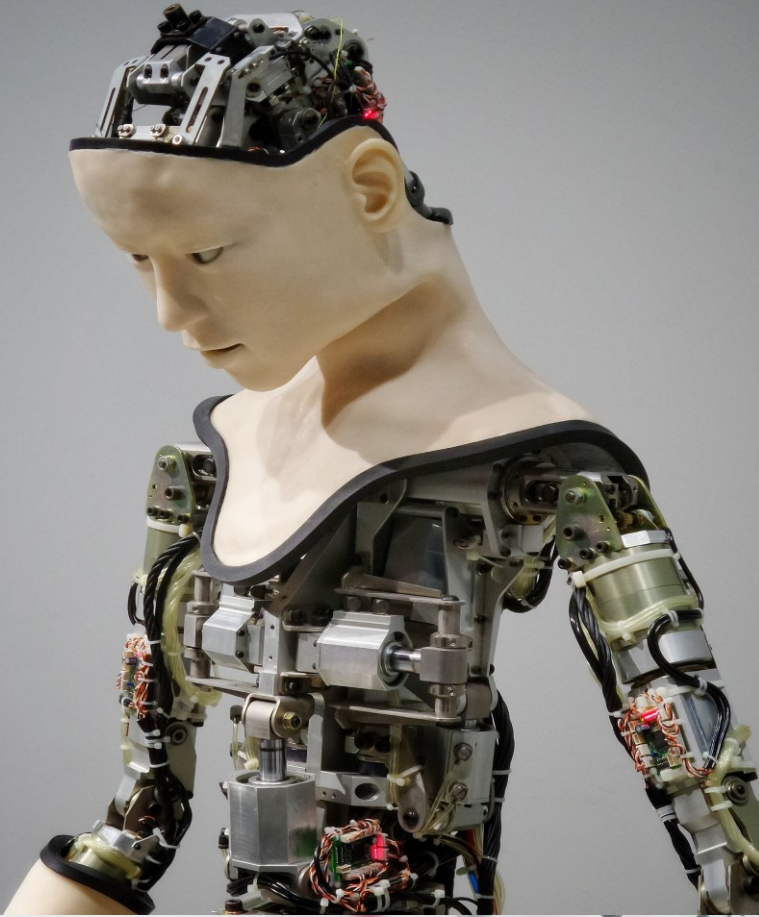


ADISSEO TESTIMONY ON DIGITAL

Georges Scheiber Public Relations
& Transformation Director



ADISSEO MEDIUM OR SMALL COMPANY?

- Animal Nutrition Worldwide leader (N°2 Methionine)
- A Tremendous Growth during the 10 past years
 - Worldwide rank: From N° 3 to N°2
 - Turn over : X 2
 - Number of employees: X3
- Reasons ? Quality of products & People, our Shareholder of course but also digital effect (one pillar of Adisseo growth)



Virtual Reality & E learning

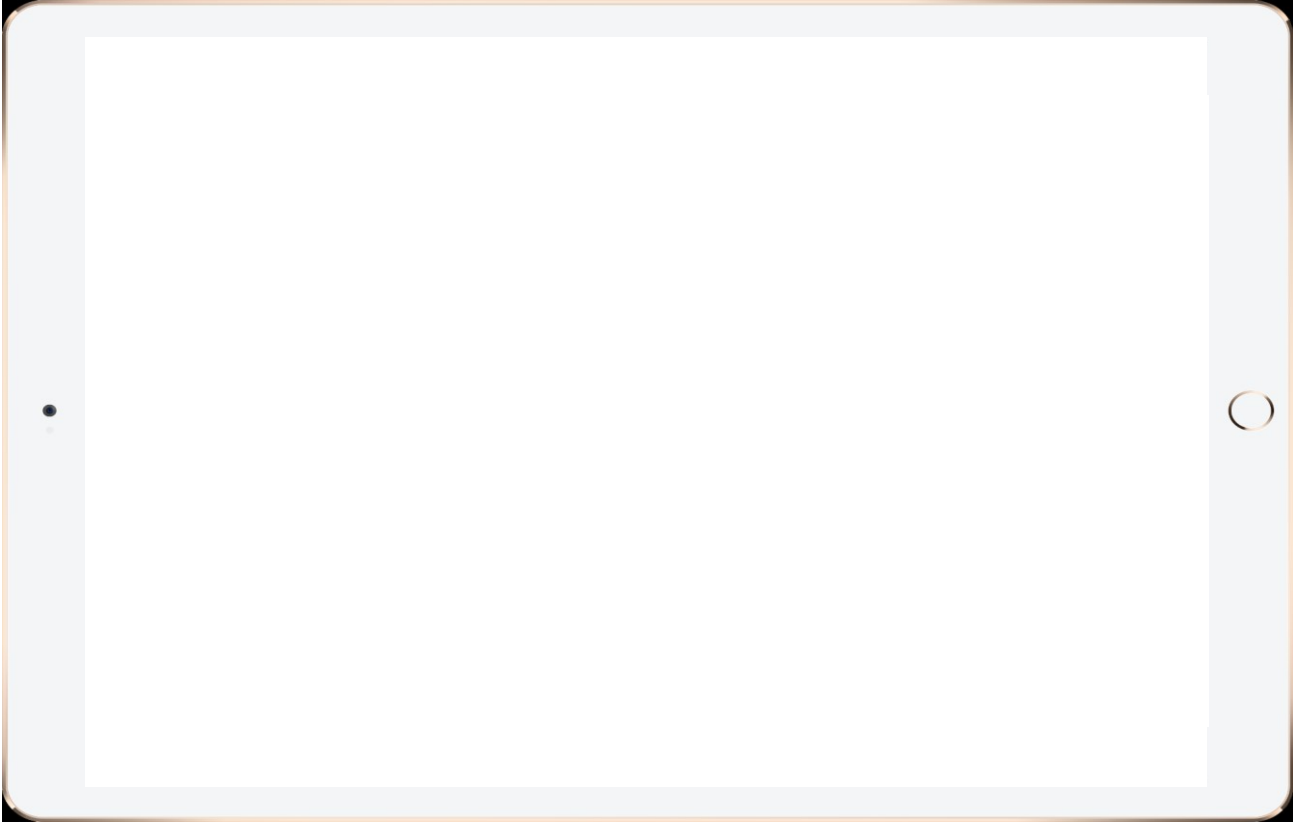
- **Addixyz** : To have the best employees

« In production we have no time to train due to the pressure »

- A 3D virtual factory divided in workshops & equipments
- Part of the training process (selection, basics, training on field in raffinery, theory learning, job evaluation..)
- Directly connected to HR systems to build the employee ability

Results: Less breakdowns on equipment / colleagues really operational , safety level increased, more collaborative way with a very small cost!!

A digital training



Brakes for digitalization

- Resistance to change at all hierarchical levels
- Fight the egos
- Fear of change and novelty
- Distorsion between generations
- Fear of a prohibitive cost
- Information systems architecture is not ready
- QHSE requirements too high in relation to risks
- Cost and vulnerability of IT infrastructure
- Compatibility with HRIS (cornerstone et format SCORM)
- **Avoid failures** as Precipitation, Search for an Immediate ROI, do top down, Do not customize training for people

Key Factors for Success

- Broad consultation (to be representative) /Communication & support throughout the process
- Celebrating Success Stories / Envy of all
- Courage and stubbornness / Decision
- Daring, innovating, testing
- Maximize the effectiveness of collective intelligence and bring out hidden talents
- Need for technical skills but take the necessary time
- Make the benchmark
- Use available digital solutions to reduce cost
- Test periods (importance of having employees touch the tools)
- Step-by-step approach (we validate step-by-step...)
- Provide the opportunity to complete the journey at your own pace