






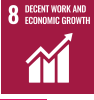







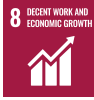





TARGETS BY 2030	2024 (Reference Year) / Target	2025	Progress	SDG's <sup>(1)</sup>
<b>ENVIRONMENT</b>				
<b>Climate change</b>				
Reduce scope 1 & 2 emissions (market-based) by 42% tCO <sub>2</sub> eq	37,638	35,892	11%	   
<b>SOCIAL</b>				
<b>Strengthening employee engagement</b>				
<b>Attracting and retaining talent</b>				
Achieve a Great Place to Work (Trust Index) satisfaction rate <sup>(3)</sup>	> 75%	n.a (2024 : 75%)	100%	 
<b>Fulfilling work environment</b>				
Achieve gender equality (between 40% and 60%) for the executive and management category (grading F)	> 40%	26%	65%	  
<b>Health and safety at work</b>				
Achieve a workplace accident frequency rate	< 4	7.27	-45%	
<b>Development of innovative products and services</b>				
Maintain a ratio of biology RDL <sup>(2)</sup> expenses/total RDL	> 30%	33.5%	100%	 
Maintain a ratio of RDL expenditures/total Group revenue	> 6%	8.7%	100%	 
Revenue of petfood range in 2035	> 200 millions €	149.9	75%	
<b>Consumer and end-user safety</b>				
<b>Provision of Right First Time products</b>				
Limit the number of batch recalls to a ratio < 0.5 per 1,000 batches marketed	< 0.5 per 1,000	0.18‰	100%	 
Limit the complaints to a ratio of less than 10 per million units marketed	< 10 per million units	5.6	100%	
<b>Controls during the product life cycle</b>				
Limit the non-compliance with regulations and voluntary codes to a ratio < 1 for 1,000 batches marketed	< 1 for 1,000	0.35‰	100%	
Limit the labeling non-conformities < 1 for 1 000 product references	< 1 for 1,000	0.79‰	100%	
<b>GOVERNANCE</b>				
<b>Business ethics</b>				
Achieve a GPTW score on ethics in business conduct <sup>(3)</sup>	> 80%	n.a (2024 : 85%)	100%	   

(1) Sustainability development goals.

(2) Vaccines, immunological and bio-pharmaceutical products.

(3) Great Place to Work survey conducted every three years.