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**This report is also available online**

[www.prayon.com/en/sustainability/](http://www.prayon.com/en/sustainability/)

The scope of this report is consistent with that of the annual financial report including the sites at Flémalle, Engis, and Puurs in Belgium; Les Roches de Condrieu in France; Bex in Switzerland; Augusta, Herrin and Sesser in the United States; and Jorf Lasfar in Morocco.

Thanks to all those who have contributed in any way to its creation.

Publication date: April 2026

## Introduction

Dear Readers,

This new Sustainability Report confirms our sustainability trajectory, marked by a proactive approach and major investments.

We have anticipated the requirements of the European CSRD directive by publishing a double materiality matrix, expected by 2028, which allows us to visualize the link between the impact of our priority actions and the importance of the associated financial stakes.

Once again this year, the results are tangible.

In terms of safety, the frequency rate of accidents with lost time decreased by 30% in one year for our employees, temporary workers and contractors. Regarding the circular economy, nearly one third of our raw materials come from secondary sources. Over two years, we have reduced our direct CO<sub>2</sub> emissions per tonne produced by 11%, in line with our low-carbon objectives.

Our projects have been recognized by numerous authorities who visited us throughout the year, including H.R.H. Princess Astrid, guest of honor at the inauguration of our new SHMP production unit in Engis, which operates with a closed water loop system.

In the current economic context, marked by uncertainty and strong competition, it is essential that our current and future customers integrate the cost of this sustainability into their supplier choices and fully recognize the value of our efforts. It is equally important that public authorities enable us to continue our projects at a sustainable pace. These are two key conditions for continuing to exist as a global player committed to sustainable production and strong local roots.

Enjoy your reading,

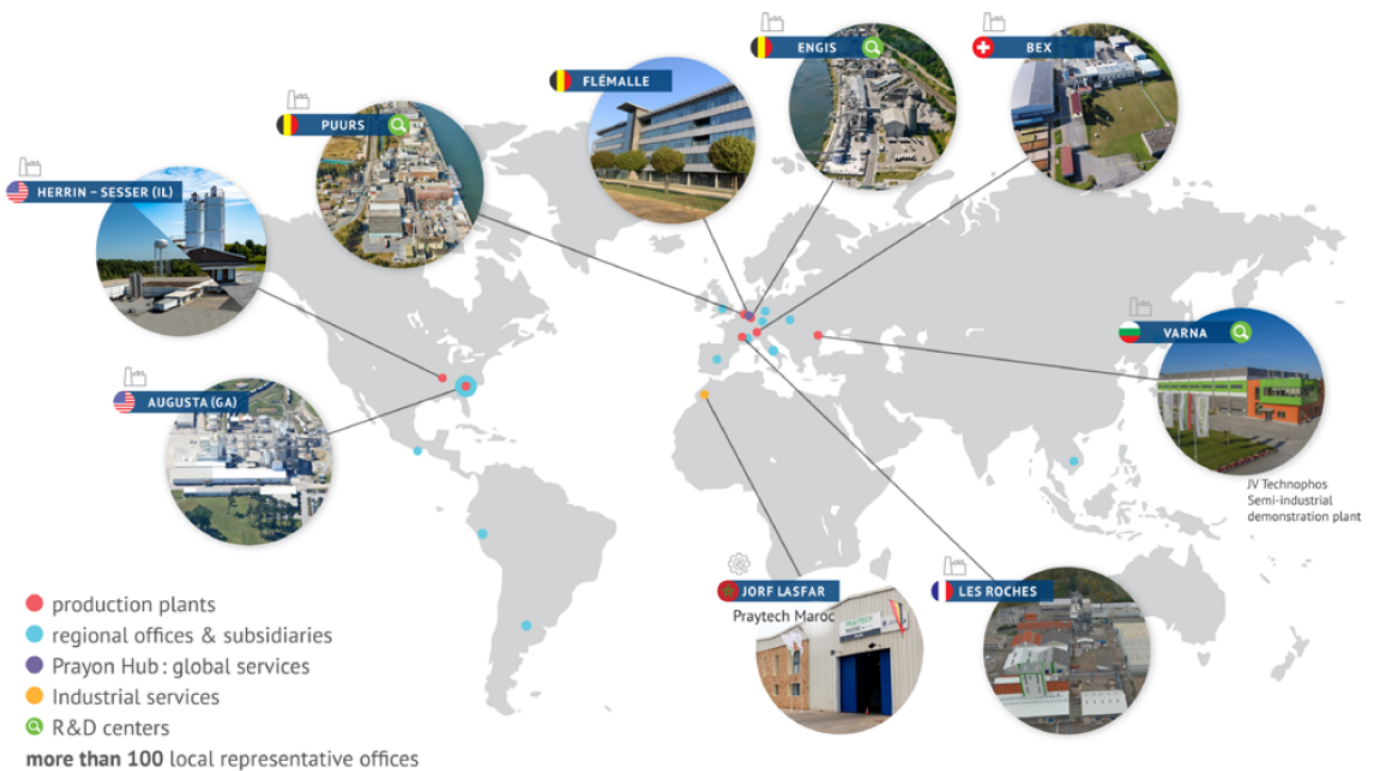
**Geoffrey Close, CEO**

**Olivier Vanderijst, Chairman of the Board of Directors**

**The Prayon Group**

The Prayon Group is a global leader in phosphorus chemistry. Its Corporate teams are based in Belgium (Flémalle), and the Group operates production sites in Belgium (Engis and Puurs), France (Les Roches de Condrieu), the United States (Prayon Inc., which includes the Augusta, Herrin and Sesser sites), and Switzerland (Bex). It also has research centers in Belgium (Engis and Puurs) and Bulgaria (Varna). The Group also includes Praytech Morocco, a company specialized in maintenance services, based in Jorf Lasfar.

**Global presence**



## Key figures for 2025



Total global employment

**1.500**  
JOBS



Group revenue

**1**  
BILLION EUROS



Research & Development

**12**

MILLION EUROS  
IN 2025

**3 R&D CENTERS**  
Engis & Puurs (Belgium)  
Varna (Technophos Bulgaria)



Breakdown of current investments  
in 2025

**48%**  
QSE

**52%**  
New developments  
and renewal

## Our Mission: Enriching Daily Life Through Phosphorus Chemistry

Phosphorus chemistry is essential to all of us and helps improve our daily lives. That is why, at Prayon, we have a genuine passion for what we do.

Our innovative products play an important role in many applications, ranging from food and beverages to toothpaste, electronic chips, construction materials, water purification, and dietary supplements.

Our phosphate solutions are at the heart of precision agriculture, helping to ensure food security for a growing global population.

Our equipment, combined with robust technologies, provides the best solutions for phosphate producers.

By creating innovative solutions that improve agricultural yields, preserve food more effectively, and save energy, Prayon contributes to the achievement of the United Nations Sustainable Development Goals (SDGs).



## Our Vision: Our Technology Makes the Difference

With a committed, diverse and talented team, we aim to:

- Provide creative solutions to our partners
- Offer high value-added products and services
- Design efficient and sustainable processes



## Our CSR Approach

Aware of its impact on people and the environment, Corporate Social Responsibility (CSR) is a key element of the Prayon Group's strategy.

Our CSR approach is rooted in the values of our company, structured around 14 pillars, and contributes to the Sustainable Development Goals of the United Nations.

Alongside this voluntary annual CSR report, we are also working towards implementing the European Corporate Sustainability Reporting Directive (CSRD), which will apply to us in 2028.



## Our Values

Our values define our daily actions. Because we want to win together, we think big, aim high, push boundaries, and deliver on our promises to our customers.

**We Aim Far**



- We build trusted relationships with our people and our partners
- We undertake for long term value creation for our entire ecosystem
- We focus on our mission and vision

**We Aim High**



- We continuously strive for efficiency, effectiveness and quality
- We innovate to excel
- We approach every hurdle as an opportunity to go the extra mile

**We Aim Together**



- We communicate openly and with kindness
- We interact in a modern, authentic and professional way
- We are inclusive and we foster work-life balance

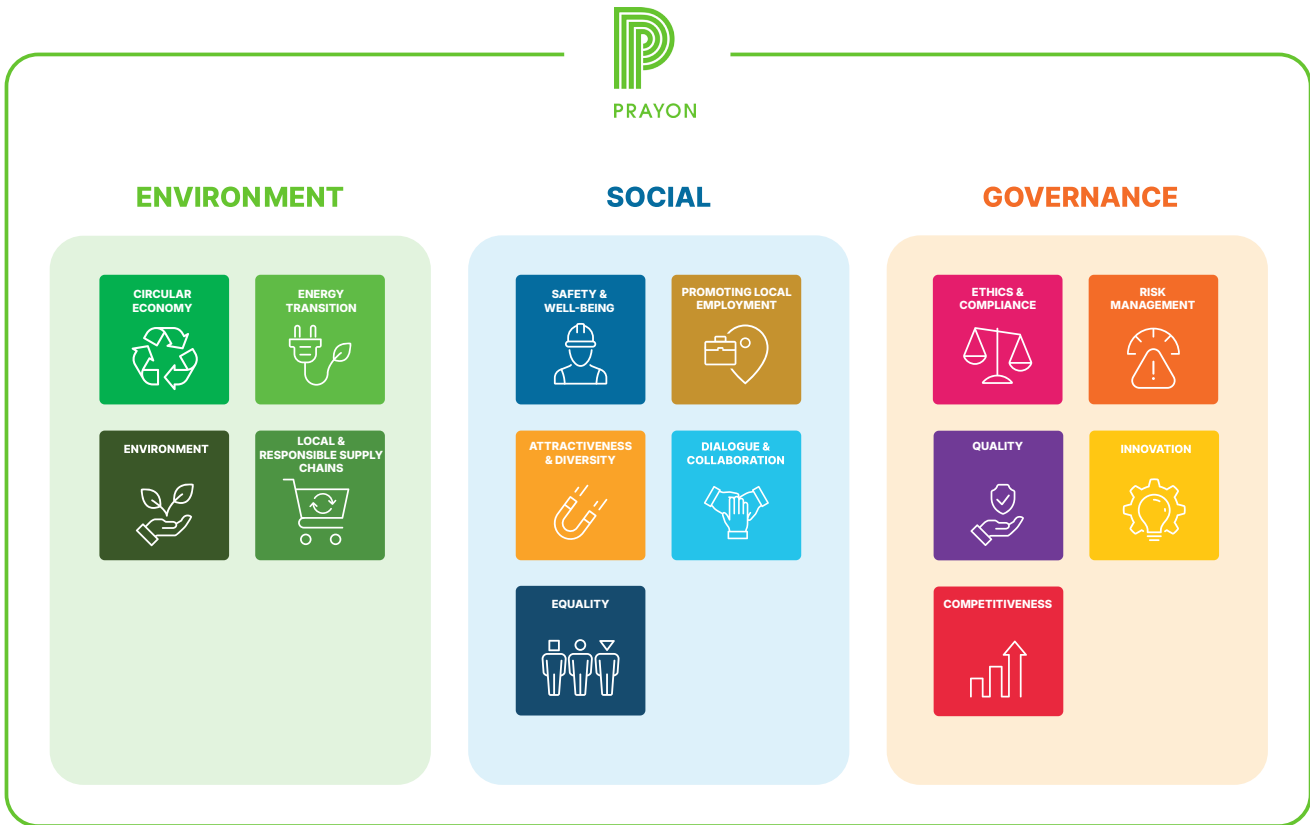
**We Deliver**



- We act as role models and deliver on our promises
- We commit on safety and environmental responsibility
- We recognize people's commitment, successes and progresses

## Our 14 Pillars

We have identified the priority topics that impact our company, our stakeholders and society as a whole. These topics have been translated into 14 ESG pillars (Environment, Social, Governance) that cover all activities of our industrial group.



## Sustainable Development Goals

Through these pillars, the Prayon Group contributes to the achievement of several of the 17 Sustainable Development Goals of the United Nations, adopted to address the global challenges we all face. They provide a roadmap for achieving a better and more sustainable future for all.



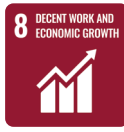
Overview of Our CSR Approach

Each of our values is associated with a set of pillars that detail Prayon's approach. The pillars Circular Economy, Energy Transition, Environment, Safety & Well-being, Risk Management and Competitiveness appear twice, highlighting our key priorities.

Several Sustainable Development Goals (SDGs) are associated with multiple values and pillars, reflecting the reality of our industrial activities and our strategic priorities.



As a company with strong local roots, committed to its environment and deeply engaged in the circular economy, the Prayon Group aims to contribute most significantly to the following three Sustainable Development Goals:



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

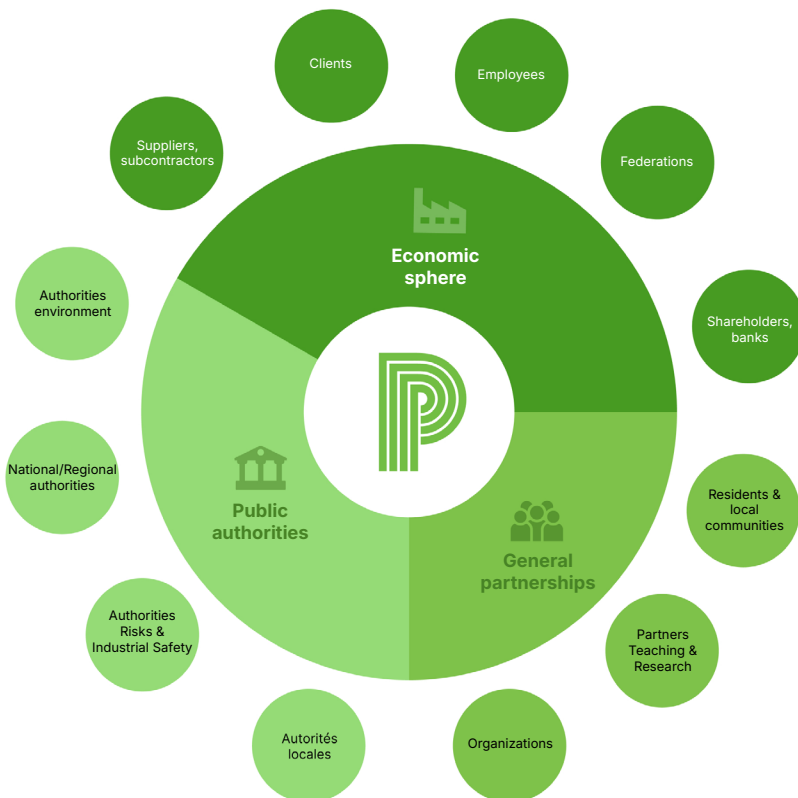


Ensure sustainable consumption and production patterns.

**Our Stakeholders**

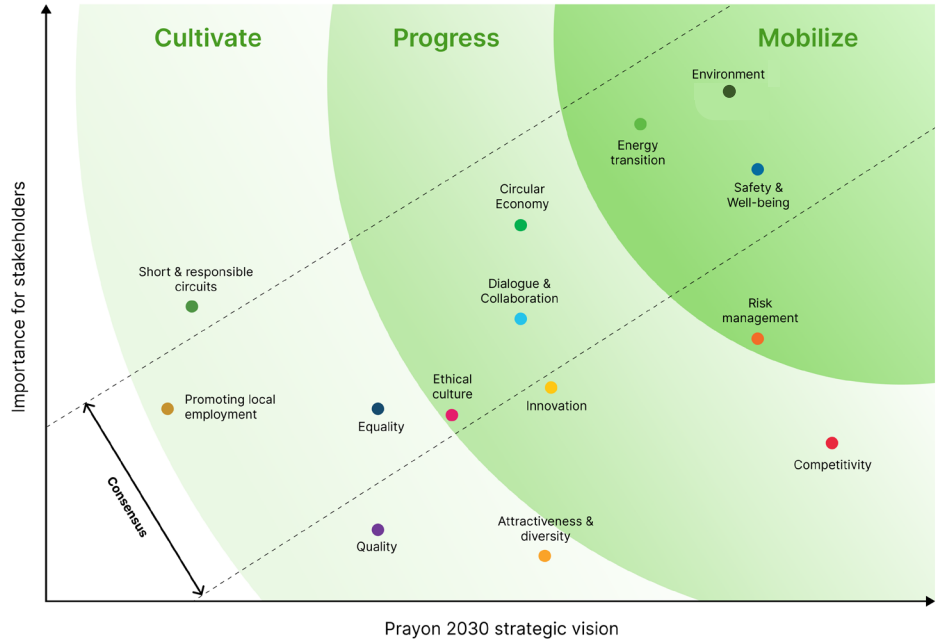
Prayon maintains an open dialogue with its employees, business partners (customers, suppliers, etc.), public authorities, and civil society. Following the launch of its first materiality matrix in 2022, based on extensive stakeholder consultation and the Group's strategic vision, Prayon is publishing its double materiality matrix for the first time this year.

In line with the European CSRD directive, it summarizes the data and visualizes the priorities shared by Prayon and its stakeholders, whom we consulted again to validate our analysis.



**Our Double Materiality Matrix**

The materiality matrix established in 2022 highlighted the alignment between Prayon’s CSR philosophy, its priorities (Environment, Energy Transition and Safety & Well-being), and the expectations of its stakeholders.

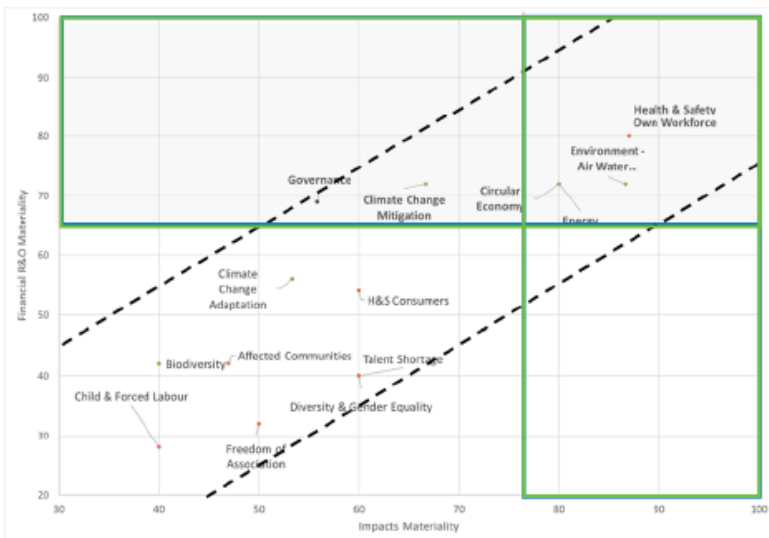


**Cultivate** = appropriate efforts to generate a dynamic of continuous improvement and align with the sector average.

**Progress** = significant efforts aimed at achieving meaningful progress and reaching best practices within the sector.

**Mobilize** = Group priorities aimed at positioning Prayon as a leader in its sector.

This first materiality matrix served as the starting point for developing our double materiality matrix, enabling us to meet the requirements of the CSRD directive.



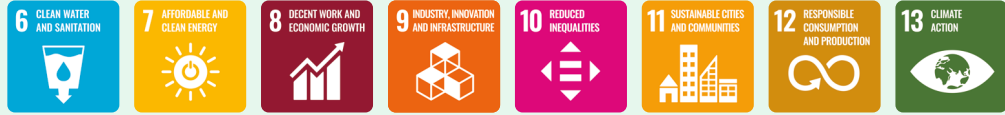
The matrix highlights Prayon’s priority ESG topics: employee safety and health, environment (air, water, soil), circular economy, energy and climate change, and governance, which appear in the blue quadrants and are classified as material for Prayon. Biodiversity is not considered material in the matrix because the Group’s actions focus on Environment in a broader sense, which indirectly benefits fauna and flora.

This matrix has been validated by Deloitte, our statutory auditor, which confirmed limited assurance regarding compliance with the CSRD directive requirements.



# Circular Economy

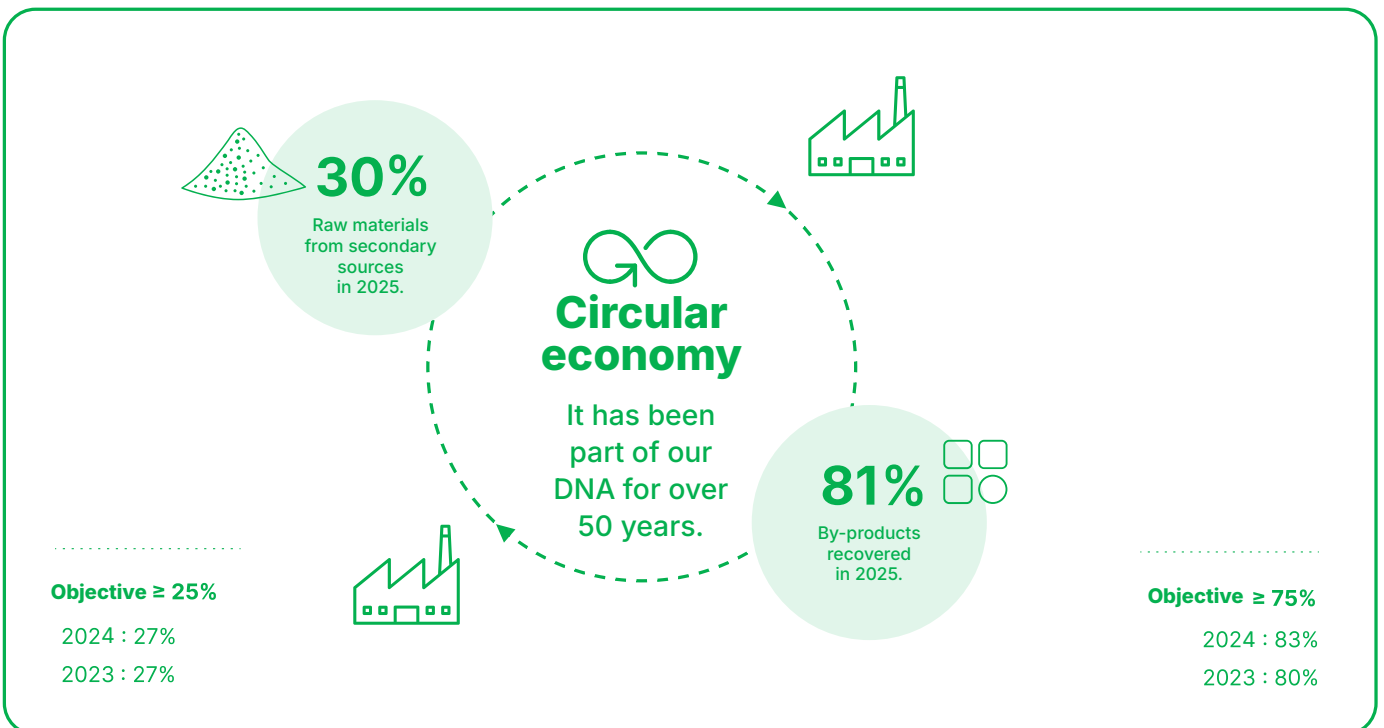
Contribution of this pillar to the Sustainable Development Goals



A pioneer in the circular economy, the Prayon Group continuously strives to improve the sustainability of its production processes, from raw material sourcing to intra-group circularity and the recovery of by-products generated by its production units.

## Our Key Indicators

- Share of raw material purchases sourced from external by-products.
- Share of by-products generated by Prayon that are recovered internally or externally.





### Our Actions

One of the distinctive features of the Prayon Group is the use of a main raw material to develop dozens of different applications. As a pioneer of the circular economy, we constantly seek to recover by-products upstream, within the Group, and downstream of our sites.

#### • **Upstream:**

- Phosphate resources are limited and must be preserved;
- The liquid sulfur used to produce sulfuric acid is a by-product of oil refineries;
- The smelter sulfuric acid we use is a by-product of a company in the chemical sector;
- The soda we use is a co-product of chlorine producers.

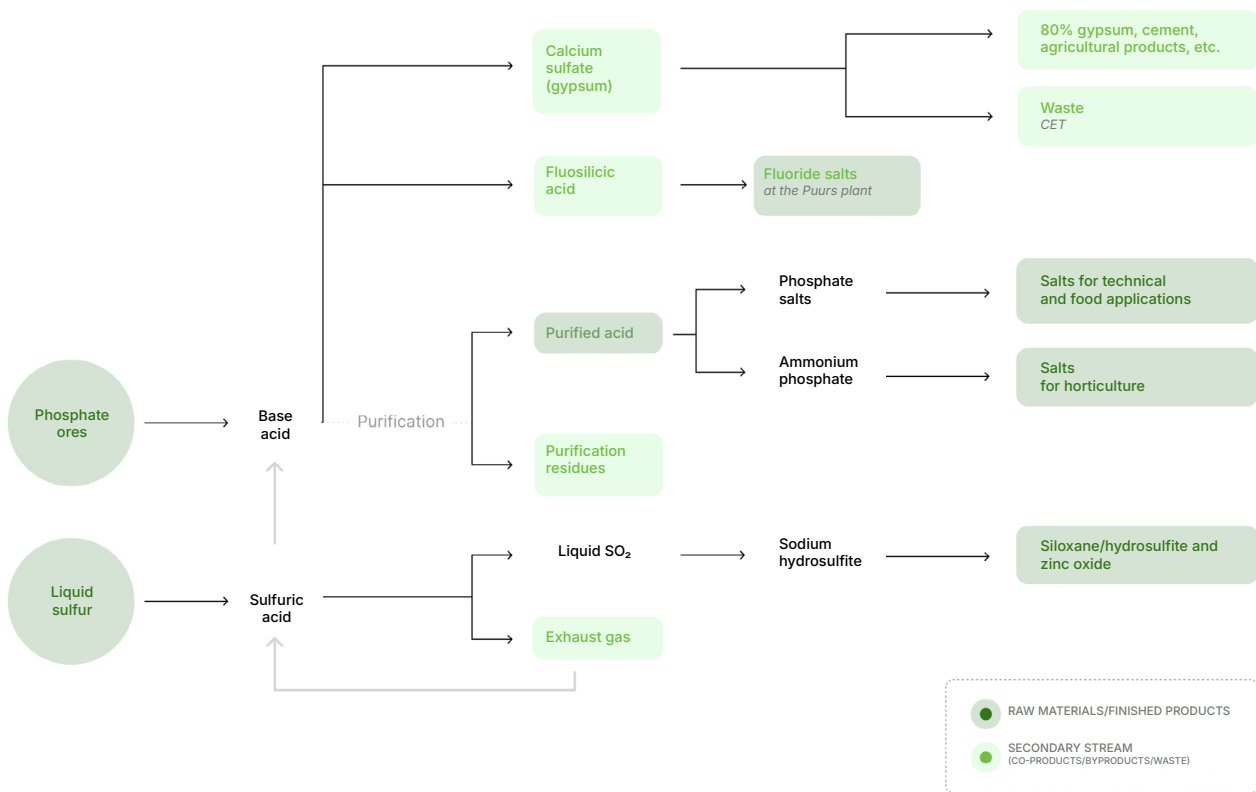
#### • **Downstream:**

- Calcium sulfate (gypsum) is recovered at more than 77%: since 1974, this by-product has been mainly used in the construction sector (plasterboard, cement) by a company located near our Engis site;
- Fluorine present in phosphate rock contributes, in the form of fluorine salts, to the production of toothpaste and water treatment;
- Secondary products are recovered in other sectors; for example in agriculture, creating innovative solutions that improve crop yields;
- The Engis site recycles solid products resulting from water treatment in Puurs (Prayrock) in order to recover fluorine and residual  $P_2O_5$ ;

- The Bex site (Switzerland) has implemented a circular economy partnership with a long-standing customer to reduce consumption during the production of purified acid. The customer buys purified acid to polish and pickle copper parts. At the end of the process, the Bex site recycles the used acid to regenerate pure acid. A similar process is implemented at the Engis site, which collects phosphoric acid used in metal surface treatment from several customers;
  - Regulations limit discharges of water containing phosphorus to below 10 mg/l. At our Les Roches site, the flows leaving each workshop are measured. The solution is treated and recovered to become a valuable nutrient for bacteria in a local wastewater treatment plant, allowing them to save virgin raw materials. This initiative has received support from the local Chamber of Commerce and Industry to find new partners and expand this circular economy practice.
- #### • **Within the Group:**
- Fluosilicic acid is reused internally or sold;
  - Washing water is recovered to retrieve the phosphate it still contains;
  - Off-specification products are recovered in different processes.

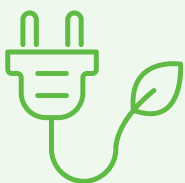


### Illustration of the group's circular practices - Engis site



### Our Achievements in 2025

- The share of raw material purchases sourced from external by-products increased by 10%, reaching 30%. The share of by-products generated by Prayon and recovered internally or externally remained stable at 81%;
- Prayon Inc. has implemented a recycling channel for calcium phosphate co-products from the Herrin and Sesser sites, enabling their recovery through the fertilizer sector;
- Obsolete IT equipment that is no longer used is donated to a socio-professional integration organization supporting low-skilled workers. In 2025, 650 kg of IT equipment were given a second life;
- In 2025, the Engis site continued the cigarette butt collection system introduced in 2024 to recycle them into urban furniture and pocket ashtrays. Recycling 160.41 kg of cigarette butts saved 1.76 MWh of energy, prevented the pollution of 320,820 m<sup>3</sup> of water, and avoided the emission of 369 kg of CO<sub>2</sub>;
- The Les Roches site implemented a recycling system for wooden pallets and wood waste.



# Energy transition

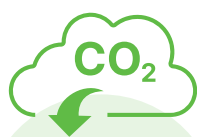
Contribution of this pillar to the Sustainable Development Goals



Mindful of its energy consumption and competitiveness, Prayon aims to improve its energy efficiency, reduce its carbon footprint and secure its supply while complying with regional, European and global climate objectives.

## Our Key Indicator

- CO<sub>2</sub> emissions (scope 1 – direct greenhouse gas emissions, in tonnes).



**-28.3%**

reduction in scope 1  
CO<sub>2</sub> emissions  
over 4 years

**Toward  
a low-carbon future.**

Our commitment: to achieve the  
goals set at the EU level.





Our Actions

Energy has been a strategic concern for Prayon for many years, both for environmental and economic reasons. Prayon is committed to advancing the decarbonization of its processes while maintaining its competitiveness. Numerous investments have been implemented over the years:

- The P<sub>2</sub>O<sub>5</sub> acid production process developed by Prayon emits up to 7 times less CO<sub>2</sub> than certain thermal processes;
- **In Engis**, the “Sulfine” unit installed in 2009 produces steam from sulfur, resulting in a reduction of 80,000 tonnes of CO<sub>2</sub> per year;
- **In Puurs**, the cogeneration unit commissioned in 2020 produces 100% of the site’s electricity needs and feeds the surplus back into the grid, equivalent to the consumption of approximately 10,000 households, enabling a reduction of 11,000 tonnes of CO<sub>2</sub> per year;
- **At Les Roches**, steam is produced by our neighboring facility using a decarbonized process comparable to that of Engis;
- **In Augusta**, furnace capacity has been increased with constant energy consumption by optimizing process parameters;
- 4,000 solar panels are installed **at the Engis and Bex sites** representing an average annual production of 1,060 MWh, equivalent to the annual consumption of nearly 250 households. In Puurs, solar panels were installed at the end of 2025 and will be commissioned in early 2026;

Looking to the future, Prayon defined an Energy Roadmap in 2022 to reduce its consumption and emissions, with the ambition of achieving its decarbonization targets by 2030, in line with the “Fit for 55%” and REPowerEU programs. These commitments will enable us to comply with the Paris

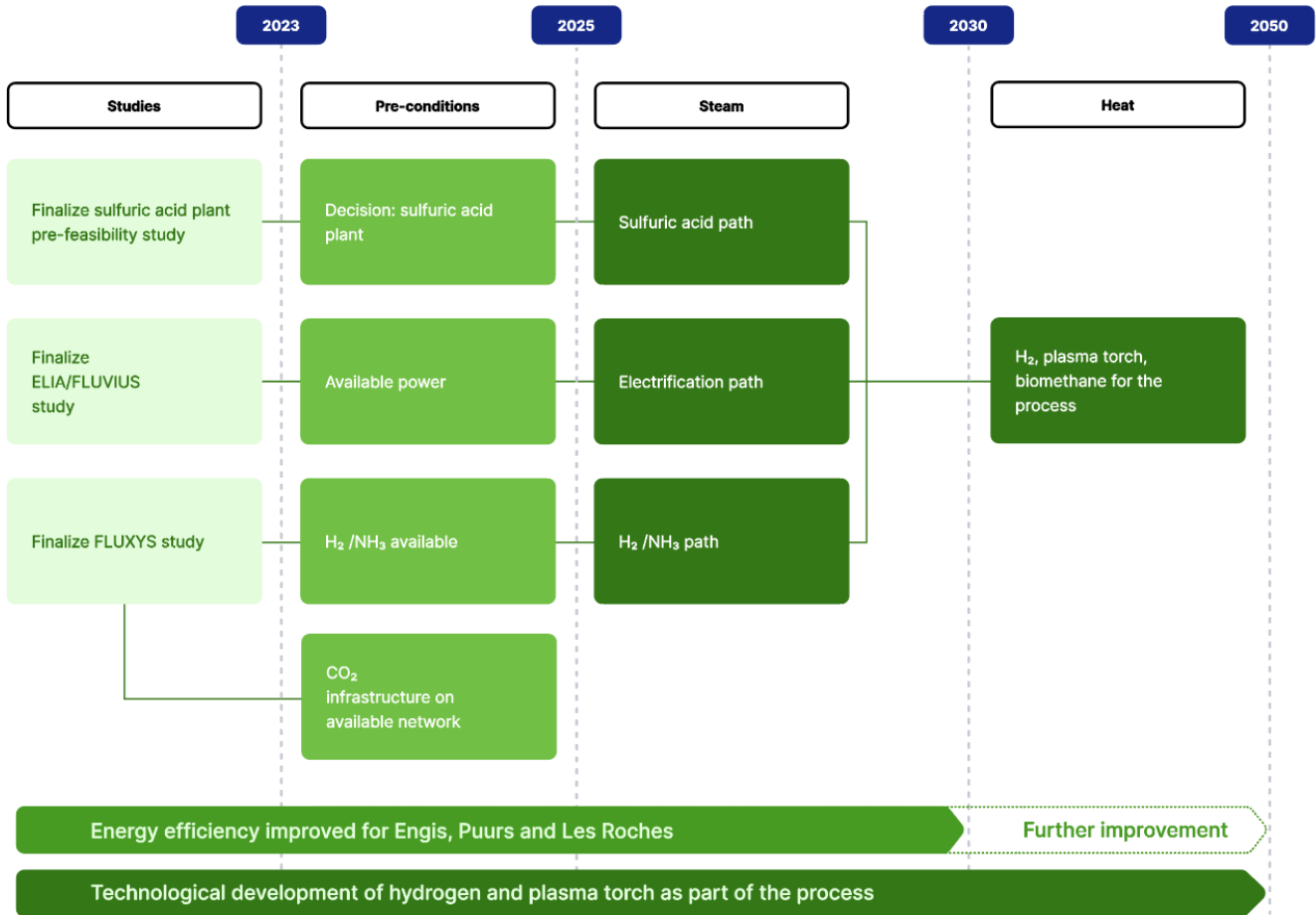
Agreement and place us on a path toward carbon neutrality by 2050.

- **For the Engis and Puurs sites**, which are part of the European Emissions Trading Scheme, this represents a reduction in emissions of 62% by 2030 compared with 2005. For the Les Roches site, the target is a reduction of 40% compared with 2005;
- To achieve its CO<sub>2</sub> emissions reduction objectives, Prayon has identified the following levers:
  - Improve energy efficiency by optimizing processes, with a potential reduction of 10,000 tonnes of CO<sub>2</sub> per year;
  - Decarbonize steam production currently based on natural gas: optimize steam and H<sub>2</sub>SO<sub>4</sub> production from sulfur combustion, with a potential reduction of 53,000 tonnes of CO<sub>2</sub> per year;
  - Reduce gas consumption by 80% by preheating process air for burners using decarbonized steam on the one hand and electric resistances on the other. This initiative targets a reduction of 23,000 tonnes of CO<sub>2</sub> per year.

To achieve our ambitious 2030 targets, the first solutions will need to be operational within a maximum of 5 years. This timeframe represents a real challenge for the development and deployment of new technologies and requires very significant investments. To this end, Prayon is mobilizing a team of around thirty experts across all production sites.



### WE AIM HIGH our strategy for reducing our environmental footprint

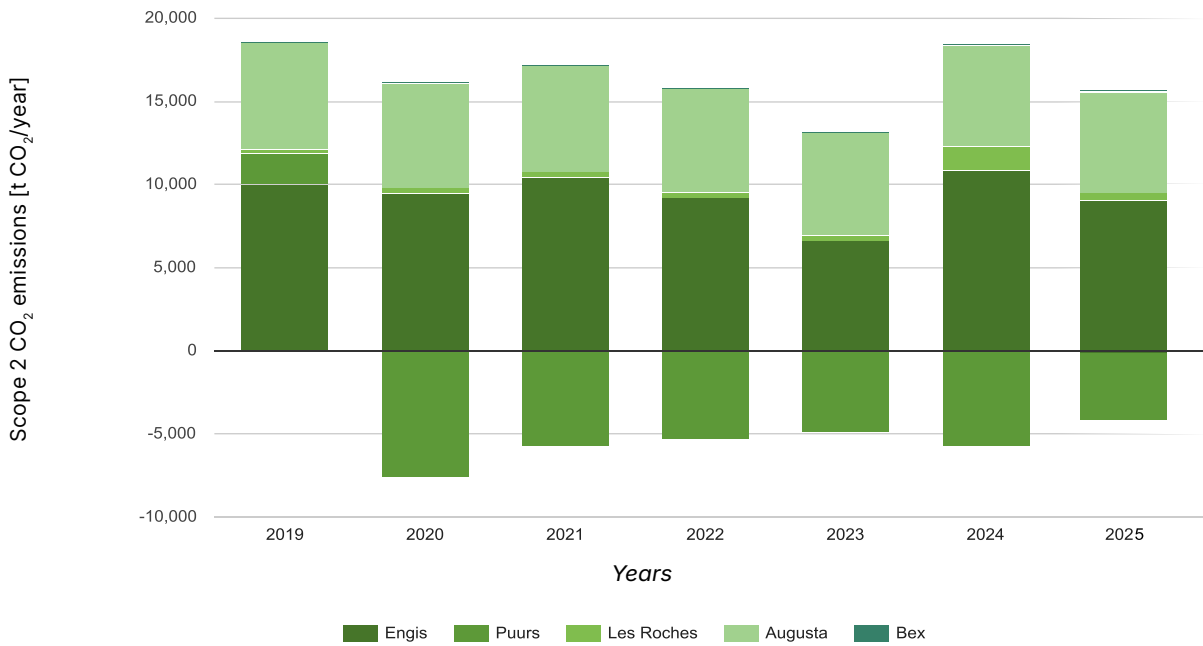




### Scope 1 emissions for the Prayon Group and 2030 targets



### Scope 2 emissions for the Prayon Group





To date, the Group's scope 3 emissions are only known for the Engis site, which represents nearly 80% of our total production volume. They are estimated at 404 kt CO<sub>2</sub> equivalent based on 2024 data<sup>1</sup>.

Alongside these longer-term challenges, Prayon is working to reduce energy consumption and greenhouse gas emissions in its daily operations:

- Transport used in the supply chain from European production sites prioritizes waterways, both upstream (75%) and downstream (44%).

Downstream, although it currently represents only 4%, intermodal transport (rail + road) or rail transport is considered whenever possible;

- To improve our overall environmental footprint, through the "Life Cycle Assessment" project, Prayon, in collaboration with the University of Liège, analyzes the life cycle of around twenty product families, from phosphate rock extraction to plant output.

### Our Achievements in 2025

- Over 4 years, scope 1 CO<sub>2</sub> emissions from production sites have decreased by 28.3%. The current reduction trajectory is aligned with our 2030 target. The significant dip observed in 2023 is due to lower production volumes linked to decreased demand. The reduction in emissions in 2025 is linked to changes in European legislation, whereby the use of carbonates is no longer included in scope 1, and to the shutdown of the zeolite production unit in the fourth quarter to begin its conversion into a calcium salts production unit, scheduled for 2027;
- **The Engis and Puurs** sites are part of the European Emissions Trading Scheme, through which the Group works to reduce its CO<sub>2</sub> emissions as much as possible and offsets any surplus through the purchase of allowances to finance the energy transition;
- **Across all sites:** a continuous improvement process has been implemented to quantify energy gains;
- Prayon participates in the HECO<sub>2</sub> Saturn project (CO<sub>2</sub> capture), which brings together around ten scientific and industrial stakeholders and aims to support the energy transition of industries through the study of CCS/U technologies, enabling CO<sub>2</sub> capture, concentration and storage/use. A pilot project is currently under development.
- **On the Engis site:**
  - Continued efforts to improve the reliability of the "Sulfur" plants in order to reduce CO<sub>2</sub> emissions linked to steam production;
- Energy efficiency improvement projects:
  - Recovery of waste heat from a sulfuric acid unit to generate up to 1.5 additional tonnes of steam per hour, representing an increase of 2.5%;
  - Study of waste heat recovery on the second sulfuric acid installation, with the objective of reducing site energy consumption by approximately 1% and thus lowering CO<sub>2</sub> emissions by 1,500 tonnes per year;
  - In the base acid production unit, a technical improvement reduced steam consumption by 16,500 tonnes per year;
  - As part of the electrification of steam production, a feasibility study is underway to optimize the use of turbines and the steam network. A pre-feasibility study is also in progress for thermal or electrical energy storage;
- Certification according to ISO 50001 (Energy).
- **On the Puurs site:**
  - Installation of solar panels;
  - Insulation of a settler;
  - Heat recovery from compressor cooling water.
- **On the Les Roches site:** Implementation of ISO 50001 (Energy) in preparation for a certification audit at the end of 2026.



- **On the Augusta site:** Completion of insulation work on the NaK calciner.
- **On the Bex site:** Replacement of old pump motors and insulation of piping to reduce gas consumption.
- **At Group level:**
  - Progressive electrification of the company car fleet: currently, more than 70% of vehicles are plug-in hybrid or fully electric;
  - Study and testing carried out to replace transport between the Engis production site and the external storage facility with electric trucks or trucks using high-performance biodiesel. Both

options emit less CO<sub>2</sub> but involve technical or organizational constraints that currently make them economically unfeasible;

- Through the use of electronic document signing, based on DocuSign® data measuring our efforts to reduce paper usage, the Prayon Group achieved the following savings in 2025: 27,912 pages, 1,102 kg of wood, 27,081 liters of water, 179 kg of waste and 2.586 tonnes of carbon. These CO<sub>2</sub> emissions correspond to two round trips between Paris and New York<sup>2</sup>.
- Recent achievements have enabled us to reduce our direct emissions per tonne produced by 11% over two years.

Prayon Group	2023	2024	2025
Total scope 1 emissions (t CO <sub>2</sub> eq)	148209	166408	139522
Scope 1 emissions / tonne produced (t CO <sub>2</sub> eq / t)	0.135	0.136	0.121
Total scope 2 emissions (t CO <sub>2</sub> eq)	7973	10301	11334
Scope 2 emissions / tonne produced (t CO <sub>2</sub> eq / t)	0.007	0.008	0.010

<sup>1</sup> An estimate for the Puurs and Les Roches sites will be calculated based on available 2025 data.

<sup>2</sup> <https://www.hellocarbo.com/blog/calculer/empreinte-carbone-avion/>: a round trip Paris / New York represents 11,700 km with 1.178 tonnes of CO<sub>2</sub> per passenger.



# Environment

Contribution of this pillar to the Sustainable Development Goals



Mindful of its impact on the climate and the environment, the Prayon Group actively seeks to limit its footprint on water, air and soil in collaboration with all stakeholders.

## Our Key Indicator

- Phosphoric acid discharges into the natural environment (kilograms discharged / tonnes produced).

## Environment



**29%**

of cash flow invested  
in environmental  
projects  
by 2025



Our Actions

To minimize our impact on air, water, soil and sub-soil quality, we continuously improve our production processes and permanently monitor our emissions. Our ISO 14001 certification demonstrates this ongoing commitment.

- Our environmental policy is notably based on environmental impact studies. At the Engis site, a study conducted by the University of Liège, using a methodology aligned with international standards, covers the different stages of the product life cycle and analyzes impacts on several levels: climate change, carbon footprint, land use, wastewater discharges, etc;
- Water is a vital resource for both our processes and our environment. Avoiding and reducing impacts at the source, separating flows to better control them, reusing or recycling whenever possible, and treating them when necessary is the common philosophy shared by our industrial sites. Through a rigorous and collective continuous improvement approach, each site progresses while taking into account its specific environment and local regulations. At the same time, all sites share the same objective: to sustainably reduce our impact on the natural environment without compromising industrial performance. Our actions reflect Prayon's collective commitment to producing more efficiently with fewer resources for a more sustainable future;
- All industrial sites sort their waste and recover it through the best available local channels;
- Life cycle analysis has identified raw material consumption (mainly phosphates and mining activities) and their transportation as the activities with the greatest environmental impact. These issues therefore receive particular attention through specific initiatives (see Short and Responsible Supply Chains and Circular Economy);

- As part of our commitment to openness, we remain available to meet with public authorities and local residents, to listen to their concerns and explain transparently the causes of any difficulties we may encounter. Through this approach of proximity, we aim to strengthen trust-based relationships with authorities and local communities. The actions implemented through our environmental policy have enabled the Prayon Group to secure the renewal of operating permits for its various sites;
- All these sites are ISO 14001 certified (except those in the United States), while the Technical Landfill Center (CET) at the Engis site holds EMAS certification, and several societal certifications obtained by the Group and its sites further demonstrate our concrete commitment in the field;
- Fertigation and precision agriculture are key solutions for saving water while helping feed the planet. Our 100% water-soluble precision fertilizers allow efficient use of mineral nutrients, helping to reduce water consumption and protect the environment. Our customers reduce their water consumption by at least 90% and up to 100% in modern greenhouses. This represents an effective way to improve their environmental footprint through sustainable and water-efficient agriculture, while helping preserve this precious resource for future generations;
- Prayon Technologies offers the hemihydrate process for producing phosphoric acid. In addition to saving 25% of water compared with the conventional dihydrate process, this technology also enables significant energy savings;
- Prayon is also industrializing Capterall®, a unique technology capable of capturing micro-pollutants in wastewater from treatment plants.

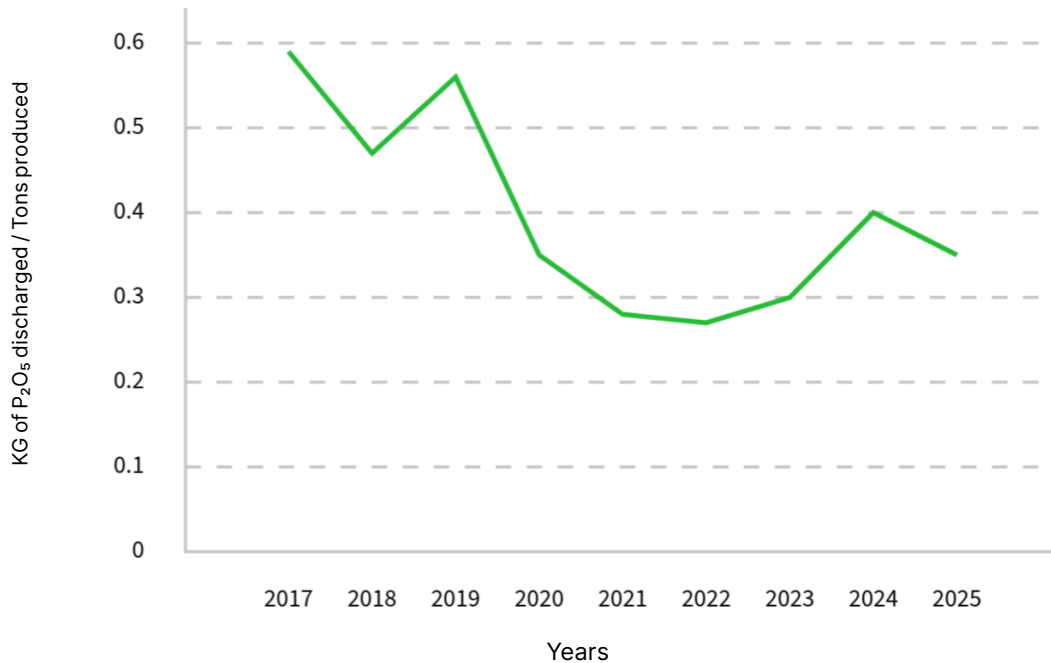




Our Achievements in 2025

- In 2025, more than €15 million (an increase of 50%) was invested in environmental improvement projects, representing nearly 29% of the Group's total investments;
- Since 2017, the Prayon Group has reduced phosphoric acid discharges per tonne produced by 40%. Further improvement is expected in 2026 thanks to the start-up of the "zero-discharge" SHMP plant, which will recover process water and recycle it internally;
- Fluorine emissions at the Engis site have been divided by four since the end of 2020. Over the past two years, annual average values have stabilized around 1 µg/m<sup>3</sup>, which corresponds to the World Health Organization recommendation. These remarkable improvements result from a significant investment plan as well as the implementation of an innovative technical solution consisting of injecting water into the chimney ducts of the Fertilizer unit;
- In January 2025, the EMAS certification of the CET (Technical Landfill Center) was renewed for a further three years;
- The Engis site obtained a single environmental permit at the end of 2025 for an investment related to water management at the CET. This investment will notably allow the collection of runoff water and the reduction of suspended solids and phosphorus in discharge water through improved treatment, thereby strengthening the protection of the stream located downstream of the site;
- On September 24, 2025, the Walloon Minister of the Environment, Yves Coppieters, visited the Engis site, where he discovered our circular economy approach (industrial symbiosis partnership with Knauf for the recovery of phosphogypsum, a by-product of the Prayon process) as well as our growing investments in environmental equipment. For Prayon, this public recognition confirms the relevance of a strategy based on sustainability and local cooperation.

Discharge of phosphoric acid into the environment (kilograms discharged / tons produced)





- **Green Mobility:**

- Prayon has “greened” its company car fleet by promoting the use of hybrid and electric vehicles. Currently, 71% of the fleet consists of plug-in hybrid and electric vehicles. This share is expected to continue increasing as the fleet is renewed in the coming years;
- The Puurs and Flémalle sites provide bicycle shelters equipped with charging stations for electric bicycles.

- **Biodiversity:**

- At the Bex site, late mowing of lawns is organized to promote biodiversity and allows a local farmer to collect hay bales to feed his animals. The eight beehives installed on

the site produced 40 kilograms of Honeybex, our “Made in Switzerland” honey, which has obtained the “Apisuisse” label. Through collaboration with the University of Neuchâtel, analyses conducted on the hives may in the future provide valuable indicators on the environmental impacts affecting pollinating fauna. The Bex site has also planted aromatic plants around the company premises. Harvested plants are used to produce syrups that are offered to employees;

- The Puurs site also carries out selective mowing in spring to promote biodiversity;
- At the Augusta site, on the initiative of a foreman, a beehive was installed and produced its first jars of honey.



# Local & Responsible Supply Chains

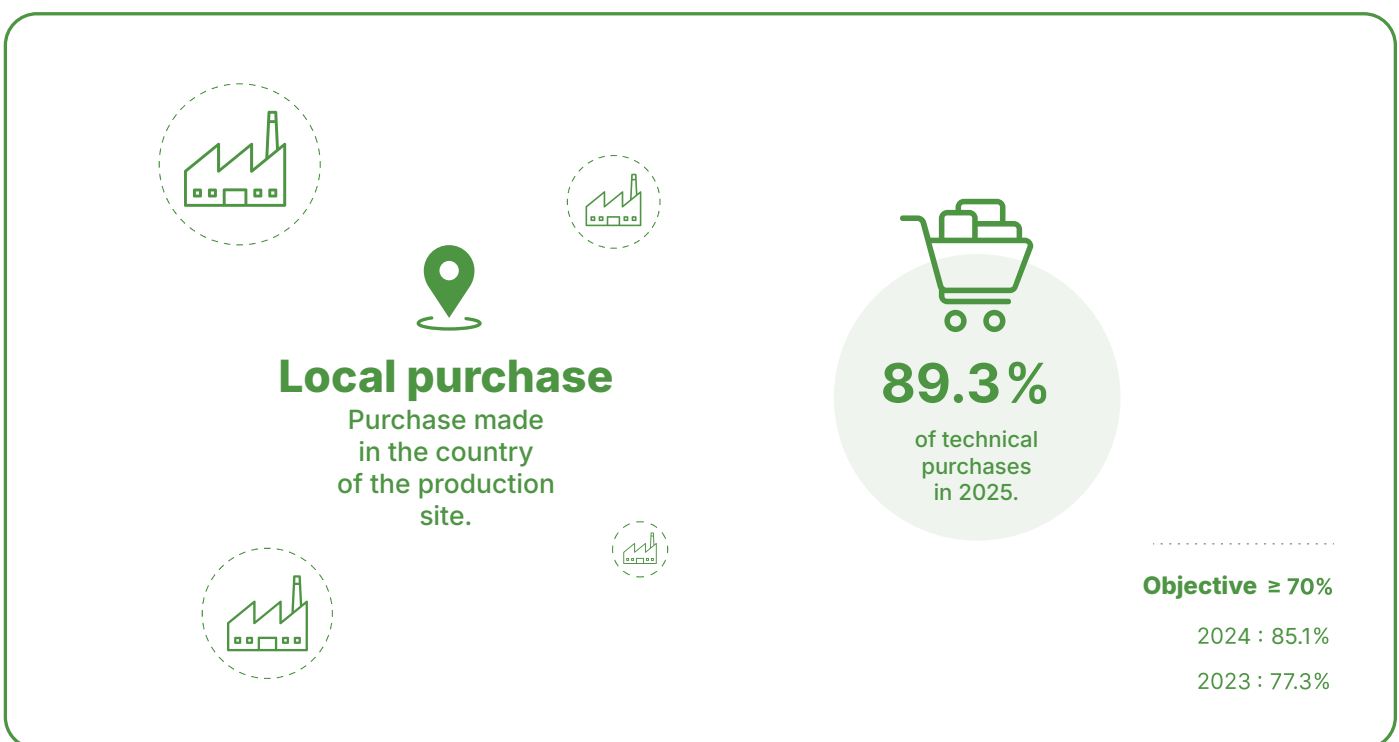
Contribution of this pillar to the Sustainable Development Goals



Committed to sustainable development in the regions where it operates, the Prayon Group prioritizes collaboration with local stakeholders throughout its value chain in order to develop resilient local ecosystems through long-term partnerships.

Our Key Indicator

- Share of technical purchases made within the national territory of production sites (as a percentage of revenue).





Our Actions

We place particular importance on responsible sourcing from suppliers located within the same economic area as our production sites, namely the European Union and the United States, with the exception of phosphate rock, which is geographically distant from our production sites;

We also ensure that our transportation methods are as responsible as possible. Within production sites, activities form an integrated chain that minimizes handling operations. Externally, we prioritize waterway transport whenever possible. In 2025, 75% of raw materials were transported by ship, 20% by road, and 5% by rail. These figures have remained stable over the years;

To ensure a responsible supply chain, Prayon re-

quires its suppliers to have at least one of the following:

- A code of ethics;
- A CSR approach implemented by the supplier;
- A societal certification (Sedex, EcoVadis, ISO 26000, SA8000, IFA Product Stewardship, or another comparable certification);
- Signature of the Prayon Supplier Code of Conduct.

Finally, in terms of training and innovation, we prioritize partnerships with local stakeholders, such as University of Liège and University of Mons (Belgium), Ecole des Mines d’Albi (France), Technifutur training center (Belgium), Lycée Professionnel François Verguin in Roussillon (France).

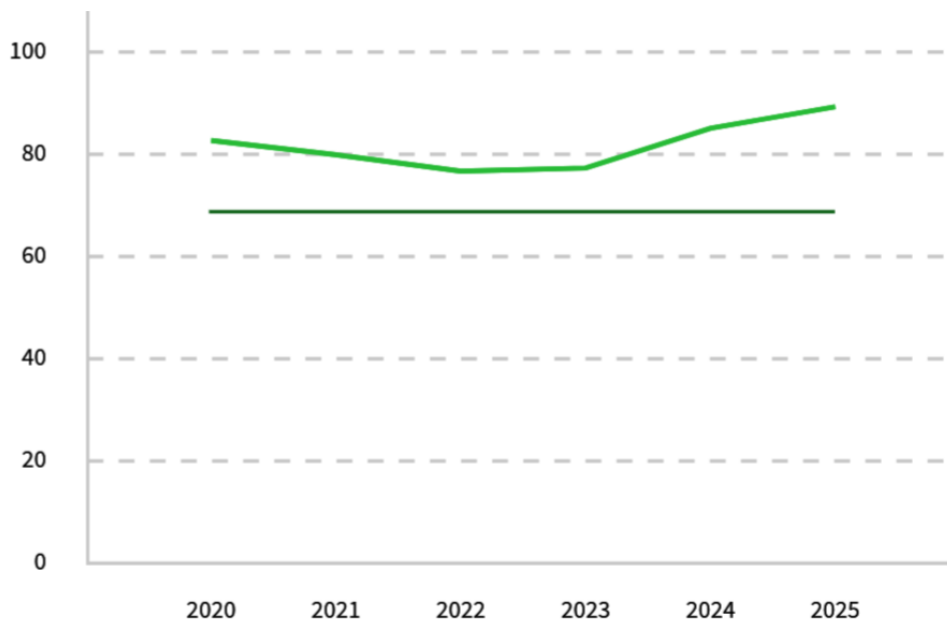
Our Achievements in 2025

- Raw Material Procurement: the raw materials used at our sites in Engis (Belgium), Puurs (Belgium), Les Roches (France) and Bex (Switzerland) originate mainly from Europe, with the exception of base acid, phosphate rock and phosphorus. For Prayon Inc. (USA), all raw materials originate from the United States, except for part of the quicklime and acid, which mainly come from a European Prayon site;
- Technical Procurement: 89.3% of technical purchases (excluding raw materials) were made within the national territory of the production site (distributed as follows: Engis 87%, Puurs: 86%, Les Roches: 93%, Bex: 87%, USA: 98.9%,

Praytech Morocco: 78%. In 2025, our U.S. sites were included in this KPI for the first time. The indicator has been increasing for two years and remains above the target for all sites (≥70%);

- Supplier Commitments: 95% of raw material suppliers have their own code of conduct or have signed the Prayon Supplier Code of Conduct. 82% of them have a CSR report and/or a CO<sub>2</sub> emissions reduction target. For technical procurement, 98% of suppliers considered “critical” have signed the Prayon Supplier Code of Conduct.

% of technical purchases in the country where the site is located



% of revenue generated domestically at the group level

Objective



# Safety & Well-being

Contribution of this pillar to the Sustainable Development Goals



Through a culture of shared vigilance, Prayon’s number one priority is the safety of its employees, visitors, sites and neighboring communities, as well as the safety of its products. Employee well-being, personal development and work–life balance are also key values for Prayon.

## Our Key Indicators

- Lost Time Injury Frequency Rate (including temporary workers).
- Overall Lost Time Injury Frequency Rate (including contractors).
- Absenteeism rate.

### Safety & Well-being Our top priority



**-30%**

In one year, a 30% reduction in the frequency rate of accidents resulting in lost time for Prayon colleagues, temporary workers, and subcontractors.



**3.09%**

Absenteeism rate in 2025

**Objectives ≤ 3%**

2024 : 3.01%

2023 : 3.20%



Our Actions

As a responsible employer, the management of the Prayon Group is fully committed to ensuring the physical and psychological integrity of every person entering its sites, by encouraging everyone to take care of themselves and others. The Group also places great importance on continuously improving working conditions. "Zero accidents" and the protection of workers' health are two central objectives of this commitment;

This approach is implemented through several key principles:

- A shared objective: "Make safety and health a top priority";
- Implementation of Life Saving Rules;
- Strict compliance with all applicable regulations;
- A QHSE vision, mission and strategy focused on behaviors, infrastructure and procedures;

- Significant investments dedicated to safety;
- Risk analysis and prioritization related to safety and health, as well as incident and accident analysis using the root cause analysis method;
- Training programs related to safety, health and well-being;
- An integrated internal prevention and protection service present at each site, with expertise in safety, occupational medicine and ergonomics;
- As part of our strategic transformation program, a Group-wide initiative aimed at strengthening feedback culture to involve all employees;
- A "right to disconnect" charter proactively implemented.

Our Achievements in 2025

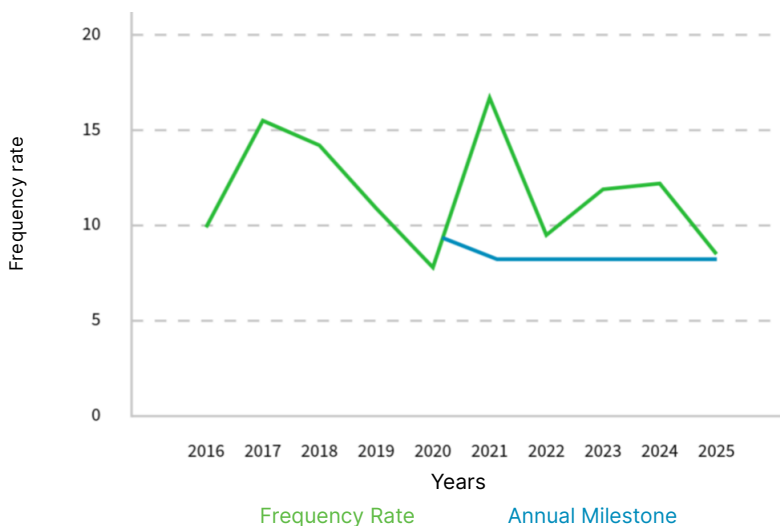
To improve safety and reduce associated risks, nearly €8 million, representing 15% of the Group's investment budget, was dedicated to safety in 2025.

In 2024, an assessment was conducted by dss+ (DuPont Sustainable Solutions) across all our industrial sites. The recommendations led in 2025 to the launch of the multi-site SAFE project (Safety Awareness For Everyone), which introduced, among other initiatives:

- New predictive performance indicators;
- Five Life Saving Rules common to all sites;
- A shared incident reporting system supported by a common governance structure;

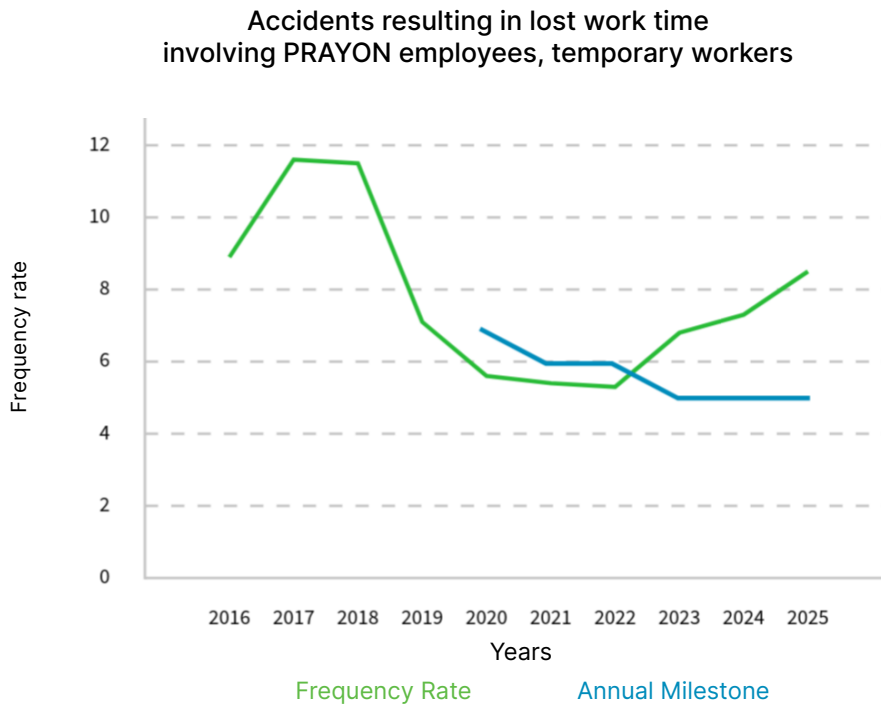
- A new work permit system at the Puurs site;
- Improved leadership and governance through the implementation of the "Tier 1-2-3" principle (short, structured daily meetings starting from the shop floor to ensure rapid, visible and consistent decision-making) in all industrial departments at the Engis site;
- A 30% decrease in accidents resulting in lost work time was recorded for both Prayon employees and contractors. The rate reached 8.5, compared with an annual milestone of 8, reflecting significant progress, mainly due to improved monitoring of contractors at the Engis site.

Work-related accidents resulting in lost work time involving PRAYON employees, temporary workers, and subcontractors





- For 2025, the cumulative frequency rate (FR) for Prayon employees and temporary workers stands at 7.9, compared with an annual milestone of 5, with the ultimate goal of reaching 0, the only acceptable objective. After remaining stable from 2020 to 2022, this rate has unfortunately increased over the past three years;



- However, a 30% decrease in accidents resulting in lost time and requiring adapted work was observed in 2025, demonstrating that the overall reduction in lost-time accidents is genuine and not simply due to a shift between categories;
- To raise awareness among employees, a Safety Day was organized in 2025 across all sites. The theme of this edition was “Mission Possible: Taking Action for Safety”, a clear nod to the famous film saga, but above all a call to action. Designed by and for employees, the activities aimed to remind everyone that safety and health are absolute priorities for Prayon. Each site developed innovative, educational and interactive activities to strengthen our safety culture through practical topics and meaningful exchanges;
- As a Seveso company, safety is Prayon’s top priority, along with the well-being of both internal and external employees. In this context, a meeting was organized with the managers of contractor companies working at the Engis site to proactively discuss our safety vision, review the past year transparently and identify actions to further strengthen safety;
- Prayon carries out numerous dangerous goods transports by rail. Employees from the Engis and Puurs sites received training using the VTG Rail Europe training wagon, a unique educational tool designed to raise awareness about risk prevention in this type of transport;

- In 2025, the Augusta site was recertified OSHA VPP Star without conditions, a recognition of exemplary safety performance;
- Various initiatives have been implemented across the sites to promote employee well-being.

**Ergonomics**

**Engis**

- When the third packaging line was commissioned in the phosphate salts department, the packaging area was redesigned to reduce unnecessary movements, improve circulation and make certain tasks less physically demanding;
- The creation of a new control room for the base acid purification service improved ergonomic comfort and lighting conditions.

**Les Roches:** Implementation of an ergonomics action plan following a study using the Moten method, which evaluates physical workload and postural constraints, particularly during repetitive manual tasks.

**Health**

- In Engis,** mandatory use of earplugs in workshops and maintenance areas. On the occasion of World Mental Health Day, a webinar entitled “Managing Anxiety in Times of Uncertainty” was offered. A psychologist guided participants through practical examples and techniques to help manage anxiety.



- In the HUB, Menus offered at the Prayon Café display the nutritional value of meals;
- In Augusta, implementation of a Mental Health program and psychological support offered to site teams following the fatal road accident of an employee during private activities;
- In Morocco, after several years of drought, late 2025 brought heavy rainfall. Praytech provided appropriate clothing for all employees;
- Across several sites, fresh fruit is offered daily to employees;
- Sports Activities;
  - Creation of a Sports Committee at the initiative of Hub employees; Establishment of a fitness room with various training machines and creation of a Running & Walking group;
  - Baseball activity organized in Augusta;
  - Participation in the 15 km of Liège race;
  - Multi-sport afterwork events;
  - Prayon football tournament, bringing together employees from all European sites;
  - Participation of the Les Roches site in the inter-platform football tournament;
  - Winter family outing in Bex, including skiing and snowshoeing;

- Participation in the Brussels Eki-den relay marathon, where 42 employees from various sites took part;

To support daily life: at the Hub, a vending machine for unsold meals from the Prayon Café has been installed, allowing employees to purchase takeaway meals for their families while reducing food waste;

To strengthen social life and team Spirit;

- In Augusta, a company celebration was organized to mark the 25th anniversary of Prayon Inc., attended by employees, their families, former employees and local authorities;
- At the Engis site and the Hub, several afterwork events were organized;
- Praytech Morocco regularly organizes team meals around couscous;

Through these initiatives, Prayon promotes the well-being of its employees. It is also worth noting that through its products, Prayon contributes to the well-being of athletes worldwide, as the phosphate contained in energy drinks helps maintain hydration during intense exercise and prevents cramps.



# Promoting Local Employment

Contribution of this pillar to the Sustainable Development Goals



Aware of its responsibility as an economic and social player, Prayon provides quality jobs in the regions of the world where it operates.

## Our Key Indicator

- Percentage of employees living in the region where they work.



## Local jobs



93.7%

of workers live close to their workplace by 2025.

Objective ≥ 85%

2024 : 93.8%

2023 : 93.5%



### Our Actions

The choice to operate production sites in countries with relatively high labor costs and to engage with local stakeholders in training and employment is an integral part of Prayon's strategy;

With nearly 94% of employees living in the region of the site where they work, Prayon is proud to contribute to the socio-economic development of the regions that host its activities;

To promote awareness of its professions, Prayon participates in numerous job fairs and regularly welcomes young people in training;

In addition, several Prayon representatives are voluntarily involved in various initiatives related to training and employment implemented by different organizations, such as the Essenscia Federation, the Puurs Human Resources Network, the AKT Employment and Education Commission, the Foundation for Education, the Centre Qualité Hainaut-Namur, etc;

### Our Achievements in 2025

- In November 2025, Prayon inaugurated its new sodium hexametaphosphate (SHMP) production unit in Engis (phosphate salts for food and technical applications), in the presence of Her Royal Highness Princess Astrid of Belgium, Adrien Dolimont, Minister-President of the Walloon Government, and Pierre-Yves Jeholet, Walloon Minister of Economy and Employment, as well as the Ambassadors of Morocco, Mohammed Ameur, and of the United States, Bill White. This major investment of more than €30 million marks a new stage in the Group's industrial development. It fully aligns with our strategy to grow in high value-added specialty markets, while strengthening local employment at the Engis site and contributing to the prosperity of the Region;
- On the occasion of this inauguration, Prayon also unveiled a [historical book](#) and an [illustrated booklet](#) telling the story of our company. The book retraces more than 200 years of industrial history and provides perspective on what we are today. The shorter illustrated booklet, created by artist David Merveille, summarizes this industrial past. Its surrealist style echoes the Belgian origins of our company and invites readers to explore the past through art. The illustrations are displayed in the Prayon Café at the Prayon Hub in Flémalle;
- Since the acquisition of the Herrin and Sesser sites (USA) by Prayon in 2024, employment has increased by 30%, with a focus on local hiring;
- The Engis site collaborates with the CPAS (Public Social Welfare Center) of the municipality to support employment opportunities and the reintegration of vulnerable individuals;
- We are proud to share our knowledge and expertise with future talents and contribute to their training:
  - Welcoming many young people across all sites through internships, student jobs, apprenticeships and training programs;
  - Participation in numerous job fairs in the regions where our plants are located. For example:
    - The Engis site and the Flémalle Hub participated in the Job Fair Engineers at Université Libre de Bruxelles, the Stage and Alternance Meeting in Namur, the HEC Liège Jobdays, and the Essenscia Jobdays;
    - The Puurs site participated in Wereld Ingenieurs dag at KU Leuven and the SJABI Job Expo in Puurs. The site is also involved in dual education programs initiated by Essenscia;
    - Prayon Inc. participated in the Illinois Job Fair to attract new talent for our Herrin and Sesser sites;
    - Praytech Morocco collaborates with interns from a local technical school and the local vocational training office.

Activities subcontracted by Prayon are mainly entrusted to local partners, depending on the skills required;

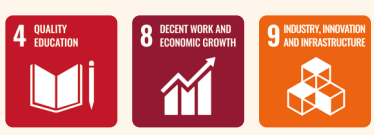
Prayon promotes soft mobility through its company car policy, which allows employees to combine a smaller vehicle with a bicycle. In addition, the Engis and Puurs sites and the Prayon Hub provide bicycle parking (secured with charging points in Flémalle and Puurs), as well as accessible showers and changing rooms. Engis and Flémalle offer a kilometer allowance, while electric bike leasing is available in Puurs;

Praytech Morocco employs around thirty people on permanent contracts. To ensure the completion of all its projects, the site relies on numerous local temporary workers, in compliance with the rules of the OCP ecosystem, its main client, which requires at least 70% local workforce.



# Attractiveness & Diversity

Contribution of this pillar to the Sustainable Development Goals



To achieve its objectives of excellence, Prayon aims to attract talents and diverse personalities who share its values and ambitions.

## Our Key Indicators

- Percentage of employees on permanent contracts who left the company with less than 2 years of seniority compared with the number of permanent contracts in force at the end of the reference year.
- Percentage of employees with an adapted or adjusted position compared with the total number of employees.





### Our Actions

The attractiveness of its professions is a major challenge for Prayon in a context of shortage of qualified personnel;

Prayon collaborates with numerous training centers, schools and universities, including in particular: Sint-Jan Berchmansinstituut in Puurs, Sint-Jorisinstituut in Bazel, KU Leuven, HELMo Gramme, HEC Liège, and the University of Liège;

These collaborations take the form of job days, internships, theses, conferences and site visits, allowing students to discover the variety of professions and career opportunities within the Group;

Prayon records an average employee seniority of 14 years. Through quality jobs with attractive remuneration levels and high-quality training, Prayon ensures the retention of its employees. Diversity is cultivated within Prayon and is reflected in the following commitment: "We believe in the value of difference and consider it to be an important asset for Prayon. The diverse backgrounds of

our employees stimulate creativity and allow us to better understand our customers. We promote initiatives that develop diversity within teams in all its dimensions: gender equality, diversity of ethnic and social backgrounds, inclusion of both young and senior employees, and integration of people with disabilities.";

This commitment is an integral part of the Code of Ethics and applies to all members of the Prayon Group staff. It applies not only at the time of recruitment but also to decisions regarding training, promotion, job retention and working conditions in general;

Prayon also places importance on being able to offer an adapted or adjusted position to employees who experience difficulties continuing their initial function due to health issues. These adjustments are crucial in enabling our employees to continue their careers within the Prayon Group.

### Our Achievements in 2025

- Only 2.1% of employees on permanent contracts left the company with less than two years of seniority in 2025. This particularly favorable percentage demonstrates Prayon's attractiveness as an employer;
- 1.9% of our workforce benefits from an adapted position allowing them to continue working despite health issues;
- Thanks to our presence in countries with strong legal frameworks, combined with demanding HR practices, a salary policy aligned with the market and responsible governance, 100% of our employees receive a decent wage in all the countries where we operate industrially (Belgium, France, Switzerland, the United States and Morocco) or commercially. Our policies are aligned with the guiding principles of the International Labour Organization and international standards for decent work. Operating in the chemical sector, we go beyond legal requirements, particularly in regions with a high cost of living;
- Praytech Morocco offers its employees optional supplementary health insurance and an additional pension plan;
- The new Flémalle HUB, whose first anniversary we celebrated, brings together all Corporate teams in one place and ensures better synergy between them, which has a positive impact on the company's image and attractiveness;
- We make it a point to celebrate the contribution of women within our organization during Women in Science Day and International Women's Rights Day;
- During events we offer menus adapted to everyone's dietary requirements and personal convictions;
- Prayon Inc. organized diversity training for its supervisors and managers.



# Dialogue & Collaboration

Contribution of this pillar to the Sustainable Development Goals



Prayon builds sustainable partnerships, establishes trust-based relationships with its employees and partners, and collaborates in a modern, authentic and professional manner.

## Our Key Indicators

- Percentage of meetings of the Works Council and the Committee for Prevention and Protection at Work held compared with the meetings planned.
- Number of solidarity and support actions carried out by the company during the year.

### Dialogue & Collaboration



**>100%**

of planned social consultation meetings took place in 2025.

**Objective 100%**

2024 : 100%

2023 : 100%



**37**

solidarity initiatives supported in 2025

**Objective ≥ 25**

2024 : 43

2023 : 33



### Our Actions

Dialogue is part of our values and Prayon practices it as widely as possible. Prayon respects freedom of association worldwide and encourages social dialogue within its subsidiaries, in both its individual and collective dimensions;

Prayon's commitment to dialogue and collaboration goes beyond compliance with the labor laws and regulations of the countries in which the Group operates, and applies both to employees and to external stakeholders:

#### Prayon's employees:

- Maintenance of high-quality social dialogue through dedicated bodies, in compliance with local legislation (for example, the Works Council and the Committee for Prevention and Protection at Work in Belgium);
- Signing of agreements with social partners;
- Internal surveys on employee well-being;

- Consideration of work-life balance (teleworking, etc.) within the limits imposed by production and safety requirements;
- Regular information provided to employees;
- Training on new tools and procedures.

#### External stakeholders:

- Commitment of Prayon's management to combating modern slavery and human trafficking;
- Verification that subcontractors comply with laws and regulations (verification of payment conditions in line with sector scales and declaration of personnel), access to sanitary facilities, canteens, etc.;
- Regular dialogue with local residents, public authorities (municipal, regional, federal / national) and emergency services;
- In its support initiatives for associations and clubs, Prayon prioritizes young people through training, access to culture and sports.

### Our Achievements in 2025

- Meetings and exchanges between employees and management during "Meet'In" events and quarterly meetings with all managers, as well as meetings with the trade union delegation and the managers' association.
- **Support to employees:**
  - Several employees experiencing difficulties following illness or bereavement received financial assistance from the solidarity fund of the Engis site;
  - At Prayon Inc., a counselor is regularly present for individual meetings with employees who may suffer from burnout. An employee support program is also offered to those who need assistance on emotional, financial and well-being matters;
  - The Group supports employees in the digital transformation through the "My Digital Skills" program.



### • **Support for education and training:**

- Prayon organizes visits to its facilities for students and gives lectures in higher education institutions. This allows us to share our passion for phosphorus chemistry. For example, engineering students from HELMo Gramme and the University of Liège visited the Engis production site. These visits enabled them to discover our everyday applications, our sustainable solutions and cutting-edge technologies, and to raise awareness about safety. Engineers from Prayon also gave a lecture to engineering students at KU Leuven. Their presentation, part of the master's course "Industrial Chemical Processes", focused on the phosphate industry and the subtleties of phosphoric acid production and purification;
- Prayon has privileged partnerships with the "Liège Créative" forum of the University of Liège and HEC Liège (the University of Liège Management School), where our CEO participated in a course on "International Strategy". We also took part in the "HEC Liège Advisory Award 2025". This was a great opportunity to build bridges between education and the business world while highlighting tomorrow's talents. The financial analysis of our Group allowed students to apply their learning in practice while discovering more about our activities;
- As in previous years, Prayon supported the Faculty of Applied Sciences of the University of Liège through the "Prayon Award", which rewards the best Master's thesis in chemistry and materials science.

### • **Support for associations:** In 2025, the Prayon Group supported or sponsored 37 different associations in the following areas:

- For solidarity actions (43%): blood donations, support for disadvantaged or vulnerable individuals, organization of an end-of-year meal in a work reintegration association, etc;
- In the cultural field (30%): Prayon sponsors, among others, the Théâtre de Liège to give disadvantaged children the opportunity to take part in theatre activities. Prayon also supported the Cultural Center of Engis, which organized a three-day street arts festival, and the Puurs Blues Festival, which received the award for best Blues festival;

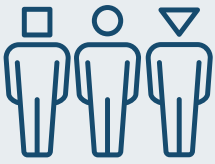
- Support for education and training (14%) through awards or university partnerships;
- Support for sports clubs or sports infrastructures in which employees or their families are involved (8%);
- Environmental initiatives and improvement of the living environment (5%): we supported associations such as "Environnement" (a project to improve the living environment in Engis) or "Mosa" (support for the maintenance of a tennis court).

### • **Collaboration with companies:**

- Prayon is a member of numerous professional associations and business groups that enable close collaboration between companies within the same geographic area or sector;
- The Prayon Les Roches site collaborates with around fifteen companies located on the chemical platform, originating from Rhodia (former Rhône-Poulenc Group). These companies share a common industrial heritage and face similar needs and challenges. Meetings by professional field are organized regularly to share best practices, as well as training sessions. For employees of the platform, companies circulate internship applications from employees' children who are looking for placements.

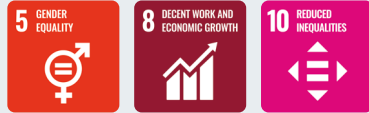
### • **Collaboration with authorities:**

- The management of Prayon or its representatives regularly meet with local or regional authorities during working sessions or site visits in order to allow them to discover our production sites and our many projects.



# Equality

Contribution of this pillar to the Sustainable Development Goals



As an inclusive and responsible employer, Prayon opposes all forms of discrimination and recognizes the commitment, achievements and progress of each individual.

## Our Key Indicator

- Gender pay equality rate.

## Equality



**96%**

of gender pay gap by 2025.



## Our Actions

Equality within Prayon is reflected in the commitment stated in our Code of Ethics: *“We must respect each person as a full individual and treat them with dignity. We must take individual differences into account in a spirit of inclusion that welcomes everyone and strives to give them the opportunity to express their potential.”*

Prayon also commits to providing a workplace free from any form of harassment. Prayon strongly disapproves of and does not tolerate harassment of employees, suppliers or customers.

This commitment includes in particular ensuring that no discrimination is practiced, especially based on (non-exhaustive list provided for guidance): gender, disability, family situation, sexual orientation, age, political and philosophical opinions, religious beliefs, trade union activity, racial, social, cultural or national origins, dietary preferences or others.

Dedicated procedures aim to ensure compliance with this commitment:

- Implementation of procedures against harassment and discrimination (confidential advisers);
- Pay equity policy based on position, nature of the job and seniority, as well as bonuses independent of maternity / paternity leave;
- End-of-career arrangements policy for older workers;
- Paternity leave and part-time work for both men and women;
- Full and effective participation of women and equal opportunities in leadership at all levels of decision-making;
- Internal publication of open positions.

## Our Achievements in 2025

- The rapid evolution of new technologies is bringing increasing changes to our lives. The “My Digital Skills” project supports employees in the digital transition and improves their skills both at work and in their private lives through personalized training modules. Cybersecurity is the first step of this project;
- In 2025, Prayon records a gender pay equality rate of 96% (based on gross salaries) for managers at the Belgian sites. This difference is mainly explained by the structure of the organization. This 4% gap should be compared with the data from the 2025 report on the gender pay gap published by the Institute for the Equality of Women and Men and the Federal Public Service Employment, Labour and Social Dialogue (SPF Emploi), which indicates a rate of 7% in Belgium. The European average is 12% according to the European Commission’s 2023 report (latest available report). These data are calculated based on the European directive on pay transparency which will enter into force in 2027. It will impose a maximum pay gap of 5% between men and women. As the calculation formula has changed, this gender pay equality rate is not comparable with the one published in previous CSR reports;
- For employees and managers at the Belgian sites, the part-time rate is 19% for women and 10% for men. For managers, this rate is 13% for women and 7% for men;
- For our U.S. sites, the internal system “Allvoices” allows employees to report dissatisfaction or complaints. In Europe, this is handled through confidential advisers specially trained for this purpose, through employee representatives or through the HR department. In all cases, careful follow-up is ensured.



# Ethics & Compliance

Contribution of this pillar to the Sustainable Development Goals



As a responsible company, Prayon develops and implements an ethical and professional approach with its various stakeholders, ensuring strict compliance with legislation, standards, agreements, conventions and contracts.

## Our Key Indicators

- EcoVadis score.
- Number of substantiated complaints related to ethics.





Our Actions

Beyond the strict compliance with legislation, standards, agreements, conventions and contracts with our partners and customers, the ethical culture of the Prayon Group is primarily reflected in the commitment of the Group's Management and employees, formalized in our [Code of Ethics](#).

This Code aims to:

- Encourage everyone to adopt responsible and ethical behavior;
- Provide all employees with a tool to support ethical decision-making;
- Reaffirm the importance for everyone to act in compliance with applicable laws, regulations and ethical standards, both in the countries where we operate and elsewhere in the world.

To ensure that this ethical culture is known and practiced by all internal and external stakeholders, several actions have been implemented:

- The drafting and communication of a Statement on Modern Slavery and Human Trafficking, <https://www.prayon.com/en/our-commitments/>, through which the Prayon Group acknowledges that it operates within a global supply chain. Prayon expects all its suppliers, wherever they are based, to adopt the same shared values of trust, integrity and mutual respect. Suppliers are required to comply with the Prayon Supplier Code of Conduct. If Prayon becomes aware of a violation of its ethical values within its supply chain that cannot reasonably be resolved, the Group commits to terminating the commercial relationship with the supplier concerned. In all cases, Prayon commits not to prioritize economic considerations over respect for its ethical values;
- The publication of a document describing the General Terms and Conditions of Purchase and standard investment contract templates;
- The publication of a Supplier [Code of Conduct](#)

- The appointment of a Data Protection Officer (DPO) responsible for handling issues related to personal data in compliance with the GDPR regulation;
- External audits that include ethical dimensions. Our sites in Les Roches, Puurs, Engis (PTA) and Augusta are certified according to the Sedex SMETA 4-pillar model, which evaluates all aspects of supplier responsibility and supply chain practices. Prayon group has also EcoVadis recognition;



- Members of our Legal Department have trained the Prayon sales team on risks related to competition law and information exchanges between competitors, as well as the Leadership Council on business ethics;
- Prayon fully complies with GDPR, the European Union legal framework designed to protect the confidentiality of personal data of all European citizens;
- Prayon has implemented a whistleblower protection policy and a reporting platform (<https://prayon.integrityline.app/?lang=en>) available via its website. This platform allows individuals to report potential misconduct, if necessary anonymously, while guaranteeing the confidentiality of exchanges. Prayon nevertheless encourages whistleblowers to disclose their identity to ensure optimal follow-up of the request and provide a useful response, in principle within 30 days;
- Prayon guarantees freedom of association for its employees and ensures collective bargaining through employee-elected representatives.



### Our Achievements in 2025

- The KPIs related to this pillar remained at a very high level. More specifically, Prayon recorded:
  - 0 incidents reported through the external whistleblowing procedure;
  - 0 incidents related to GDPR compliance;
  - 0 confirmed corruption incidents;
  - 0 confirmed ethics-related incidents;
  - 0 confirmed IT security incidents. Four attempted attacks were immediately detected and blocked;
- To reduce the risk of fraud and in accordance with a European directive, electronic invoicing (e-invoicing) has been implemented for all financial transactions between business partners. This process improves traceability, speeds up processing and reduces data entry errors;
- An internal control framework has been reviewed and documented across the relevant departments (Human Resources, Finance, Procurement, IT, etc.). This work contributes to ongoing monitoring aimed at reducing fraud risks;
- Prayon raised awareness among all employees regarding the ethical principles that guide their daily work through an e-learning program;
- Praytech Morocco provided training to its staff on business ethics;
- As Prayon operates industrial sites where safety and the protection of know-how are critical, employees were offered training on the use of social media, best practices, and ways to protect themselves and the company.



# Risk Management

Contribution of this pillar to the Sustainable Development Goals



As a responsible and sustainable industrial group, the Prayon Group continues to develop a culture of risk management, addressing both internal factors (industrial risks, protection of people, environment, etc.) and external factors (climate risks, health risks, etc.), within the framework of a controlled and resilient value chain.

## Our Key Indicators<sup>1</sup>

- Share of identified critical risks that are addressed through an action plan.

1. Risks related to the safety of people (employees, temporary workers, contractors) are addressed in the "Safety & Well-being" pillar.





Our Actions

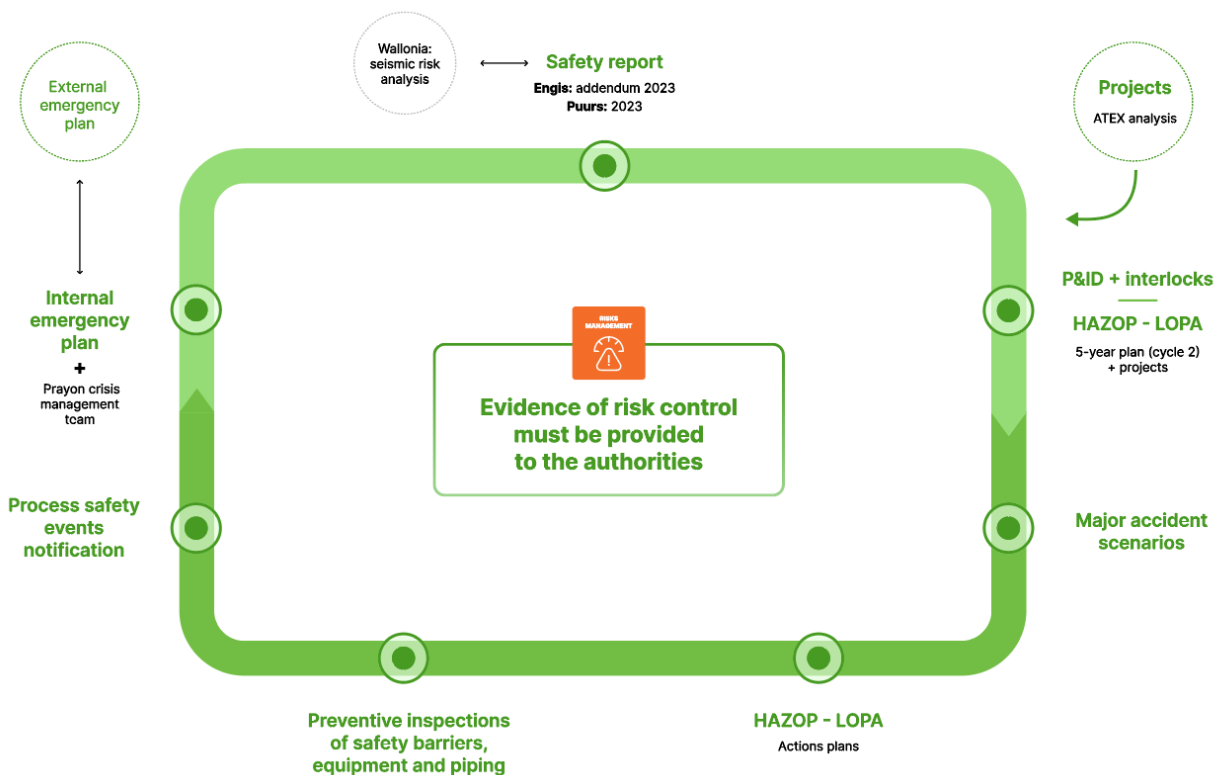
Anticipating risks is key to adapting to a constantly changing world and to tomorrow's challenges.

As our production sites are subject to REACH and SEVESO regulations (or equivalent), the culture of industrial risk management is deeply embedded within the Prayon Group and is reflected in particular through:

- Internal financial, operational and QHSE audits based on an annual schedule and a 5-year master plan;
- Annual crisis management, traceability and product recall exercises;
- HACCP analyses in food safety and HAZOP / LOPA analyses in process safety;
- In terms of governance, Prayon has established a Risk Committee as well as an Executive Risk

Committee to assess the main risks and monitor the progress of the various action plans. Additional collective work was carried out at the end of 2024 with all members of Top Management to identify new cross-functional risks within the Group. Regular monitoring is organized with the different risk owners;

- On the one hand, the year-by-year reduction in risks illustrates the good level of maturity of these governance bodies and, on the other hand, better control of significant risks currently being addressed. They are supported by the Audit Committee, which reviews risks at least once a year. It is responsible for informing the Board of Directors, to which it reports directly;
- Prayon's process safety management system continuously evolves within a cycle of continuous improvement;



- We comply with European regulations on chemicals (REACH / CLP). Similar regulations ("REACH-like Regulations") are gradually entering into force in certain countries such as Great Britain and Turkey. Prayon will submit the required registrations according to the timelines set in these regulations;
- Prayon manages a risk and opportunity matrix relating to ESG and climate change. Risks induced by climate change, such as changes in river flow used for transportation, water temperature for cooling installations, storm risks,

the impact of heat waves, etc., are taken into account in our risk management approach. An analysis of human rights risks confirms the respect and protection of our employees and contractors;

- Prayon contributes to providing solutions to climate change. For example, our products used in precision agriculture help reduce cultivated land areas through layered cropping systems and reduce the quantities of water required for irrigation.



## Risk Management

Our risk prevention and management processes also benefit from the most relevant certifications, which are subject to third-party audits.

Reference	Theme	Version	System	Product	Corpo- rate	Engis	Puurs	Roches	Augusta	Herrin/ Sesser	Bex	Praytech Maroc
ISO 9001	Quality	2015	x		x	x	x	x	x		x	x
ISO 14001	Environment	2015	x		x	x	x	x			x	
EMAS	Environment CET	2018	x			CET						
ISO 50001	Energy	2018	x			x	x	Coming soon			x	
ISO 45001	Safety & Health	2018	x		x	x	x	x	OHSA VPP Star		x	
SQF	Food security	v. 9	x							x		
ISO 22000	Food security	2018	x		x	Bi	x	x				
FSSC 22000	Food security	v.6	x			PTA	x	x	x			
NSF				x		PTA	x	x				
SJPH	Halal		x	x		PTA	x	x	x	x		
Kosher				x		PTA	x	x	x	x		
SEDEX	Social	SMETA	x			PTA V6.1	x V6.1	x V7	x V7			
ECOVADIS	Social		x		x	x	x	x	x	x	x	
AEO	Customs + Security		x		x	x	x	x	C-TPAT			

Our main auditors are DNV, SQS, Bureau Veritas, Intertek, Halal Control and IFANCA, the Rabbi of Antwerp and the Orthodox Union, SGS North America, and TUV Nord Cert.



### Our Achievements in 2025

- The level of critical risks covered remains at its maximum of 100%, as in previous years;
  - In 2025, several action plans helped reduce the criticality of the main technical risks that had been identified;
  - In response to the rise in cybercrime (48% of Belgian companies experienced some form of cyberattack in 2024<sup>2</sup>), a new IT security strategy has been implemented and is being monitored. It covers both administrative IT systems and industrial systems;
  - To improve its systems and further strengthen protection, Prayon is implementing the European directive "NIS2", which introduces enhanced requirements in terms of cybersecurity and risk management. Compliance with this regulation is essential to ensure the resilience and security of our IT infrastructure and to protect the organization. Improving our cybersecurity also involves employee training. In 2025, employees were
- required to follow 21 episodes of the educational series "Inside Man", regularly followed by a quiz. This web-based IT security awareness series teaches best practices to counter cyber threats (phishing, social engineering, etc.). This e-learning is essential to secure our IT environment and protect our workplace;
  - Employees are regularly informed by internal experts about potential cyber threats targeting Prayon. They provide guidance to the entire organization, which is also occasionally subject to phishing tests;
  - Prayon recorded 24 Process Safety Events in 2025. These were quickly managed by the teams in place. This indicator has remained stable for the past three years.

*2. Business Barometer, a survey conducted by consulting firm BDO among more than 500 companies – 07/11/2024*



# Quality

Contribution of this pillar to the Sustainable Development Goals



As a responsible and sustainable industry player, the Prayon Group aims to achieve a high level of quality in its products and processes by ensuring compliance with food safety regulations (food, feed, pet food), professional best practices, and its commitments to customers, while anticipating both their explicit and implicit needs.

## Our Key Indicator

- Percentage of compliant deliveries.



**We deliver** >

**99.78%**

of deliveries  
in compliance  
by 2025\*

**Objective** ≥ 99.70%

2024 : 99.81%

2023 : 99.74%

\*Sites : Engis, Puurs, Roches, Bex.

Our Actions

- Active in several sectors with extremely high quality requirements, the Prayon Group uses a high-performance Integrated Management System (IMS) to organize quality management;
- We adopt an HACCP (Hazard Analysis Critical Control Point) approach on our food product lines in order to identify all contamination risks at each stage of production and to implement preventive actions designed to control these risks;

In addition, our quality approach is structured around:

- Continuous training of employees;
- An annual plan of internal IMS audits involving more than 70 auditors from all areas of the company, with corrective and improvement actions monitored through a dedicated management system;
- Food safety aspects monitored by an ISO 22000 Committee;
- A structured management of customer complaints based on the philosophy "Claim is a gift";

In addition to complying with the legislation in force in the customer's country, all our products

sold meet the requirements of European Union legislation.

They also benefit from various specific certifications:

- KASCHER PARVE PASSOVER - Orthodox Jewish Community of Antwerp;
- KASCHER - Union of Orthodox Jewish Congregations of America;
- HALAL CONTROL - Inspection and certification for Halal Food (Germany);
- IFANCA HALAL - The Islamic Food and Nutrition Council of America;

Our packaging, labeling, storage and shipping conditions are also compliant with the requirements of current European legislation (including CLP) as well as with regulations concerning the transport of dangerous goods (ADR, ADN, RID, etc.).

Since the integration of the Bex site (CH) into the Prayon Group in 2023, we have added to our product portfolio the manufacture and sale of high-purity phosphoric acid to meet the needs of the electronics market.



INDUSTRIES

COMMERCE



**Praytech**  
(Morocco)

ISO 9001



**Bex**  
(Switzerland)

ISO 9001  
ISO 14001  
ISO 45001  
ISO 50001



**Prayon Inc.**  
(USA)

**Augusta**  
ISO 9001  
FSSC 22000  
OSHA VVP Star,  
C-TPAT (=AEO)  
**Herrin & Sesser**  
SQF



**Engis**

ISO 9001  
ISO 14001  
ISO 45001  
ISO 50001  
ISO 22000 (Bi)  
FSSC 22000 (PTA)

Social: (PTA) SMETA from Sedex.com



**Puurs**

ISO 9001  
ISO 14001  
ISO 45001  
ISO 50001  
ISO 22000  
FSSC 22000

Social: SMETA from Sedex.com + SGP from Coca-Cola



**Les Roches de Condrieu**

ISO 9001  
ISO 14001  
ISO 45001  
ISO 22000  
FSSC 22000

- Benelux (Puurs)
- France (Les Roches)
- Deutschland (Dortmund)
- UK (London)
- Iberica (Madrid)

Italy (Milan)

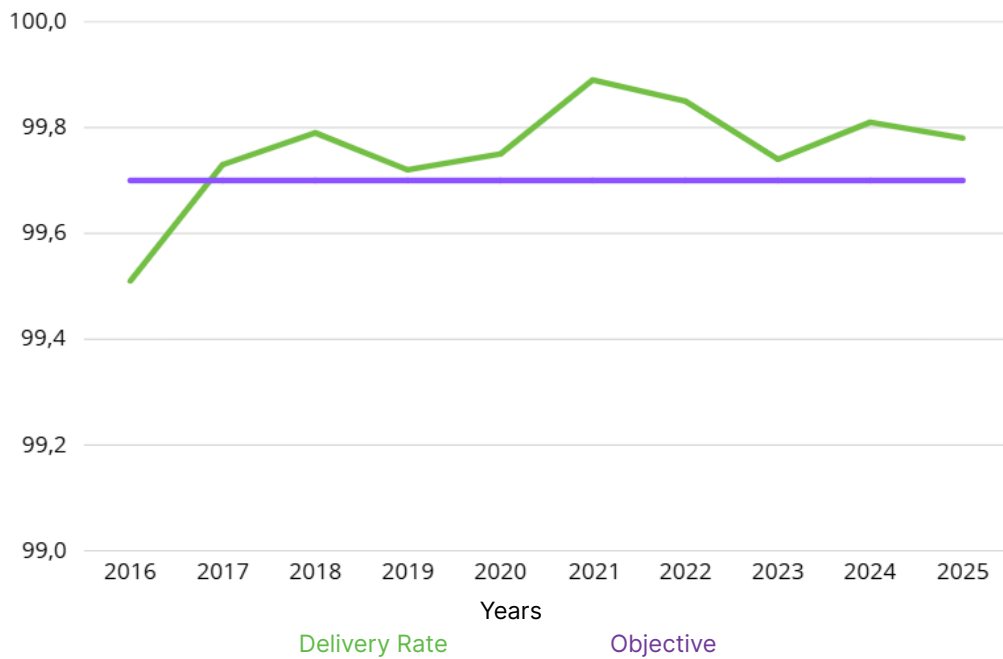
ISO 9001

IMS SCOPE

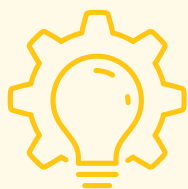
**Our Achievements in 2025**

- The KPI for the Quality pillar remained at a very high level of 99.78%;
- External audits carried out without prior notice in 2025, together with the rigorous quality approach implemented by Prayon, enabled the Group and its sites to maintain their most demanding food safety certifications;
- In addition, numerous customers, including several major players in the agri-food sector, conducted audits or visits, whether commercial or technical, to our different plants in order to ensure that their requirements and expectations are met.

**Customer Complaint-Free Delivery Rate from 2016 to 2025**



Reference	Theme	Version	System	Corporate	Engis	Puurs	Roches	Augusta	Herrin/Sesser	Bex	Praytech Maroc
ISO 9001	Quality	2015	x	x	x	x	x	x		x	x
ISO 22000	Food security	2018	x	x	Bi	x	x				
FSSC 22000	Food security	v. 6	x		PTA	x	x	x			
SQF	Food security	v. 9							x		



# Innovation

Contribution of this pillar to the Sustainable Development Goals



Seeking to meet the expectations of its customers and to be a source of innovation for them, Prayon invests significant efforts in improving its products, processes and the integration of its by-products, while carefully managing its environmental footprint.

## Our Key Indicator

- Annual investment in Research and Development.

### Innovation



**€12M**

in Research and Development in 2025

2024 : €12M

2023 : €11.5M



Our Actions

Prayon is recognized for its best available technologies for the production of phosphoric acid and phosphate salts, as well as for its research and development efforts, which focus on several areas:

• **Sustainability:**

- Environmental improvements: treatment of liquid and gaseous effluents, energy recovery, etc.;

- Circular economy: recovery of secondary materials containing phosphorus, valorization of manufacturing by-products, and use of raw materials with low phosphorus content;

- **Core activities:** Improvement of processes and products, Sharing expertise with internal and external customers;

- Product and Market **Diversification** of Prayon;

### SUSTAINABILITY



#### Environment

- Energy storage
- Decadmiation
- Wastewater treatment



#### Circular economy

- Process closure
- "LOOP" Project (ash; dairy waste & wastewater)

### MAIN ACTIVITIES



#### Manufacturing Development

- Diversification of raw materials



#### Expertise

- Contribution of the process to growth projects / CAPEX



#### Product Development

- Precision agriculture
- Development of new products that meet new specifications

### DIVERSIFICATION



#### Specific Features

- Polyphosphoric acid
- Special salts for growth
- Pilot tests on phosphates for PRT customers
- Rock leaching (reduction of MgO and TOC)
- Technophos (ion exchange, membranes, Ecophos process)
- Electronic acid



Through its activities, Prayon contributes to improving the social, environmental and climate impact of its customers' products, notably through:

- Water-soluble fertilizers that stabilize micronutrients and avoid the use of chelating agents;
- The use of phosphate salts in flame retardants or fire-protection products with low environmental impact;
- The use of phosphates to stabilize milk and increase its heat resistance, enabling better collection and redistribution in countries with limited infrastructure;

To increase the size of exploitable reserves for fertilizer production, Prayon has developed, together with several partners, new technologies for removing impurities from phosphate rock.

Demand for phosphorus is increasing while natural reserves are becoming scarcer. High-quality phosphate rock is increasingly difficult to find. Yet phosphates are essential for producing fertilizers and phosphate salts that support agriculture and global food production, as well as for manufacturing electronic components and lithium iron phosphate batteries. In this context of declining high-quality rock availability, Prayon has developed processes enabling the use of lower-grade phosphate rock by converting it into "super rock" (dicalcium phosphate). This material can then be transformed into high-quality phosphoric acid and fertilizers, as well as very pure gypsum, which can be recovered through the circular economy. Thanks to this super rock, deposits located closer to production areas and containing larger quantities of lower-grade rock could be exploited. The market has shown strong interest in these innovative technologies.

To address recurring droughts in several regions of the world, Prayon offers several solutions that help reduce its customers' water consumption. Micronutri Fe® is a precision fertilizer that provides

the optimal dose of iron. In horticulture, it allows water savings and is not affected by ultraviolet light, enabling more efficient disinfection of irrigation water. This fertilizer is crystalline and clean, meaning it does not stain irrigation water and does not leave sludge in water reservoirs. It also helps remove previously formed chemical deposits. Thanks to anti-scale MAP and anti-scale MKP, our customers can also extend the lifespan of their irrigation systems.

Prayon has also established partnerships with several universities, contributing to the training of the researchers of tomorrow, including:

- Mohammed VI Polytechnic University (Morocco);
- ULiège (Belgium);
- UMons (Belgium);
- ULB (Belgium);
- KU Leuven (Belgium);
- UHasselt (Belgium);
- Ecole des Mines d'Albi (France);

In particular, Prayon has been collaborating for several years with l'Ecole des Mines d'Albi, a leading French engineering school that trains future engineers and managers. Doctoral students from around the world receive support from Prayon for their research in phosphorus-related innovations that help address environmental challenges and contribute to a more sustainable world. Prayon's expertise in this field, particularly in the development of the circular economy, therefore represents a significant asset.

Prayon also contributes to European research initiatives by sharing its pilot equipment for experimental trials conducted in partnership with universities and companies.



### Our Achievements in 2025

- To protect its technological innovations, new products and know-how, and to secure its current and future markets, Prayon files an average of seven new patent applications per year, most of which are extended internationally. In 2025, four new patent applications were filed;
- Bex: Prayon acquired this production site in 2023. In 2024, Prayon launched a study to further increase the purity of its electronic-grade phosphoric acid. In 2025, laboratory trials delivered encouraging results, leading to process adaptations currently being implemented;
- Capterall® is an innovative and sustainable solution designed to capture micropollutants in wastewater. An extension of its application in the water treatment market is being studied through innovative technologies. Prayon is also exploring a broader range of uses for this product.
- Support and knowledge sharing:
  - To support the next generation of engineers, the Prayon Prize was awarded in 2025 to Louis Bastin for the best master's thesis in chemistry and materials science at the Faculty of Applied Sciences of the University of Liège;
  - Our researchers and engineers actively contribute to numerous conferences, technical events and scientific publications.

For example, Prayon Technologies and Profile contributed to:

- CRU Phosphates 2025 Conference & Exhibition in Orlando (USA);
- Technical conferences of the Arab Fertilizer Association (AFA) in Copenhagen (Denmark), Ben Guérir (Morocco) and Dortmund (Germany);
- International Fertilizer Society 2025 in Cambridge (UK);
- Fertilizer Latino Americano in Rio de Janeiro (Brazil);
- Mining Indaba in Cape Town (South Africa);
- LithiumDays in Hamburg (Germany);
- These contributions highlighted key aspects of sustainable plant design, such as water management, effluent treatment, and the separation of solids and liquids in phosphoric acid plants, as well as the importance of smart equipment design for process efficiency. They also addressed the use of low-grade phosphate rock and the recycling of phosphogypsum, which should not be considered waste but rather an opportunity to recover valuable resources, reducing environmental impact while unlocking new economic potential.



# Competitiveness

Contribution of this pillar to the Sustainable Development Goals



As a leading global player in phosphorus applications, Prayon has an agile structure that enables it to be a reliable and long-term partner.

## Our Key Indicator

- Ratio of value added to revenue.

## Competitiveness



**23%**

Ratio of value added to revenue in 2025

Objectives  $\geq$  18%

2024 : 24%

2023 : 29%



### Our Actions

Prayon is a major player in the phosphate market used in the food and technical industries as well as in horticulture. The Group holds particularly strong positions in the electronics, dairy products, seafood and beverage sectors.

- Prayon is one of the main suppliers to the industrial sector, where phosphates are used, for example, in metal treatment, flame retardants, detergency, and other applications;
- In the field of horticulture, Prayon is a leading supplier of water-soluble MAP and MKP in Europe;
- Thanks to its broad product range, including phosphates and fluorine-based products, Prayon is also an important supplier to the personal care sector, particularly for toothpaste.

#### Prayon, a Globally Recognized Reliable Partner

- The main customers of the Prayon Group are located in Europe and North America, regions with relatively high cost levels. Having made the strategic choice to produce close to its cus-

tomers, the Group's competitiveness mainly relies on the premium positioning of its products, supported by the efficiency of its teams, proven processes and technologies, a constant pursuit of innovation and quality, and collaboration with partners who share the same values;

- These factors, continuously strengthened over the years through a process of continuous improvement, have enabled Prayon to become and remain one of the leaders in its fields of activity;
- Prayon is recognized as a reliable market player. To provide greater added value to its customers, the Group develops on a daily basis a "solution provider" strategy;
- From a societal perspective, Prayon generates significant local economic impact around its production sites, notably through the salaries of its approximately 1,500 employees, part of which contributes to financing public services through social contributions and taxes, as well as through indirect employment and the local economic activity generated.

### Our Achievements in 2025

- The year 2025 was marked by the introduction of U.S. tariffs, a challenging European economic environment, and the continued increase in the price of sulfur, phosphate rock and fertilizer acid. These developments affected our competitiveness, mainly for our commodity products. However, our activities in the United States (phosphate salts), in Bex, Switzerland (electronic-grade acid), and within our technology equipment division, Profile, continued to perform well;
- Prayon announced a major investment at its Bex site in Switzerland, where the Group will build a new electronic-grade phosphoric acid production unit to double its production capacity and meet the growing demand for ultra-pure phosphoric acid, particularly for the semiconductor market, which is expected to double by 2030 in Europe and the United States; This new production unit, expected to be operational by 2028, will help strengthen the Group's resilience;
- Prayon has stopped its zeolite production in order to convert this facility into a calcium phosphate production line at its Engis industrial site, with a target horizon of 2027;
- On November 27, 2025, Prayon experienced a historic moment with the inauguration of its new SHMP production unit in Engis, in the presence of HRH Princess Astrid of Belgium and numerous distinguished guests, including the Minister-President of the Walloon Government Adrien Dolimont, the Walloon Minister of the Economy Pierre-Yves Jeholet, the U.S. Ambassador Bill White, and the Moroccan Ambassador Mohammed Ameer; This new production unit for food and technical phosphate salts strengthens our local presence and is fully aligned with our strategy to develop in high value-added markets; The plant also fully reflects our environmental commitments. In terms of water management, the unit will operate with "zero discharge", as process water will be recovered and recycled internally;

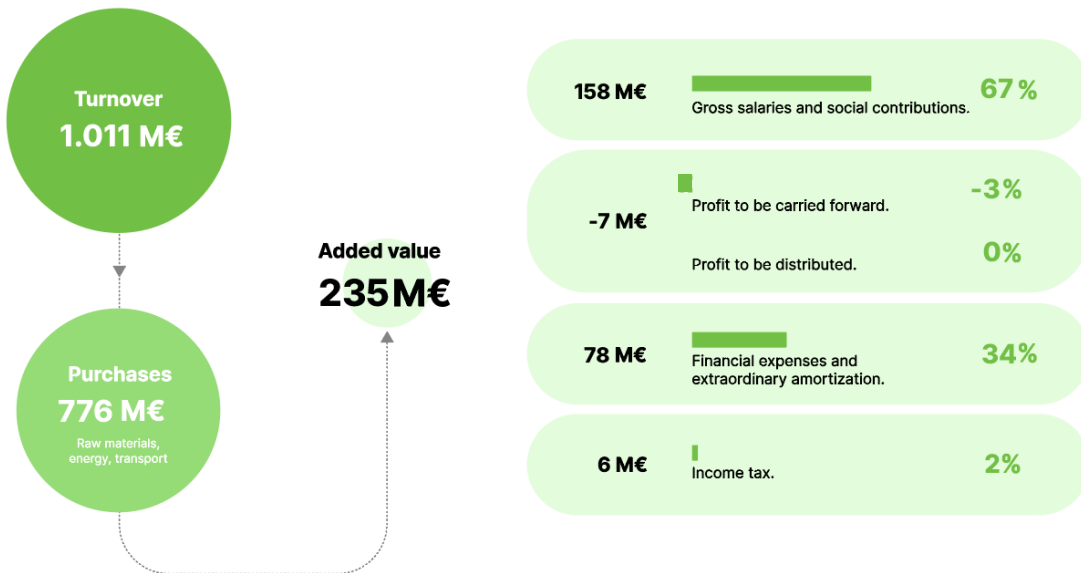


This investment illustrates Prayon’s driving role in the Walloon economic landscape and demonstrates the importance of creating positive business conditions to maintain a sustainable industrial sector in Wallonia, contributing to the region’s prosperity;

- To support its development projects, Prayon signed an ESG-linked loan with a banking consortium coordinated by HSBC Continental Europe and KBC Bank NV; Four indicators from this report are now monitored through annual targets validated with the consortium and audited.

### Prayon's 2025 consolidated results at a glance\*

*\*Excluding income from companies accounted for by the equity method*



Abbreviation	Definition
ADN	Transportation of Dangerous Goods (by Waterways)
ADR	Transportation of Dangerous Goods (by road)
AEO	Authorised Economic Operator
AKT	Walloon employers' organization (formerly Union Wallonne des Entreprises)
ATEX	Explosive Atmosphere – Work environment with significant explosion risk
Bi	Ammonium phosphates (production unit at the Engis site)
CAPEX	Capital Expenditure
CCS/U	Method for Capturing, Concentrating, Sequestering (CCS), and Utilizing (U) CO <sub>2</sub>
CET	Technical Landfill Site
CLP	European regulation requiring harmonized identification and labeling of chemical hazards to protect health and the environment
CO <sub>2</sub>	Carbon dioxide
CPPT	Committee for Prevention and Protection at Work
CSR	Corporate Social Responsibility
CSRD	European Directive on the disclosure of sustainability information by companies
C-TPAT	Customs -Trade Partnership Against Terrorism
DNV	Certifying organization
dss+	DuPont Sustainable Solutions - International consulting firm specializing in security and operations management
EIPSEQ	Important Elements for Safety, Environment, and Quality
EMAS	Eco-Management and Audit Scheme
ESG	Environment, Social, Governance
FEED	Food used to feed animals that are then destined for our plates
FOOD	Food intended for human consumption
GDPR	The General Data Protection Regulation
HACCP	Hazard Analysis Critical Control Point

Abbreviation	Definition
HAZOP	Hazard and Operability Analysis
HECO <sub>2</sub>	Hydrogen, Electrification, and CO <sub>2</sub> capture
HNS	Hazardous and Noxious Substances
H <sub>2</sub>	Hydrogen
H <sub>2</sub> SO <sub>4</sub>	Sulfuric acid
IMS	Integrated Management System
IT	Information Technology
KPI	Key Performance Indicators
LOPA	Layer Of Protection Analysis
MAP	Monoammonium Phosphate
MKP	Monopotassium Phosphate
NaK	Alloy of Sodium (Na) and Potassium (K)
NH <sub>3</sub>	Ammonia
NIS2	European directive aimed at strengthening the cybersecurity of critical infrastructure
NSF	American testing, inspection, and certification organization
OCP	Moroccan Office of Phosphates
OSHA VPP STAR	Occupational Safety and Health Administration Voluntary Protection Programs
PETFOOD	The pet food manufacturing and marketing industry
PFOS	Perfluorooctane sulfonate. It is a major contaminant belonging to the PFAS family (per- and polyfluoroalkyl substances), often referred to as “forever chemicals.”
P <sub>2</sub> O <sub>5</sub>	Phosphorus pentoxide
PRT	Prayon Technologies
PTA	Technical Food Phosphates (production unit at the Engis site)
R&D	Research & Development
REACH	Regulations concerning the registration, evaluation, and authorization of chemical substances

Abbreviation	Definition
RePowerEU	European Commission proposal to end dependence on Russian fossil fuels by 2030
RID	Transportation of Dangerous Goods (by rail)
SDGs	Sustainable Development Goals
SEVESO	Major industrial risks associated with the handling, manufacture, use, or storage of hazardous substances
SHMP	Sodium Hexametaphosphate
SO <sub>2</sub>	Sulfur dioxide
SQF	Safe Quality Food
TBP	Tributyl phosphate. An organophosphorus compound used industrially, mainly as an anti-foaming agent and flame retardant in hydraulic fluids.
TOC	Total Organic Carbon