment



Sustainable Development Goals

C1. Make health & occupational safety of our employees and partners our N°1 priority

C2. Respect human rights, labor rights and practice a high quality social dialogue

C3. Develop employees engagement, talent and skills

C4. Dialog and build trust with local communities

SDG 4: Quality education

SDG 5: Gender Equality

SDG 8: Decent work & economic growth

SDG 16: Peace and Justice Strong Institutions



SEQENS

SOCIAL RESPONSIBILITY CULTURE

C1: Make health and occupational safety of our employees and partners our n°1 priority



SDG 8

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Seqens protects the health and safety of all of its employees and sub-contractors so that none of them falls victim to an accident, either in its factories or when in transit.

To do so, Seqens takes the necessary and essential steps to provide training and verify compliance with guidelines and procedures. Line management safety inspections are regularly conducted at each of our industrial facilities.

Particular attention is paid to preventing workplace accidents by carefully identifying risks in order to prevent them from occurring and, when they do occur, to prevent them from recurring.

Some good practices among a numerous ones performed in 2019:

In addition to the completion of sites ESH annual action plans with success, we may mention:

- Release of 5 e-learning modules in 4 Languages :
 - Recording and Analysis of Personal Injuries and Process Safety Incidents, Management of Change (MoC),
 - Hot Work Management,
 - LockOut / TagOut (LOTO),
 - Confined Space Entry,
 - Visit EHS & Quality by hierarchy (VSQH)
- Diagnostic of all CDMO business unit French plants relative to ACDs, CMR and APIs exposure.
- Edition of a corporate standard for the control of exposures to hazardous chemicals (OEB)
- LOTO and Line Breaking audit by external Expert on European sites
- Manual Handling improvement project (CDMO+AS) with team works and the support of an external ergonomist (4 sessions completed at different sites).



CI: Make health and occupational safety of our employees and partners our n°1 priority

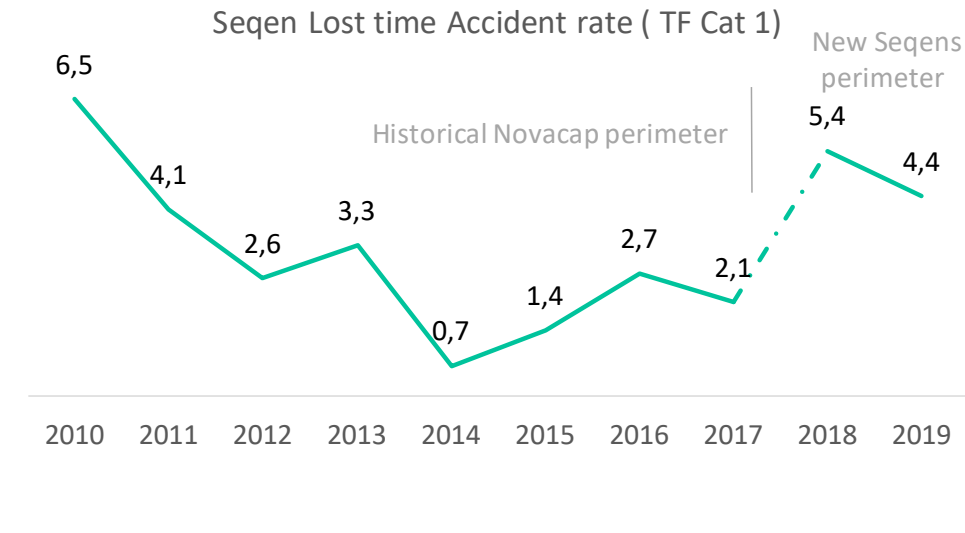


SDG 8

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

A dedicated people to manage EHS:

Around 110 people are dedicated on EHS all over the world, including for process safety and corporate ESH, (6 people with specific expertise's). In 2019, a new stage has been achieved naming 1 process safety correspondent by site with specific roles and responsibilities.



After integration of new companies in 2017 where safety culture were still in development, our 2018 safety results suffered some degradation. After leveraging on best internal practices on the specific entities, we succeed to revert the trend with an accident rate cat 1 at 4, 4 in 2019, corresponding to a reduction around 20% in one year.

Coming years engagements

- Pursue our ESH roadmap and recover a recognised safety level in the 5 coming years with an effective and well anchored safety culture

SEQENS

SOCIAL RESPONSIBILITY CULTURE

C2: Respect human rights, labor rights and practices a high quality social dialogue



SDG 8

8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

SDG 5

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

Respecting and protecting human rights is a fundamental value for Seqens everywhere in the world where the company operates and does business.

At Seqens, no form of harassment, intimidation or discrimination, whether sexual, physical, psychological, or otherwise is tolerated.

As an adherent to the founding principles of the United Nations Universal Declaration of Human Rights, the International Labor Organization and the United Nations Global Compact since 2008, Seqens is committed to promoting and ensuring compliance with all of these rules by all of its stakeholders, including its suppliers and subcontractors.

Some good practices among a numerous ones performed in 2019:

- Social dialogue is important within Seqens in order to maintain a positive social climate which contributes to the final performance of the company. This axis is particularly developed in connection with local legal regulations, with social dialogues bodies in place in every site. In 2019, 43 agreements, against 33 in 2018, were signed all over the Group- a significant number which reflects the quality of social dialogue within the various Group entities. The subjects treated, are among many others, gender equality treatment, employees benefits (eg profit sharing / participation) - working conditions of employees (eg working time...).
- Seqens publicly carries on to promote diversity and equal treatment through its posted code of conduct and commits to prevent discrimination risks in its various processes (hiring, remuneration, training, promotion, dismissal or retirement).
- According to its code of conduct, Seqens is proud to declare that no child is employed and no corruption event have been observed within Seqens perimeter.
- Integration of our code of conduct, as well as our management book and its golden rules in Seqens new comers training secure its diffusion and application.

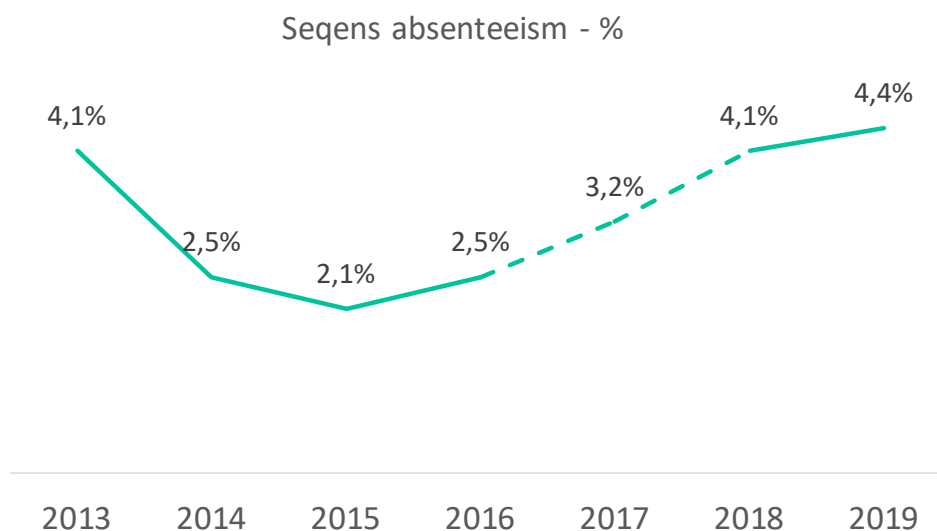
C2: Respect human rights, labor rights and practices a high quality social dialogue

SDG 8

8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

SDG 5

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life



After mastering absenteeism around 2,5% within a context of acquisitions, Seqens works on integration of one new “comer” having higher absenteeism rate (6,5%) . 2017 acquisition partially impacted 2017 results and fully 2018. In 2019, Seqens started to revert the trend and plan to confirm it during the next coming years

C2: Respect human rights, labor rights and practices a high quality social dialogue



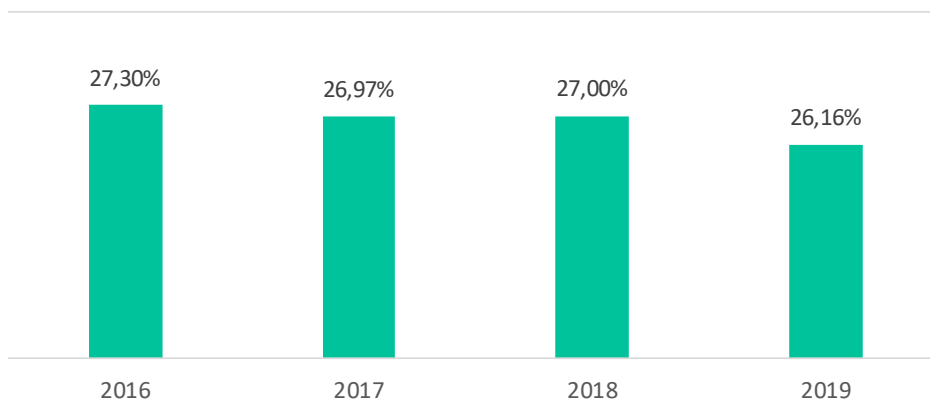
SDG 8

8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

SDG 5

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

Women ratio in Seqens population



Management is aware that gender equality is a necessity.

Our female ratio is stable around 26% in accordance with and sometimes better than the ones observed at our peers in Chemicals and pharmaceutical industries. The small decrease observed in 2019 is mainly due to Puyuan sold, an Asian subsidiary where female ratio was higher than in Europe.

However, we observe a good trend in hiring care. In 2019, 46% of hired managers were women.

Seqens complies with French laws regarding equal opportunities between women and men through several agreements signed with French unions.

Several subsidiaries have published their gender equality index. As example, Novacarb has got an index of 94/100 and Novacyl, 93/100. These index values are in accordance with specific agreements signed previously on professional equality between women & men. Note the average value of this index for companies with more than 250 and less than 1000 employees was 83/100.

Our commitments for next coming years are:

- Stabilize, and better, reduce absenteeism ratio
- Pursue and develop even more social dialog with success
- Secure the good application of the golden rules of Seqens management book

SEQENS

SOCIAL RESPONSIBILITY CULTURE

C3: Develop employees engagement, talent and skills



SDG 4

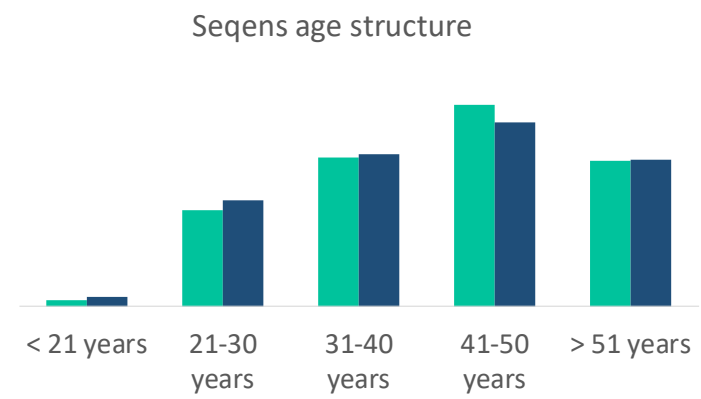
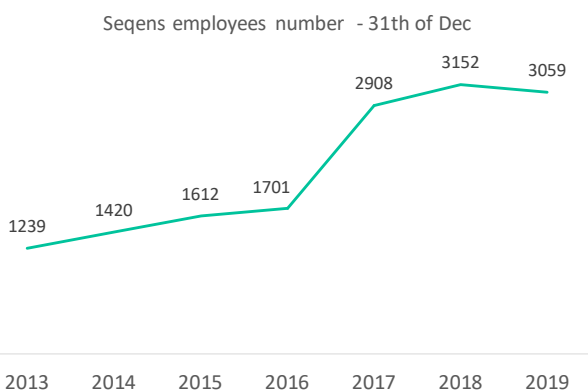
4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Seqens ensures that everyone has access to equal opportunities in terms of recruitment, training, pay, social protection, internal mobility and professional development, regardless of their origin.

The group offers its employees a stimulating, creative and non-discriminatory work environment that encourages their personal and professional development and allows them to meet their goals. Seqens takes the necessary steps to promote and develop teamwork and cultural diversity within its organization and encourages cross-functional dialogue among those working in different professions.

Some good practices among a numerous ones performed in 2019:

- Seqens sold its Puyuan subsidiaries during 2019 reducing global effective of around 100 people. The number of employees is now stabilized around 3060 people.
- The age structure moved a little bit towards younger people with more people being less than 40 years and less people being more than 40 years old.



C3: Develop employees engagement, talent and skills



SDG 4

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

After the success of a first social dialogue survey performed in 2017/2018 ,with the support of Great Place To Work (GPTW) company, a second one took place end of 2018 , covering so on 95% of the entities of the Segens Group. After analyzing the results , the action plans have been defined and broken down by site.

The main purpose of this initiative are:

- A better communication on employees satisfaction points (Autonomy, sense of belonging, people commitment and pride, team results, safety at work...)
- Improvements relative to well-being at work (more recognition, sincere interest, work life balance, collaboration, management communication, integrity and tasks coordination, equity and management impartiality).

2019 and 2020 correspond to the realization of the action plans for the next survey in 2021. Some sites have already achieved all their actions while others are at more than 50% of achievement rate of the defined actions.

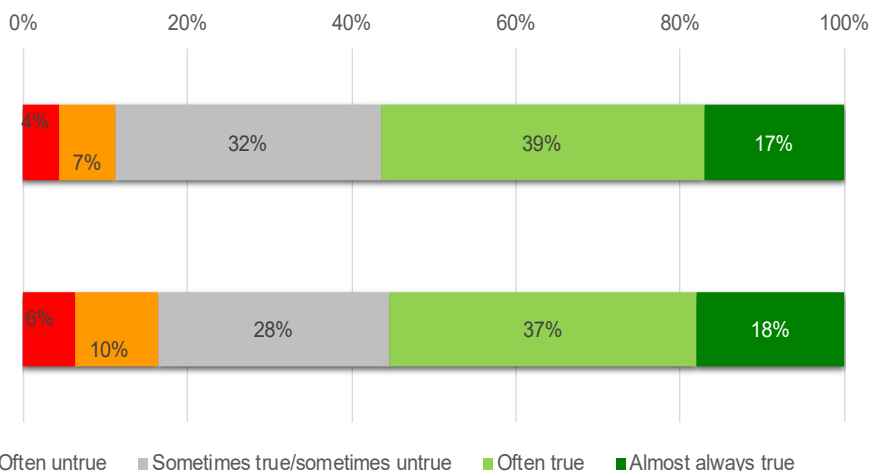
Here are examples of actions that will improve the results of the next survey:

- Creation of a Manager charter whose role is central to improve communication with teams in particular
- Implementation of information meetings (sites / BU) - such as monthly breakfast news - to give visibility to employees on all of the group's activities
- Work on the On Boarding process including the Group level and the site level
- Continue to make the Group's values concrete in the actions of employees
- Improvement of working conditions: either by redesigning part of the premises, or by promoting moments of discussion for the teams.

Reminder: GPTW trust index obtained on Q1 2018 on historical perimeter:

59th « Taking everything into account, I would say this is a great place to work.»

Trust Index©



C3: Develop employees engagement, talent and skills



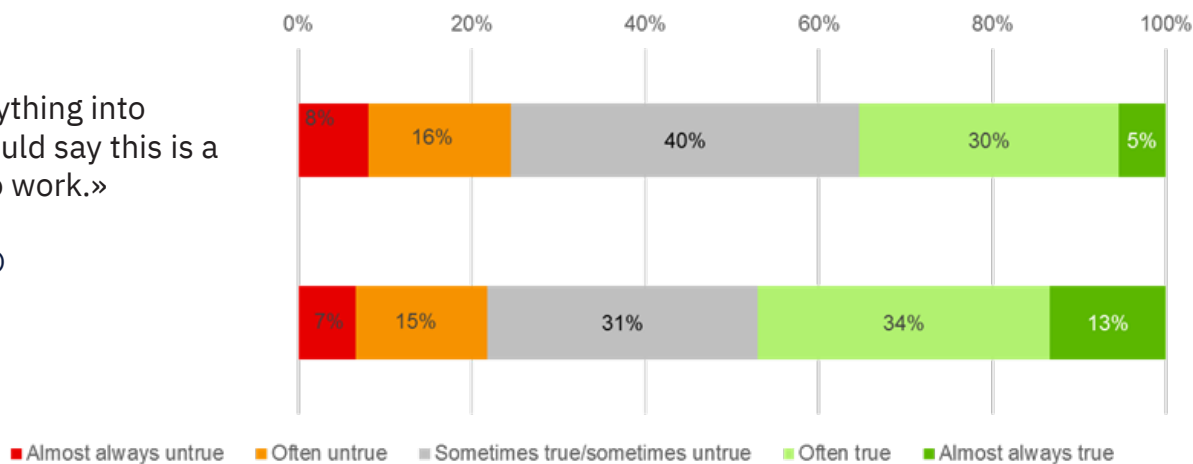
SDG 4

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

New comers GPTW trust index obtained on Q1 2019: a challenge to be met.

« Taking everything into account, I would say this is a great place to work.»

Trust Index©



In addition to this initiative, some other important activities have been performed in 2019:

- Creation of a specific corporate team with 4 people for talent management.
- Implementation of a Human Resources Information System (HRIS) to better manage HR processes , secure data integrity and improve collaboration and communication between HR group entities
- Annual employees interviews _ a privileged moment between managers and their employees _ with a completion rate around 85% for the whole group. Missing items are justified by specific individual situations (absences, change of organization, etc.).

Our commitments for next coming years are:

- Meet last acquisition Integration challenge completing GPTW entities action plans and then performing a new GPTW Survey in 2021 at Group level
- Fully use HRIS for people management
- Secure professional equal treatment assessment by entities in France

C3: Develop employees engagement, talent and skills



SDG 4

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

People development through trainings.

Seqens invests every year in the training of its employees:

- Internal training on general subjects (financial culture, IT tools, etc.), quality subjects (in particular in connection with Group quality systems procedures and sites) and HSE subjects,
- Inter-company training allowing to create synergies between the teams of different BUs (ex: Key account management training),
- External training according to individual needs in accordance with an annual training plan.

These internal and external programs are offered to all categories of employees and functions through an annual appraisal review and training plan. In accordance with their specific needs, all sites completed successfully their own training plan.

In 2019, even if it's little bit lower than the average of the last years, an average almost 3 days of training on average were carried out by employees, still with a significant portion dedicated to HSE training.

Remunerations and incentives, a level among severals, for people engagements.

Seqens is committed to align its policies with local regulations. In France, employees can benefit from a profit sharing agreement, time saving account and saving plan according to their function. Furthermore, managers benefit from a variable remuneration system which can include ESG criteria (health and safety performances for instance). Almost 100% of employees benefit from profits sharing scheme and/or collective bonus, beside statutory obligations of staff.



Our coming years engagements

- Maintain or increase training level (internally/ externally) to secure people competencies development
- Deploy succession plan
- Integrate more and more CSR in our management practices as for example in managers yearly objectives and appraisals.

SEQENS

SOCIAL RESPONSIBILITY CULTURE

C4: Dialog and build trust with local communities



SDG 16

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Chemical companies must work on their reputation and act transparently in order to improve current perception by civil society regarding social, environmental and economic impacts. Chemical activities may harm the quality of life of its direct neighbors (people, enterprises, community...). On this purpose: Seqens signed the Business French climate pledge in December 2017. Seqens is engaged in various industry-specific initiatives to promote responsible chemistry.

The Group is member of Responsible Care, an initiative developed by chemical actors and stands for the development of responsible practices in the sector.

Seqens is involved in the European Chemical industry Council (CEFIC) and, at local scale, in several committees of the "Union of Chemical Organization" (UIC).

Around 30 executive managers of Seqens are either active member, or president or administrator of several regional, national or international associations such as France Chimie, SICOS, FEFIS, UNIDEN, MEDEF, Franco-Chinese Institut (France); BPTF (Germany); CEFIC, EFCG (Europe); CPCIF-MNC (China)...

Seqens also develops a direct dialogue with its neighbors and local stakeholders through open days or school visits performed at most of the sites.



CA: Dialog and build trust with local communities



SDG 16

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Some initiatives among a numerous ones performed in 2019:

- Seqens performed a huge communication action plan to promote its new brand all over the world (logos, identity, values, websites, events, social media, press release,...)
- Seqens renewed its commitments to the French business Climate pledge aiming 70% CO2 emission reduction in 2025 versus 2008.
- Seqens inaugurated its main innovation and development center in the presence of Mrs. Agnès Pannier-Runacher, Secretary of State to the Minister of the Economy and Finance.
- In September 2019, our CSR trophies ceremony took place at Lyon (France) with the participation of Mayor who delivered Awards.
- As every year, Novapex and Novacyl (France) participated to Osiris Platform annual meeting on Sustainable Development with participation of local authorities and many Seqens platform partners
- Chemoxy employee received Gold Award of North East Better Health at Work, an established and evidence-based workplace health improvement program. This award recognized the job performed at Middlesbrough to promote EHS good practices and reduce impacts on 5 concerns as Back Pain, stress/Mental Health Issues, Heart Health through Exercise and Healthy Eating, Cancer Prevention and Gender specific health concerns.



Seqens R&D center inauguration



Seqens CSR Trophies ceremony



Chemoxy employee received Gold Award of North East Better Health at Work

CA: Dialog and build trust with local communities



SDG 16

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

In line with Seqens values and through Seqens sponsoring, employees engaged themselves on projects beyond company's objectives, for participating in a more solidary world. On this purpose, partnerships were signed in 2019 with several associations, with a concrete commitment from the group's employees, such as :

- "Télémaque", focused on Quality in education and inequalities reduction. Several employees are caring for children followed by "Télémaque"
- "The Enterprise of Possibilities", fighting against poverty and for homeless reduction which receive donation of paid holidays by certain employees of the head office
- "Education & Joie", managing help to people who needs strong support for living.
- "Handi'Amo" & "Everest en sable", working on inequalities reduction and integration of people with disabilities through sports practice (Handball, running, bicycle,..) between valid and disabled people.

These are opportunities to share outside the Seqens scope the Group's values, such as equality, diversity, tenacity and unity.

At Seqens perimeter, as every year, direct donations and charities are done and mainly dedicated to educational and social organizations or associations. The average of Seqens yearly donations is about 40k€.



Institut
Télémaque



Coming years engagements

- Develop philanthropic sponsoring promoting individual initiatives and donations
- Develop external communication and social support outside Seqens

Section 4

SEQENS

ENVIRONMENTAL AXIS



SEQENS

ENVIRONMENTAL CHALLENGE

Seqens is committed to respect the environment by limiting the environmental impact of its activities in accordance to SDG N° 3, 6, 7, 12, 13 and 14

At Group level, environmental management is under the responsibility of the ESH director, who is under supervision of group industrial director. At local level, subsidiary directors and facilities directors are in charge of the implementation of the policies and management process:

- Environmental Management System (EMS) have been set up in each subsidiary.
- Environmental KPIs objectives with associated action plans are set up each year within each subsidiary and quarterly monitored at upper level.
- Environmental issues are monitored and overseen by HSE managers with the support of Corporate ESH team expertise.

Seqens conducts crisis management exercises on a regular basis in partnership with local authorities. Some specific training are periodical performed for new comers and in case of necessary recycling.

The mains ESH priorities are:

- To avoid any loss of containment or release of hazardous substances or/and stored energy being able to create environmental impacts
- To monitor and reduce: energy consumptions & GHG emissions, water consumption, waste water effluents, air emissions through implementation of action plans and key performance indicators follow-up whose some initiatives are ongoing based on recommendations of several assessments performed since 2015 by external technical experts or insurers.

On this purpose, specific initiatives supported by the executive are launched locally, when relevant, regarding raw materials, energy and water consumptions as well as CO2, air emission, effluent's generation and solid wastes reduction

SEQENS

Social & societal commitment

C5. Minimize process and product environmental impact at every stage

C6. Reduce greenhouse gas emissions within planet boundaries

C7. Master process safety and product transportation

C8. Reinforce sustainable sourcing and preserve natural resources.



Sustainable Development Goals

SDG 3: Good Health and Well-being



SDG 6: Clean Water and Sanitation



SDG 7: Affordable and Clean Energy



SDG 12: Responsible Consumption and Production



SDG 13: Climate Action



SDG 14: Life Below Water



SDG 15: Climate Action



SEQENS ENVIRONMENTAL CHALLENGE

C5: Minimize process and product environmental impact at every stage



SDG 6

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

SDG 7

7.3 By 2030, double the global rate of improvement in energy efficiency

SDG 12

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

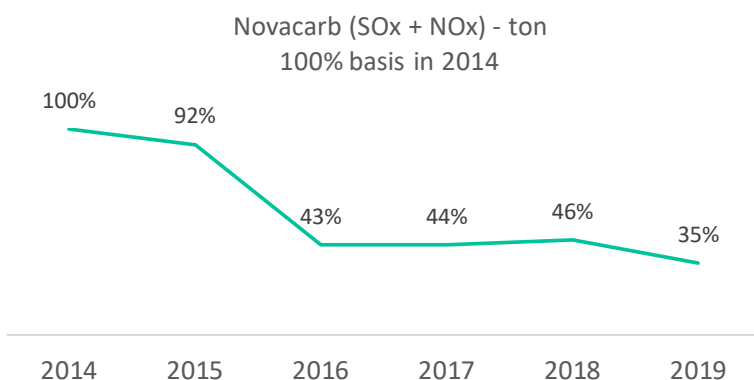
SDG 14

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

By this commitment, every entity of Seqens works for reducing its activity environmental impact. It's well integrated in Seqens culture through its ESH management system and the strong willingness to permanently improve processes performance.

Some activities and results among a numerous ones performed in 2019:

Seqens monitors main environmental KPIs to secure our compliance with regulatory requirements and improve as far as possible our production costs by reducing or better eliminating all wastes. All our sites are monitoring air emissions through CO2 emissions, volatile organic compounds (VOC) , NOx and SOx measurements when relevant, solid wastes and effluents measurements through MES and OCD or equivalents. The graphs below and next pages represent the evolution of some of these standard indicators.



Novacarb site is the main contributor (>80%) of Seqens NOx + SOx emissions and confirmed the good improvement performed in 2016 by implementing a new process to treat gas emissions of its coal boilers (DeSox). In 2019, we observed a reduction of the emissions due to a better control of the process and favorable mix of energy.

C5: Minimize process and product environmental impact at every stage

SDG 6

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

SDG 7

7.3 By 2030, double the global rate of improvement in energy efficiency

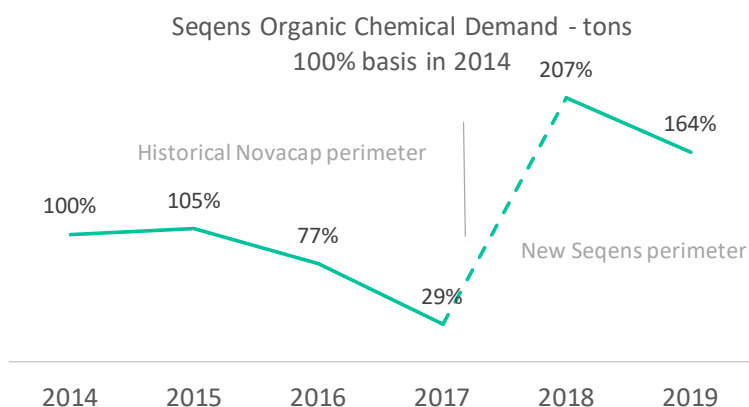
SDG 12

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

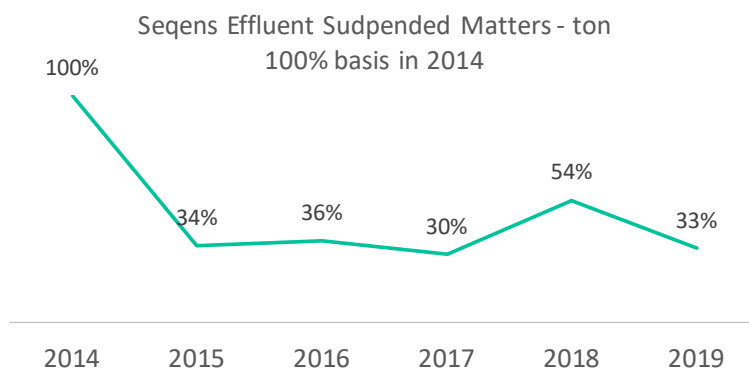
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

SDG 14

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution



After integration of new comers since 2017, we succeed to revert the trend and start to reduce our ODC at Seqens perimeter with a 20% reduction of consolidated OCD.



Since 2014 improvements (Novacid improvement) suspended matters volume is stabilized at a low level and coming mainly from minerals processes. New comers, with practically no ESM generation did not impact Seqens results since their acquisition.

C5: Minimize process and product environmental impact at every stage

SDG 6

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

SDG 7

7.3 By 2030, double the global rate of improvement in energy efficiency

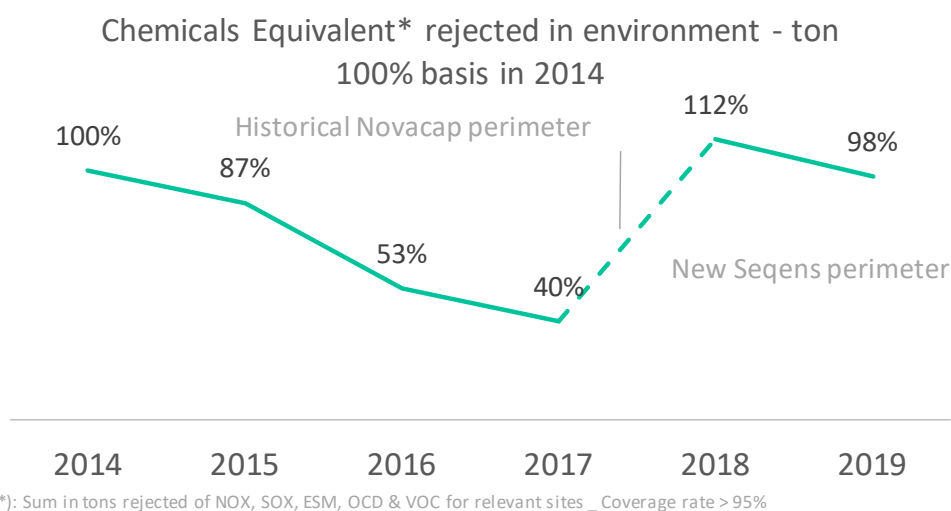
SDG 12

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

SDG 14

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution



Historical Seqens perimeter _ Novacap reduced its releases in environment in chemicals equivalent tons * of more than 2/3 in the last 5 years representing more than 10 kT not rejected in the environment. In 2019, compared to 2018 we observed a reduction of more than 300 tons.

Concerning solid wastes generation, a mapping has been performed on hazardous waste to better manage the global process from generation to its final treatment; Beyond this mapping Seqens plans to recycle or value 100% of these waste. In 2019, the revalorization rate is a little bit higher than 60%.

Coming years engagements

Perform improvements plans and pursue chemicals releases environmental impact reduction.

SEQENS

ENVIRONMENTAL CHALLENGE

C6: Reduce greenhouse gas emissions within planet boundaries



SDG 13

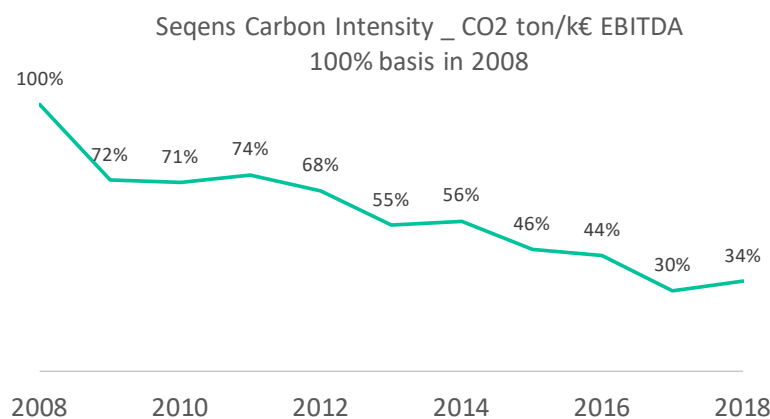
13.2 Integrate climate change measures into national policies, strategies and planning

As a major player in pharmaceutical synthesis and specialty ingredients, Seqens is committed to making actions against Climate change a priority. An energy management system has been so implemented to secure:

- First, Seqens compliance with French regulation, transcribing the European legislation 2012/27/UE on Energy efficiency,
- Secondly the implementation of the actions detailed in the commitments made within the French Business Climate Pledge, since 2017, focusing on:
 - The analysis of its carbon footprint through its balance of greenhouse gas emission_Scope 1+2+3
 - The reduction of its energy consumption per unit of production, through concrete effectiveness energy performance plans completion;
 - The transition to low carbon energies of our production units with the use of renewable energies (biomass, energy recovery, photovoltaic, etc.)
 - The transformation of its activities, when relevant, towards products with lower carbon footprint and offering solutions to limit the environmental impact of our customers or support the energy transition (bio-catalysis, recycling of solvents, etc.);

According to its strategy, Seqens continuously works to reduce its carbon intensity through:

- Reduction of CO2 process losses
- Reduction of energy consumption through energy effectiveness plans
- Use of renewable energy or with Lower emission factor of power consumed
- Transformation of its portfolio introducing products with less CO2 intensity through development and/or acquisitions



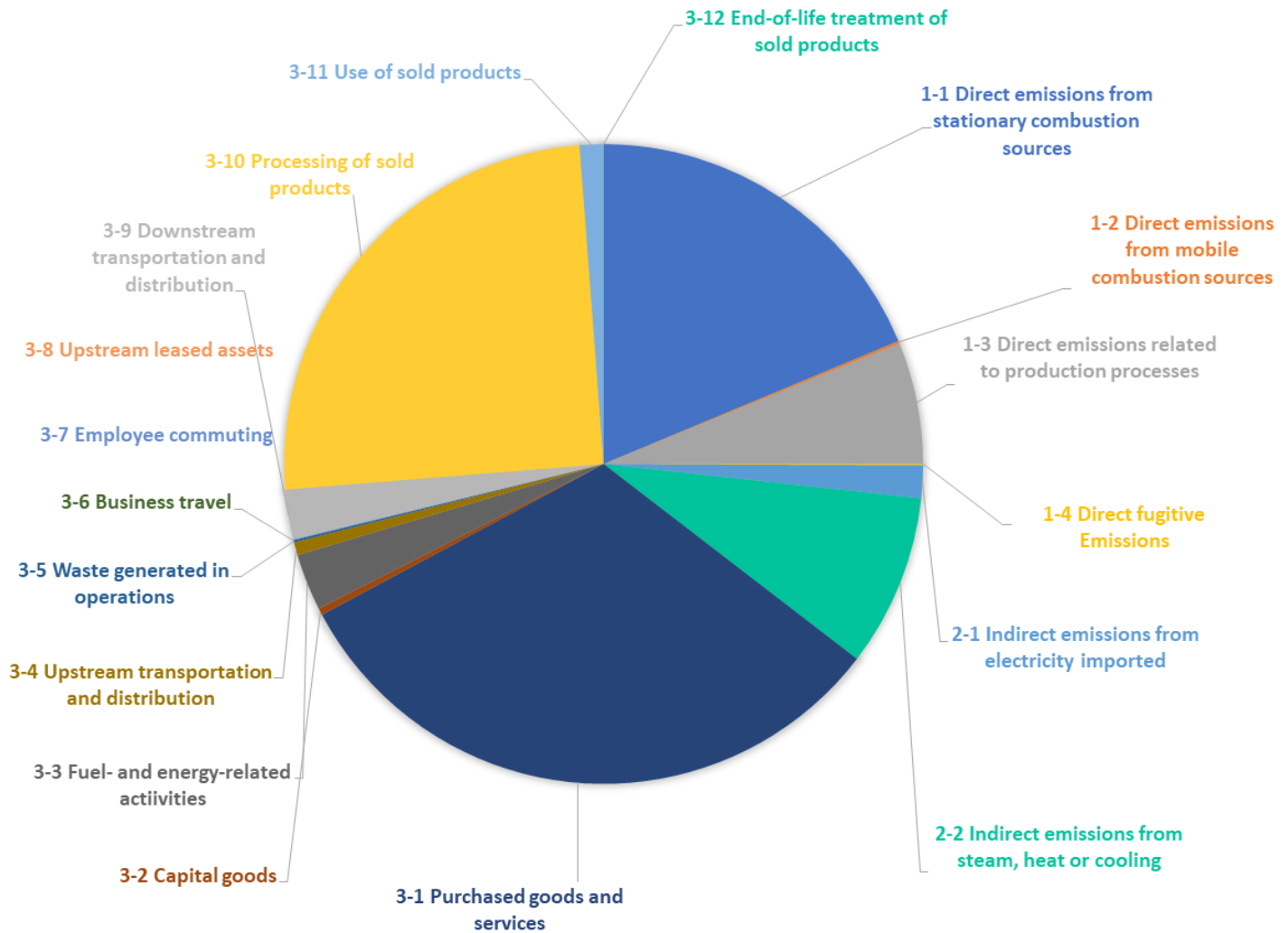
C6: Reduce greenhouse gas emissions within planet boundaries



SDG 13

13.2 Integrate climate change measures into national policies, strategies and planning

**SEQENS 2019 ESTIMATED EMISSIONS
SCOPE 1 + 2 + 3**



Starting from the GHG balance tools implemented by Schneider Electric Energy & Sustainability Services in 2017 and 2018, we updated Seqens balance in 2019 to cover all its perimeter, with few estimations regarding some low contributor sites. Quantis company experts validated this updated GHG balance.

C6: Reduce greenhouse gas emissions within planet boundaries



SDG 13

13.2 Integrate climate change measures into national policies, strategies and planning

Some activities and results among a numerous ones performed in 2019:

- Update and validation of our GHG balance with Quantis Company expertise support
- Launching of the construction of Novawood (La Madeleine_France) replacing the Charcoal from reclaimed wood as combustive (-150kt/y of CO2);
- Pursue of energy performance plans on our mains sites (La Madeleine & Roussillon -France, Taixing_China) , on track with their reduction objectives (-20kt/Y of CO2);
- Pursue of Tredi investment : supply Osiris platform with “renewable” energy coming from waste (-150kt/y of CO2);
- Construction of a new incinerator at Yangzi _ China with energy recovery;
- Construction and inauguration of solar panels at Bangpoo _ Thailand (10% electricity consumption reduction);
- Turku_ Finland use new supply of steam coming from renewable source: reduction of 66% of its CO2 emission.



Coming years engagements

- The realization of concrete projects undertaken recently to replace fossil energy from the energy mix _ Tredi & Novawood investments, in operation respectively before end of 2020 et 2022_ as well as energy efficiency measures on several sites will significantly reduce the footprint of Seqens’ activities in absolute value despite the growth in activity.
- The progressive decorrelation of production and GHG emissions will therefore significantly accentuated.
- Aiming a total exit of coal on La Madeleine site in the 5 coming years, we are already working on the next equally structuring step with the Novasteam project . As part of the Seqens group’s objective, Novacarb aims to reduce CO2 emissions related to fossil energy production by 85%.
- The Seqens group, with the support of its shareholders, is more than ever engaged in this essential approach for the sustainable maintenance of its efficient, innovative and job-creating activities in our territories.

SEQENS

ENVIRONMENTAL CHALLENGE

C7: Master process safety and product transportation



SDG 3

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

SDG 6

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

As already mentioned previously, Process safety risks management is a priority of Seqens under the supervision of our ESH organization.

Based on its returns of experience and on regulatory and international standards recommendations as well as assessments performed by external experts on the previous years, each site, in according with ESH Seqens direction defined and monitor clear action plan to reduce process safety and environmental risks.

Some activities and results among a numerous ones performed in 2019:

For process safety risks

All our sites have a mapping of its process risks. For high potential risks, preventive action plans have been performed on each site to mitigate them.

To support the sites, several corporate actions have been performed, as among others:

- Designation and training of process safety correspondents (6 days) – 25 peoples;
- Development and release of a set of tools for the process engineers (chemical and physical properties, consequences assessment, sizing of PSV and RD);
- Guidelines for the storage of reactive chemicals and safety review following the LUBRIZOL accident;
- PHA program deployment;
- Improvement projects for Grignard synthesis;
- Process safety programs (Yangzi,...) ;
- Explosion protection investment at Bangpoo;
- Fire protection of the solvents tank farm at Lahr _ Germany

For safe transportation:

As a standard process, Seqens audited its transport suppliers and get some randomized controls at our own loading stations. These actions have to be reinforced and will integrate the global action plan in construction aiming responsible supplies.

Coming years engagements

- Maintain and improve the level of process safety with no significant impacting event ;
- Treat main insurance company recommendations;
- Perform action plans coming from Process Hazard Analysis

SEQENS

ENVIRONMENTAL CHALLENGE

C8: Reinforce sustainable sourcing and preserve natural resources



SDG 12

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

As a global player in chemical and pharmaceutical industry , Seqens has always been concerned by this objective and works mainly on 3 topics:

- Efficiency of our intensive energies activities
- Reduction of raw materials and packaging consumption
- Control and reduction of water consumption

Some activities and results among a numerous ones performed in 2019:

Efficiency of our intensive energies activities:

More than 80% of our energies consumption is coming from 2 main production plants of Seqens, Novacarb et Novapex. These two plants already performed some huge improvements and carry on to be committed to still improve their energy performance through some specific improvements in accordance to ISO 50001, as losses reduction (thermal insulations & recycling) or heaters & coolers efficiency. Others sites as Yangzi, Roussillon, Lahr, Couterne, also performed significant improvements in this field.

Reduction of raw materials and packaging consumption.

Each entity monitors specific consumption of all its raw materials and has, according to their own processes specificities, an action plan to reduce these consumptions, focusing, among several, on process improvements, waste generation or internal recycling reduction.



C8: Reinforce sustainable sourcing and preserve natural resources

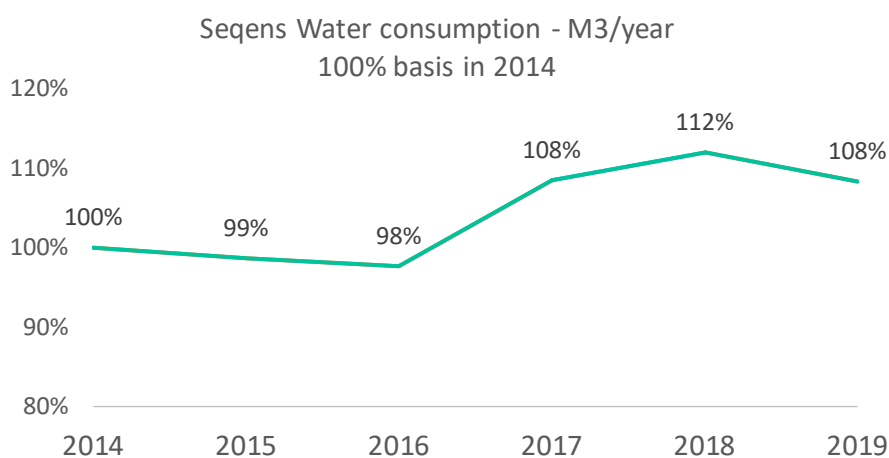


SDG 12

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

Control and reduction of water consumption.

Water is, as energy, one of the most important resources for any chemical process and Seqens put on this resources all the necessary attention to avoid any waste and non optimized utilization.



After the impact of the new big acquisitions, in 2017 and 2018, in addition to some production increases in Seqens historical perimeter, we observed a positive trend due to small consumption reduction performed on several sites among the lowest contributors. This result is a direct consequence of a mapping of water consumption and its better monitoring on each site. (Reduction of consumption, reduction of losses...).

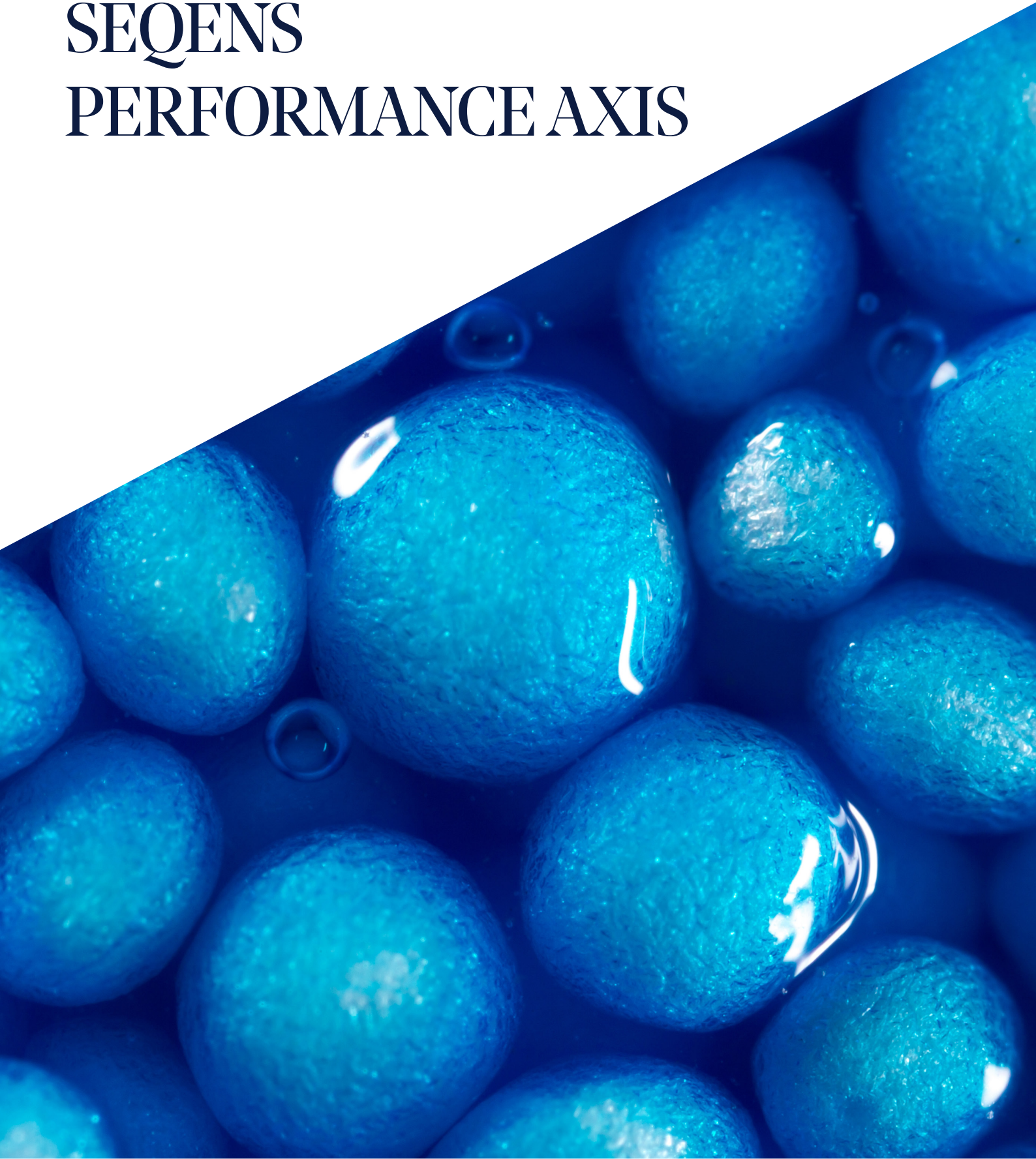
Water consumption reduction keeps an issue for the coming years, within the context of climate change.

Coming years engagements

- Master water consumption and pursue continuous improvement plan
- All sites manage a water consumption reduction plan starting with a water mass balance

Section 5

SEQENS
PERFORMANCE AXIS



SEQENS

SUSTAINABLE BUSINESS

Seqens Sustainable Business passes necessarily through best practices implementation

In terms of our economic performance, our first priority is a complete and long-term customer satisfaction through a reliable, high-quality product offering with no risk to consumers. In order to maintain our Group's competitiveness, we have made a number of essential commitments, including:

- Guaranteeing compliance with regulatory requirements, quality standards and current Good Manufacturing Practices;
- Behaving ethically within our businesses in accordance with our code of conduct, our management book and responsible purchasing practices;
- Fostering and deploying our innovations through: technological benchmark, good connection to R&D ecosystems, innovation process (INOVA) and tools implementation for project management, internal transversal team work, communication and rewards... within an administrative, financing and legal environment;
- Seeking out operational excellence by continuously improving efficiencies through implementation of: rigorous management system, good practices and tools in technical processes including problem solving and improvement projects, robust people competencies development system

SEQENS

Performance commitment

C9. Be recognized for our strong customer focus and our respect of regulation and quality standards

C10. Be a compliant, ethical and trustworthy business partner, all along our supply chain

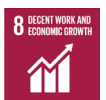
C11. Foster and deploy sustainable innovations

C12. Generate significant and sustainable value through operational excellence



Sustainable Development Goals

SDG 8: Decent Work and Economic Growth



SDG 9: Industry, Innovation, and Infrastructure



SDG 16: Peace and Justice Strong Institutions



SEQENS

SUSTAINABLE BUSINESS

C9: Be recognized for our strong customer focus and our respect of regulation and quality standards

Seqens is convinced customers satisfaction passes necessarily through the following activities:

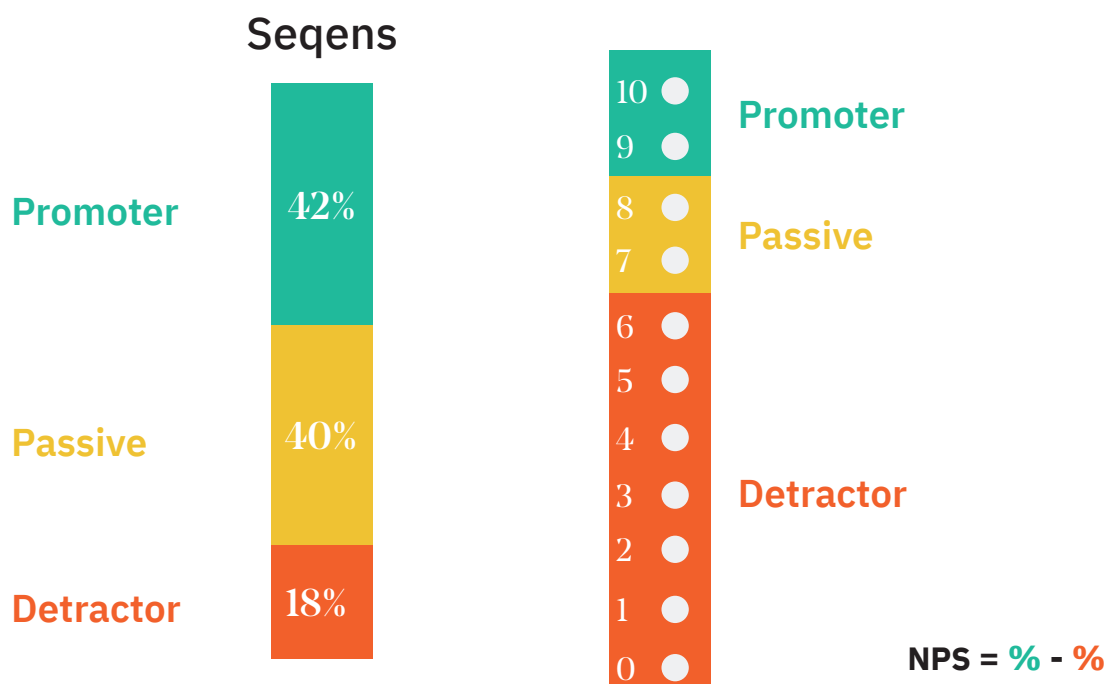
- Manage activities through a comprehensive Quality Management System (QMS) in compliance with international standards (cGMP / ISO) and applicable regulations and guidelines;
- Meet all their expectations;
- Perform operations in a manner which ensures product quality and safety;
- Continuously improve reliability and efficiency of operations;
- Develop qualification, skills, behaviors and effectiveness of our personnel through training programs designed to develop individual potential of each person.

Most of our operational entities have implemented an effective management system and are so far certified regarding relevant standards as ISO 9001 , ISO 14001, ISO 18001, ISO 50001, cGMP, HACCP, COSMOS, ... securing in part, the respect of our 9th commitment.

Some activities and results among a numerous ones performed in 2019:

- All audits performed with success.
- A global customer survey have been completed on Q3 2019 targeting the new brand “Seqens” and 6 following topics: Product, Service, Relationship, Reactivity, Technical support and reliability of Deliveries. The results obtained demonstrate :
- Seqens brand is known by 96% of the respondents, and 2/3 like it;
- The Net Promoter Score (NPS) is equal to 26%, a little bit low for Seqens market with 42% of promoters (10-9), 40% of passives (8-7) and 18% of detractors(6-1).

Note: 30% of respondents gave an “8” (“passive respondent”) , which is close to “Promoter”.



SEQENS SUSTAINABLE BUSINESS

C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



SDG 8

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms

SDG 16

16.5 Substantially reduce corruption and bribery in all their forms

Very concerned to be a recognized partner for its ethics and compliance practices, throughout its business, Seqens created 3 years ago a compliance committee to supervise activities of our Compliance Department. Its goals aim to go beyond our corporate culture to lay the framework for a clear, shared code of ethics reflecting the company's policies and cohesion when it comes to ethics, which plays a determining role in the success of our business and our people. Within the frame, several initiatives, among plenty of them, have been performed such as:

- Edition and implementation of Its Management Book with Golden Rules
- Edition and implementation of its "Guidance and Good Practices" relative to Competition & Corruption (DO and DO NOT)
- Edition and implementation of its "Code of Conducts" for all Seqens collaborators and Partners
- Realization and analysis of Its "risks map"

Some key actions have been carried in 2019:

- Update of Seqens Management Book with Golden Rules (September 2019 edition).
- Implementation and monitoring of corrective action plans to correct deviations or lack of evidence relative to Golden rules application.
- Revision of Seqens risks mapping to avoid or, at least, mitigate potential impacts, which could jeopardize Seqens performance and durability.
- For each risk identified in Group matrix, we have identified the concerned CSR priorities
- to ensure that the action plan to be defined will include such angles in its design.

Seqens CSR priorities
<ul style="list-style-type: none"> • Climate change • Health and safety • Responsible procurement • Site safety and accident prevention • Societal impact • Substances in the air, water and soil
<ul style="list-style-type: none"> • Attractiveness and employability • Fight against corruption • Responsible use and consumption of resources • Working conditions and freedom of association
<ul style="list-style-type: none"> • Equal treatment • Biodiversity

C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



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Compliance team is tackling risk matrix through four modules

<i>Societal</i>	<i>Environment</i>	<i>Business Conduct</i>	<i>Assets protection</i>
<ul style="list-style-type: none"> • Respect for individuals: illegal work and equal treatment; • Health - Safety: risk of occupational accidents; Asbestos exposure and compliance with ICPE standards 	Use and control of polluting and hazardous substances; Quality: compliance with quality rules; product Compliance, compliance with the recommendations of the authorities	<ul style="list-style-type: none"> • Corruption ; • Competition; • Embargo; • Subcontractor and suppliers: compliance with CSR standards and risk of laundering 	<ul style="list-style-type: none"> • Intellectual property ; • Personal data ; • Strategic information; • Risk of insider trading



2020 engagements

- Follow-up action plan securing Seqens golden rules application
- Finalize the identification of all the actions to be performed, if not yet, to mitigate Seqens risks.
- Re-assess Seqens risks with new insurer and mitigate them as much as possible.

C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



SDG 8

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In addition to the mapping of the risks, Seqens need to get a compliance system to prevent and detect violation

Preventing violation

This charter and the codes of conduct and other policies have been approved by Seqens' Executive Committee.

Every manager should display exemplary conduct in terms of complying with basic ethical principles and promoting the rules of compliance among their staff, ensuring that employees understand these principles.

Every manager is responsible for identifying risks and liaise with the Compliance Department in order to define mitigating action plan.

Any employee who believes in good faith that a law, regulation or principle laid out in the Seqens compliance program has been or could be violated must report it to his or her supervisor or to the Seqens' Compliance department.

Seqens will protect the employee's anonymity and keep the information confidential. No employee may be penalized or discriminated against for having reported an infraction, as long as the report was made in good faith and without malicious intent, even if the facts reported prove to be inaccurate or no further action is taken.

Detecting violation

Any employee may freely use the email address codeofconduct@Seqens.com to ask questions or report suspicious behavior.

Any employee may also directly contact his or her manager, the compliance department, the internal audit department or the human resources department.

Every Seqens employee is required to uphold the highest standards when it comes to respecting the ethical principles laid out in this charter.

Every employee must:

- Read and understand the information provided in this charter and the associated codes and policies
- Attend and participate in the training provided to help you better understand risks and suspicious situations
- Make use of the whistleblowing system in the event of suspicious behavior
- Contact his or her supervisor or the Compliance department, or the Internal Audit department or the Human Resources department, if he or she has any questions concerning the Seqens compliance program.

C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



SDG 8

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SDG 16

16.5 Substantially reduce corruption and bribery in all their forms

Earning our partners' trust to create lasting relationships requires not only complying with regulation on free competition but also prevention of all forms of corruption and interest conflicts.

Preventing all forms of corruption and conflicts of interest

Seqens does not tolerate any form of corruption and vigorously condemns any payment or practice that violates international and national anticorruption laws, in any country where the company operates. Any person who violates these laws on behalf of Seqens exposes the company and its management to serious penalties and risks as an individual to significant criminal penalties, including imprisonment. Knowing that any employee may be confronted with situations in which his or her personal interests could conflict with those of the company, Seqens encourages its employees to be aware of situations in which the objectivity of their professional decisions could be compromised.

Seqens provides all of its employees and partners with a code of conduct describing risky situations and rules to follow when faced with particular situations.

Complying with regulations on free competition

Seqens ensures compliance with laws and rules on free competition. Any practice that distorts competition and particularly the exchange of any sensitive information (price, volumes, strategic plan) with a competitor is prohibited, as is any pricing agreement with one or more competitors on a small or large scale.

We select our suppliers based on objective criteria such as quality, reliability, price competitiveness and behavior.

Complying with rules on free competition is in everyone's interest in order to promote and encourage innovation, ensure the quality and integrity of the products we manufacture and build a relationship of trust with our customers, suppliers and partners.

Any violation of these regulations exposes Seqens as well as its employees and representatives to serious penalties, including imprisonment.



C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



SDG 8

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SDG 16

16.5 Substantially reduce corruption and bribery in all their forms

Earning our partners' trust to create lasting relationships requires also rules on donations and sponsorship, securing the financial process to avoid any money laundering and being able to apply embargo.

Sponsorships and donations

A sponsorship is the company's support of a person, organization, or charitable activity for business purposes.

Eligible sponsorships must meet the criteria approved by the compliance department and the Executive Committee.

Donations made in accordance with laws and regulations are authorized and as defined by the Executive Committee.

However, as a politically neutral company, Seqens strictly prohibits any donation of a political nature with the primary goal of disseminating political or religious information or ideas.

Seqens has developed a donations policy with which all employees must comply.

Money laundering and embargo

Money laundering is a process that aims to disguise the origin of funds acquired by the perpetrator of a felony or misdemeanor (drug trafficking, terrorism, etc.).

Seqens condemns any direct or indirect involvement in money laundering activities and ensures the integrity of the service providers with whom the company works.

Seqens requires its employees to pay attention to how payments are made in order to identify any irregularities or suspicious behavior by a partner.

Seqens agrees to comply with local, national, and international laws and regulations and any similar provisions establishing embargoes or other restrictions on the sale of goods or services.

Any employee involved in a business activity must comply with this procedure and, where necessary, check with the Compliance Department to ensure that he or she fully understands it.

Any violation of this rule could result in serious penalties for Seqens and the individuals concerned.



C10: Be a compliant, ethical and trustworthy business partner all along our responsible supply chain



SDG 8

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SDG 16

16.5 Substantially reduce corruption and bribery in all their forms

As Seqens protects company assets to secure its economic performance, Seqens is also committed to protect personal data of its employees.

Protecting personal information, a good practice respecting values and people

Seqens pays particular attention to protecting the personal information of its employees and partners in accordance with national and international regulations.

Personal information may only be collected for legitimate purposes and may only be used for the purposes for which it was originally collected and by individuals whose positions and responsibilities absolutely require it.

Any individual whose personal information is handled in a file has the right to have a say on how said information is handled.



SEQENS

SUSTAINABLE BUSINESS

CI1: Foster and deploy sustainable innovations

SDG 9

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending



Seqens Foster and deploy sustainable innovations with several initiatives related to “Green Chemistry”

Seqens is very engaged in process improvements to reduce their environmental impacts reducing energy consumption, developing circular economy, performing process intensification and innovating through clear, green and sustainable chemistry.

Seqens produces and sells products used in environmental protection, among them :

- Ferric chloride used in sewage treatment plants, for suspended matters. Ferric chloride replaces aluminum-based controversial products (assumed to be harmful). Ferric chloride account for roughly 20% of Novacid Business unit production in tons.
- Sodium Bicarbonate enters into the composition of environmental protection products: water treatment, fume treatment, waste treatment, manufacture of “Green types”, detergency. These materials account more than 30% of the minerals activity portfolio.

Some activities and results among a numerous ones performed in 2019:

Seqens is committed to reduce its energy consumptions by enhancing its energy efficiency:

- Novapex , Novacarb, Uetikon, certified against ISO 50 001 standards in addition to some new comers are performing Energy effectiveness plan.
- Seqens owns several co-generation units fueled by natural gas (Novacogé and Osiris)

Seqens is engaged in circular economy:

- Many projects have been performed within the concept of circular energy:
- Yangzy salted waste water (12kt/year) revalorized to NaOH production
- Novapex produces DIPE from its by-product Acetone for Novacyl Consumption
- Novabay new plant launched in 2017 capture CO2
- Waste or solvents as combustive incineration generating vapor (UET/YAN...)
- Waste or by-products as raw materials for other process (IPAC, Salty ...)
- CO2 atmospheric capitation to feed Novabay unit
- Many energy recycling & water closed loop to avoid natural resources consumption.
- Use of consumed N2 as cryogenic source to collect COV and significantly reduce COV emissions
- Used Solvants regeneration processes of Chemoxy (around 5-10kt/year)

C11: Foster and deploy sustainable innovations

SDG 9

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending



Protéus, a Seqens Group subsidiary specialized in biotechnologies, develops bio-catalysis solutions as an alternative metallo-catalysis.

This entity is a leading biotechnology company in the field of industrial proteins. Its activities are at the heart of the current growth of biotechnologies, which consist of developing enzymes or proteins tailored for the production of products, particularly in the life sciences, chemistry and agri-food sectors. It thus makes it possible to increase the competitiveness of industrial processes through:

- Clear, green and sustainable chemistry
- Flow-chemistry (process intensification applied to pharmaceutical industry)

Seqens produces and develops vegetal-based cosmetic ingredients through its subsidiary Id Bio.

The Group is committed to develop bio sourced ingredients for the cosmetic sector to meet an increasing demand. Indeed, major cosmetic actors are eager to find suppliers who offer bio sourced materials.

The Group has an innovation corporate coordination whose a part of its mission is to develop bio-sourced solution.

At the time of this report, in Seqens pipeline, several new projects are aiming to develop bio-sourced alternatives to large scale petrol based products for cosmetic, lubricant and solvent applications.

Some “green” solutions among others developed by Seqens in 2019:

- Proteus develops and launches on the market an easy-to use enzyme kits for to accelerate screening of enzymes for molecules synthesis transformations by facilitating rapid assessment.
- In collaboration with Seqens Advanced Specialties Business Unit, Proteus develop Green Estolides, a solvent-free and biodegradable process used as lubricants, plasticizers, emulsifiers or moisturizers.
- Advanced Specialties BU develops and produces biodegradable Over Based Calcium Sulfonate (OBCS) -based grease without labeling.
- Chemoxy develops a new ChemoxyCare®8 process, a highly efficient catalytic process, with a single solvent that could be recycled with an insignificant and innocuous waste, which gave high yields and extremely high quality coupled with a distillation procedure on Custom Specialties distillation columns.

SEQENS & FRENCH ACADEMY OF SCIENCES COLLABORATION

Seqens is an active member of the French Academy of Sciences through its participation to the scientific committee.

As for several years, Seqens prize rewards an innovation, a breakthrough or a new approach in the field of small synthetic molecules with therapeutic value. This Prize addresses to a scientist working in a French laboratory, public or private.

This year, Sébastien Lecommandoux, Director of the Laboratory of Chemistry of Organic Polymers LCPO and professor at the National School of Chemistry, Biology and Physics of Bordeaux INP, receives the Seqens Prize for his research on therapeutic polymers.



SEQENS SUSTAINABLE BUSINESS

C12: Generate significant and sustainable value through operational Excellence



SDG 9

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

In accordance to Seqens strategy , a clear roadmap to achieve the Operational Excellence is implemented relying on a 3 steps:

1. Embed OP EX principles to secure foundations :

- Top management with visible commitments
- Op EX organization and Governance (defined Op EX leaders/ reviews & Committees):
- Implementation of basics: processes standards, 5S, Visual Management, KPIs, Performance management routines including problem solving and team works.

2. Identify and update Op.Ex. program by entities

- Gap analysis versus Benchmark / processes assessments versus OpEx Principles
- Improvement Project pipe management (Kaizen/ DMAIC/ Investments/ Innovation...)
- People model development with trainings on Operational Excellence including Lean Six Sigma methods and tools (sponsors, project leaders as Black Belts, Green Belts, Yellow Belts...)

3. Accelerate our OPEX culture integration launching programs as:

- Process Effectiveness
- Process Stability
- Right first time at conception / DFSS/ Quality by design
- Total productive Manufacturing
- Excellence in Supply chain

These 3 steps have to be implemented on the basis of the following 3M approach:

**The 3 “M”omenta of Seqens
Operational Excellence**

1. Optimization of organization and process Management aiming efficiency in all activities.

2. Recognized Methods to accelerate performance improvements of physical assets and manufacturing operations minimizing losses and increasing value

3. Development of people Mindset and behaviors, individually and Collectively to reach an enterprise culture of Excellence



Note: A process recognition has been leveraging our people commitment since 2014.

C12: Generate significant and sustainable value through operational Excellence

CSR-SD trophies are organized every year to promote good CSR initiatives
A good practice for sharing sustainable development initiatives & strengthen employees' sense of belonging.

In September 2019 occurred the sixth edition of Seqens Sustainable Development trophies ceremony in presence of all executive managers of the group.

This event aims at awarding teams of relevant projects regarding their sustainability impacts:
Projects are eligible in 5 categories: Safety, Social & Societal, Environment, Innovation and Economic.

In line with the trend of the previous years, 40 projects were submitted in 2019, involving more than 20% of collaborators This regular participation and the amount of savings consolidated through all these projects demonstrate the involvement of Seqens employees and their alignment with Seqens values.

The jury, chaired by Sophie Flak_Eurazeo, President of Seqens CSR Committee selects the best projects on criteria relied on the 12 SD-CSR commitments of Seqens but also on other criteria relied on quality & method of management of the project, its ability to be transposed somewhere else, a employees participation.

This year the winners were:

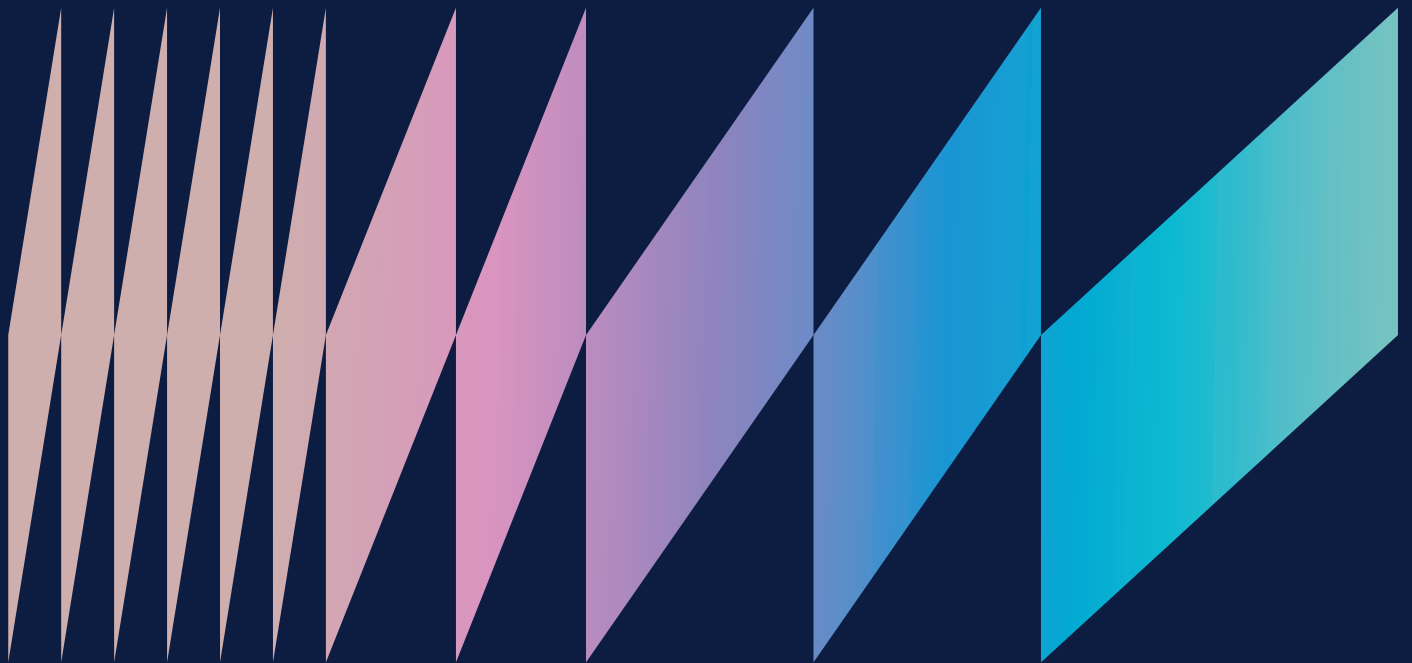
- Social : Corporate – “Seqens’ Philanthropy action plan”
- Safety: Mineral Specialties – “Strengthening safety culture of the Madeleine plant”
- Innovation: Advances specialties – “Continuous flow synthesis of DNPI”
- Environmental: Essential Drug Substances – “Salty circular economy”
- Performance: CDMO – “Optimization of the Methimazole process” ex aequo with CDMO – “TAZA Project – How to improve by 50% the reaction yield”

A sixth award, the Public's choice Award, has been presented to Advances Specialties with its project “KELICO BG- the first biodegradable Ca sulfonate grease”.



For United Nations Global Compact

2019



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