

WE
CAPTURE
WHAT
MOVES



CSR REPORT 2024

NATURE

Our company was established in the birthplace of perfumery, a land intricately entwined with nature, where the art of perfumery first blossomed. From the delicate essence of orange blossom to the sweet breath of May rose to sparkling Timur pepper from Nepal, we choose extraction methods that dovetail ancient craft and leading-edge innovation to bring forth nature's purest treasures and capture the exceptional ingredients that spread their roots across the world.



THE COLLECTION BY
CAMILLE & CHARLOTTE



THE ART OF CAPTURING NATURE, CREATIVITY AND INNOVATION

MANE partners with young creatives

The cover design is taken from our 2024 communication campaign by up-and-coming photographer duo Camille & Charlotte.

It is the prize-winning visual from the 'Capture What Moves' photo competition, a demonstration of our appreciation for creative freedom and our support for the new generation.

'Capture What Moves' gave students and recently graduated photographers the opportunity to submit photos that capture emotions experienced through smell and taste.

Over 200 entries from a dozen countries were submitted to leading figures in the art world, and five prizes were awarded to the most outstanding submissions.

Camille & Charlotte won the Grand Prize and the prize for the Fragrance category, which included the contract for MANE's entire advertising campaign. Their visuals beautifully showcase the delicate quality of the natural raw materials that inspire us daily.

MANE's novel initiative supports young creative talent in an original way, reflecting the Group's commitment to creativity, innovation and sustainable development in everything it does.



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ABOUT THIS REPORT

This report sets out the MANE Group's Corporate Social Responsibility (CSR) approach: its sustainable development commitments and the progress made towards achieving its objectives.

It also aims to report transparently on the approach put in place by our company to contribute to the Sustainable Development Goals (SDGs) and the 10 Principles of the United Nations Global Compact.

To further ensure comprehensiveness and relevance, we prepared this report by referring to the guidelines of the Global reporting Initiative (GRI). This report also meets the legal requirements stipulated in France by Order No. 2017-1180 of 19 July 2017 and Decree No. 2017-1265 of 9 August 2017 establishing a Statement of Non-Financial Performance (SNFP).

Each year, our procedure for collecting, analysing and consolidating the Group's CSR information, as well as the reliability of the reported results, is verified by an independent third party.

ACKNOWLEDGMENTS

This report was prepared by the MANE Group's CSR and Communication Departments and drew on the work of all the Group's CSR correspondents. We would like to thank all the employees who contributed to it.

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“ WE ARE REAFFIRMING OUR COLLECTIVE COMMITMENT TO EXCELLENCE, BOLDLY AND RESPONSIBLY ”

In 2024, the MANE Group successfully overcame many geopolitical, economic and climate challenges with the help of its committed employees. Growth continued, supported by strategic investments in industrial infrastructure, new digital technologies, innovation and research. Our sustainable development initiatives reached new heights, as we strengthened our commitment to the United Nations Sustainable Development Goals and accelerated decarbonisation efforts in line with our science-based targets.

The year also marked an important milestone in the history of the MANE Group. The family transition took place: on 31 December 2024, the presidency was handed over. The change in leadership was an emotional event and a major transition for both the MANE Group and the Mane family, leaving the family business and its legacy in the hands of the fifth generation.

Continuity will be the watchword for the Group going forward, as it draws on its solid foundation to tackle future challenges and pursue its development as an independent company with courage and confidence. Over the past few months, we have built a cohesive leadership team driven by a common goal: pursue the Group's sustainable growth and strengthen its legacy for the next generation. Driven by our unity, shared purpose and pursuit of excellence, we will continue to achieve, grow and succeed. Thus, we will carry on in line with our other key achievements, such as becoming ISO 14001 certified in 1999, joining the UN Global Compact in 2003, launching Green Motion™ ten years ago, and committing to Net Zero in 2024.

Sustainable development was a key factor in all of our decision-making in 2024. As a new chapter begins, we are more determined than ever to shine, as we build MANE's future – a future that lives up to our predecessors' hopes and our successors' aspirations – boldly, responsibly and together.

Jean and Samantha Mane



Group profile

Our identity

In 1871, Victor Mane was inspired by the exceptional beauty of the natural elements surrounding him and began to produce fragrant materials from these regional flowers and plants.

What began as a small distillery has since grown to become one of the leading flavours and fragrances companies in the world.

The Mane family has managed the Group since its creation. Victor's sons, Eugène and Gabriel, modernised and started developing the business internationally. In 1959, Maurice, Eugène's son, took the reins. He successfully oversaw the expansion of the company until 1995, when he became President of the Supervisory Board. The same year, Jean, his eldest son, is appointed President of the MANE Group. Michel, his youngest son, became President of the Americas region. After being appointed, Samantha, Jean's eldest daughter, became President of the Group in 2025. Over the last ten years, several members of the fifth generation of the Mane family have joined the Group, continuing the family adventure.

MANE is now the leading French Group and one of the world leaders in its sector. The headquarters are based in Le Bar-sur-Loup, near Grasse, in the south-east of France.

The Group is present on all continents through its 52 research and development centres and its 31 manufacturing sites. For more than ten years, it has consistently posted strong growth and results.

MANE IN A FEW FIGURES



1,945 M€

Group turnover 2,105 M USD



9.7 %

Average annual growth since 2014



1st

Industry Group signatory of the UN Global Compact in 2003



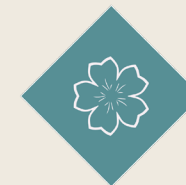
52%

Flavours



40%

Fragrances



8%

Ingredients



8,000*

Employees



40

Countries



82

Locations



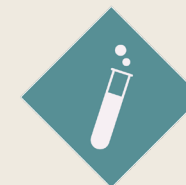
31

Manufacturing sites



52

R&D centres



7.7%

of turnover invested in R&D

* The scope of consolidation of the social data in the CSR report corresponds to 85% of the Group's consolidated workforce

OUR PRODUCTS

Flavours

DEVELOPING A TASTE FOR OUR KNOW-HOW

We work closely with food and drink industry companies by offering them innovative aromatic solutions, which are specific and responsible, and meet consumer preferences in terms of taste and health benefits.

Our solutions address a wide range of taste challenges: from creating unique organoleptic experiences to optimising taste perception, or masking unwanted notes.

Through our unique expertise, understanding of consumer preferences and unrivalled knowledge of raw materials, we provide our clients with the best that nature has to offer to enhance their taste experience.

Fragrances

LET PERFUME TALK

We transform the ideas of creative artists into fragrances that are subtle and exclusive. With more than a century of know-how in extraction and creation techniques, our perfumers combine precious natural extracts and innovative molecules to create fragrances that meet the needs and desires of consumers.

By combining technology and creativity, our Fine Fragrance Creative Centres are venturing into new olfactory territories and developing some of the most prestigious and unique fragrances in the world, opening up new avenues for creation.

GLAMOUR IN DAILY LIFE

Our continuous innovation and in-depth customer knowledge enable us to create unique and timeless sensory emotions, which we offer to our local and global customers to contribute to the success of their new products.

Through consistent analysis and integration of consumer insights and market trends, MANE develops cutting-edge fragrances that draw on its technical expertise to seamlessly fit targeted brands and markets it targets. Our teams understand the needs of our customers and our consumers. Our perfumers transcribe them into unique olfactory experiences.

Ingredients

CAPTURING THE ESSENCE OF NATURE

We offer a competitive portfolio of unique ingredients of the highest quality, based on responsible sourcing, and innovative processes and technologies, for signature compositions.

From traditional extractions to biotechnologically obtained molecules and our innovative JUNGLE ESSENCE™ extracts, our manufacturing processes are inimitable. In a constant quest for excellence, our teams tirelessly travel the world, collecting raw materials and forging partnerships with remote communities. In this way, we are able to secure sourcing, ensure shorter supply chains, circumvent price fluctuations and offer premium ingredient options.

OUR BUSINESS MODEL

OUR CHALLENGES

- SOCIETY**
- Respecting Human Rights and fighting against inequalities
 - Inclusive growth
 - Territorial anchoring and local development
 - Fair practices
 - Securing the supply of raw materials
- ENVIRONMENT**
- Transition to low-carbon practices
 - Adapting to climate change
- Preserving and restoring biodiversity
 - Preventing pollution
 - Circular economy
- CONSUMPTION**
- Protecting consumer health and safety
 - Naturalness of ingredients
 - Dietary changes
 - Guarantee and traceability of supply chains
 - Transparency of product information

OUR RESOURCES

- FINANCIAL RESOURCES**
- Capital fully owned by the Mane family for 153 years
 - Financial stability with a long-term vision
 - Controlled debt
- SUPPLIERS**
- +1,000 suppliers and service providers

OUR STRENGTHS

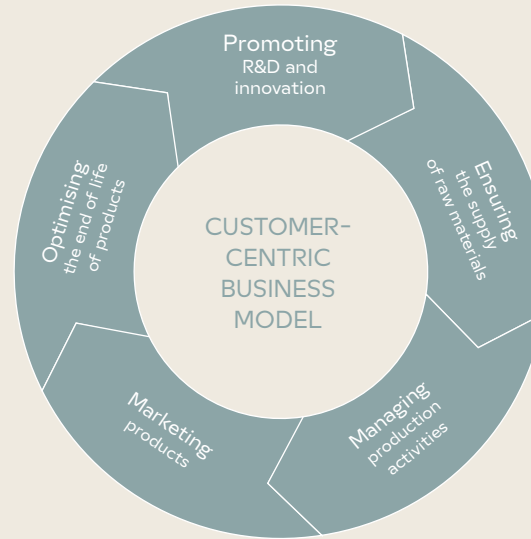
- THE MANE WAY**
- Acting with a strong family culture
 - Being passionate about the needs of our customers
 - Maintaining high ethical principles
- INNOVATION**
- Pioneer in biotechnology
 - Exclusive extraction technologies
 - GREEN MOTION™ by MANE
- GLOBAL PRESENCE**
- 31 manufacturing sites
 - Established in 40 countries
 - 82 locations in the world

OUR VISION

Pioneering the world of sensory experiences to satisfy our customers' needs.

OUR MISSION

We capture what moves consumers by designing ingredients, fragrances and flavours that create emotions and lasting memories, sustainably.



OUR VALUE CREATION

- FOR OUR CLIENTS**
- Product quality and safety (more than 180 certifications)
 - Traceability of raw materials
- FOR OUR EMPLOYEES**
- Creation of sustainable jobs (89% permanent contracts)
 - 17 hours of training on average per year per employee
 - GEEIS (Gender Equality) label* and EDGE Plus (Assess level)**
 - Global Living Wage Employer certified
 - Occupational health and safety management system
- FOR OUR SUPPLIERS**
- Long-term partnerships
 - Support for their CSR evaluation
 - Establishment of sustainable channels
 - 63% Group strategic suppliers committed to a CSR policy
- FOR THE ENVIRONMENT**
- Responding to SBTi's urgent call for corporate climate action by committing to 1.5°C and Net-Zero pathways
 - Multiple actions to preserve resources (reduction of energy and water consumption, use of renewable energies and waste treatment, financing of reforestation and ecosystem restoration projects)
- FOR SOCIETY**
- Local anchoring and contribution to local development
 - Sponsorship of and partnerships with local associations and communities

+ 8,000*
EMPLOYEES
67 FLAVOURISTS
70 PERFUMERS

52
R&D CENTERS
7.7% OF TURNOVER INVESTED
IN R&D

1,945
MILLIONS EUROS
TURNOVER

52% FLAVOURS

40% FRAGRANCES

8% INGREDIENTS

* Obtained by V. MANE FILS (France), MANE Iberica and MANE Italia
** Obtained by MANE USA and MANE Inc.

* Scope of consolidation of the social data in the CSR report corresponding to 85% of the Group's consolidated workforce



MANE

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CSR STRATEGY

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GROUP EXECUTIVE BOARD



Samantha Mane
PRESIDENT



Eric Moussu
EMEA REGION DIRECTOR



Stéphanie Trouiller
AMERICAS REGION
DIRECTOR



Bernard Leynaud
ASIA PACIFIC REGION
DIRECTOR



Guillaume Tardif
CHIEF FINANCIAL DIRECTOR



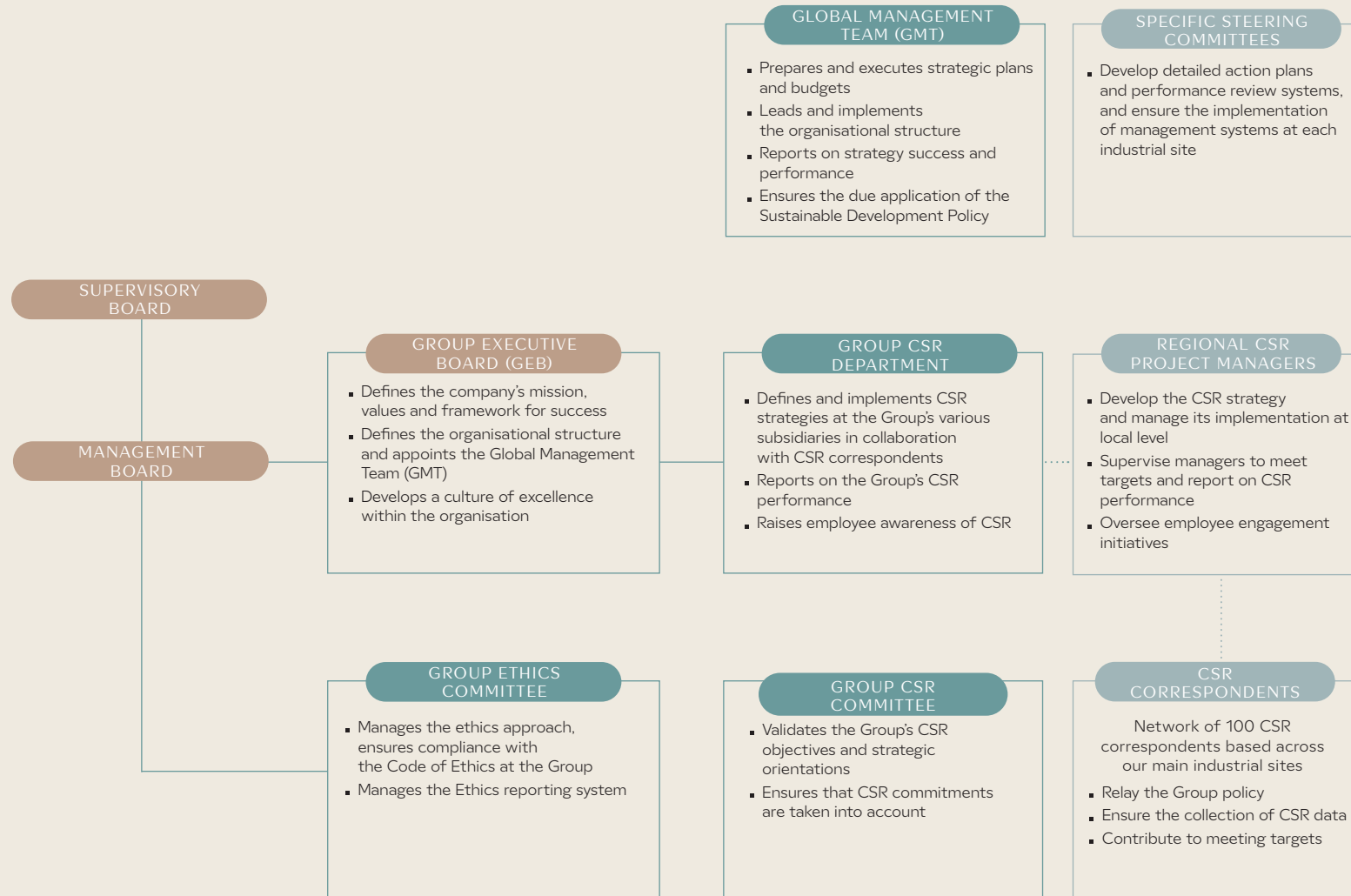
John Broekhuis
CHIEF HUMAN RESOURCES
DIRECTOR



Bertrand Boulin
RESEARCH AND OPERATIONS
INGREDIENTS DIRECTOR

CSR GOVERNANCE

To achieve our mission, we must integrate corporate social responsibility (CSR) at the core of the company's strategy and businesses. The CSR Department is a reflection of the central role that CSR holds for the company and its long-term future. The department reports directly to the Group President. The CSR Department is responsible for implementing our CSR policy in our subsidiaries in line with the Group's Sustainable Development Policy. It relies on its regional CSR project managers and a network of around 100 local CSR correspondents to implement the Group's CSR strategy.





CSR GOVERNANCE

Our current governance structure places CSR at the very top of our organisation, enabling us to pursue ambitious objectives in line with environmental, societal, regulatory and business challenges.

Under the leadership of the President, the Group Executive Board (GEB) is the Group's highest strategic management body. It is made up of seven members: the Group President; the Americas Region Director; the EMEA (Europe, Middle-East and Africa) Region Director; the Asia-Pacific Region Director; the Chief Human Resources Officer; the Chief Financial Director and the Research and Operations Ingredients Director. The GEB defines the Group's mission, values, framework for success, and investment strategy. It also oversees the execution of strategic plans and policies. In this capacity, the GEB is responsible for MANE's sustainable development policies (including climate change, energy, water, biodiversity, diversity, and responsible purchasing) and supervises the management of risks and opportunities, particularly those related to climate change and the conservation of natural resources.

The Group CSR Department reports directly to the Group President. The department is responsible for defining and implementing the Group's overall CSR strategy (including climate, energy, water and biodiversity strategies).

The GEB's regular meeting agendas include issues relating to the achievement of our sustainable development objectives, so that decision-making can take non-financial risks and opportunities into account.

Group and regional management reviews are carried out annually to assess our progress towards our 2030 objectives. Based on information consolidated by the Group CSR Department, non-financial indicators are monitored globally. This enables members of the Group CSR Committee and Regional Executive Committees to examine and guide subsidiaries in their strategy, budgetary and investment decisions, and action plans.



Ceci est notre **Communication sur le Progrès** sur la mise en œuvre des Dix principes du **Pacte mondial des Nations Unies** et soutenant les objectifs des Nations Unies.

Nous apprécierions vos commentaires sur son contenu.

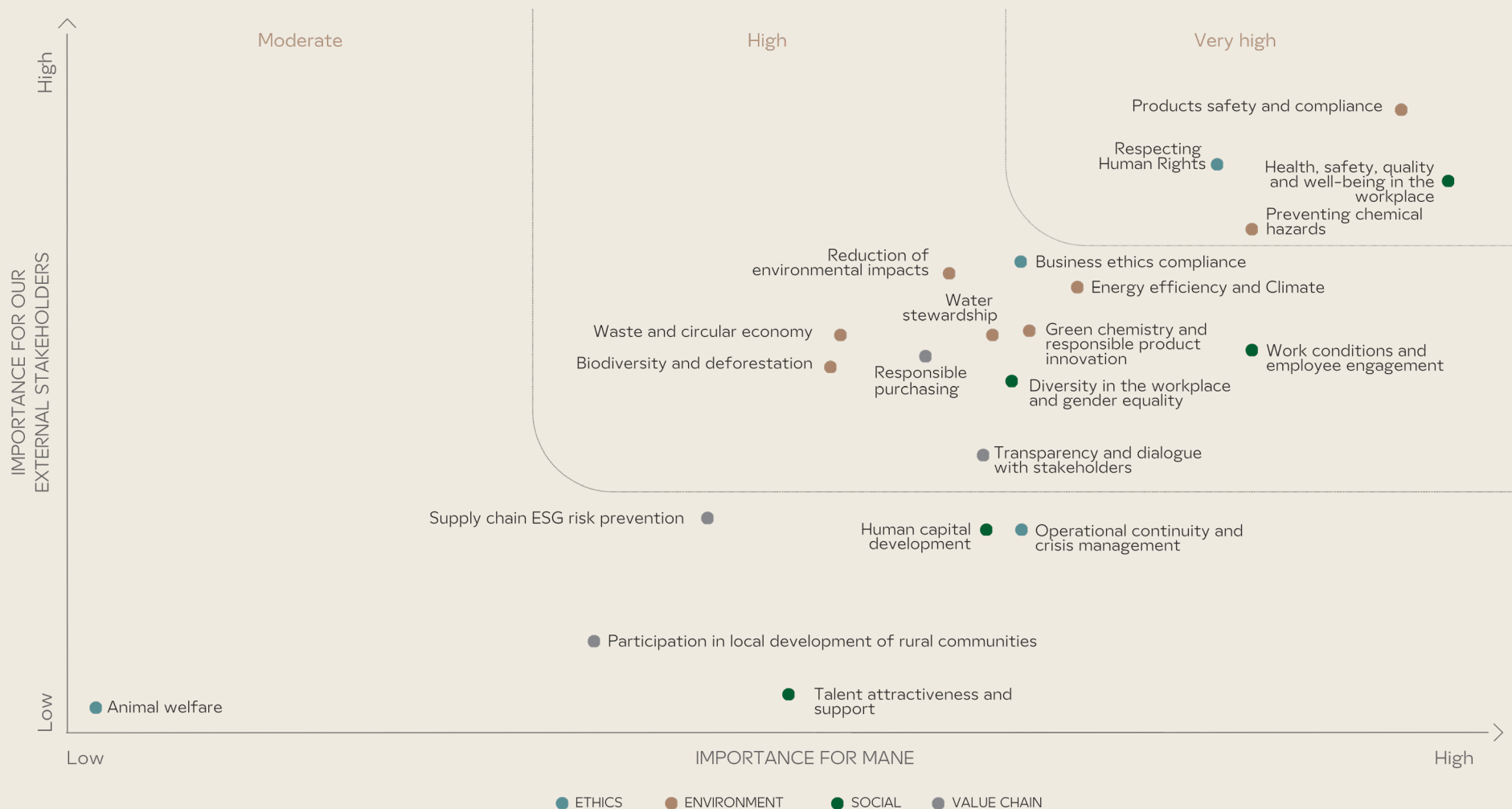
RENEWAL OF THE PRESIDENT'S COMMITMENT

“ For the twenty second consecutive year, MANE is supporting the Global Compact and renewing its commitment to implementing and promoting the 10 universally recognised Principles in its strategy, organisational culture and operations, as part of a continuous improvement approach. ”

Samantha Mane
President

MATERIALITY MATRIX

The materiality matrix is an overlap of CSR issues which are important for the company and stakeholder expectations on these topics. Completed for the first time in 2012, it was updated in 2021, thanks to a materiality study conducted among more than 4,000 stakeholders. Each issue is prioritised from the point of view of the MANE Group and its stakeholders. The issues considered to be priorities from both points of view were selected for inclusion in our roadmap and our CSR report. The matrix is examined and validated by the CSR Committee during the annual CSR management review. It will be revised in 2025, applying the concept of double materiality.

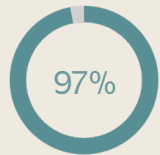


OUR SUSTAINABILITY PERFORMANCE

Act and operate ethically and responsibly

ETHICS

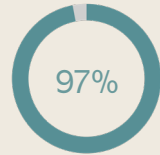
CODE OF ETHICS SIGNATURES



2030 objective
100% of employees sign the Code of Ethics

ETHICS

CODE OF ETHICS TRAINING



2030 objective
100% of employees trained in the Code of Ethics

ANTICORRUPTION

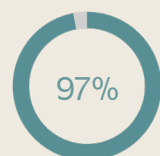
SPECIFIC CODE OF ETHICS



2030 objective
100% of the employees most exposed to corruption risks sign the Purchasing Code of Ethics or CEO/CFO

ANTICORRUPTION

SPECIFIC CODE OF ETHICS



2030 objective
100% of the employees most exposed to corruption risks trained in anticorruption



Care for our employees

TRAINING

Employees receiving at least one training

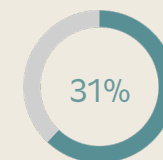


PRIVILEGED MANAGERIAL DIALOGUE

Employees having an annual appraisal



EMPLOYEES WORKING IN AN ISO 45001 CERTIFIED SITE



2030 objective
50% of employees working in an ISO 45001 certified site

OUR SUSTAINABILITY PERFORMANCE

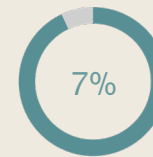


Ensure responsible management of our products

QUANTITY OF PRODUCTS SHIPPED FROM ISO 14001 CERTIFIED SITES (IN TONNES OF PRODUCT) 

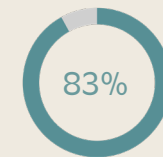


WASTE SENT TO LANDFILL (% OF WASTE SENT TO LANDFILL)



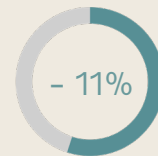
2030 objective
Zero waste to landfill

PRODUCTS MADE FROM NATURAL EXTRACTS AND SYNTHETIC MOLECULES WITH A GREEN MOTION™ SCORE HIGHER THAN 50/100



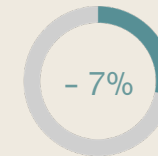
Objectif 2030
90% of products made from natural extracts and synthetic molecules

WATER WITHDRAWAL  (IN M³ PER TONNE OF PRODUCT)



2030 objective
Reduce our water withdrawal by 20%*

WATER WITHDRAWAL IN REGIONS SUBJECT TO HIGH WATER STRESS  (IN M³ PER TONNE OF PRODUCT)



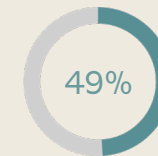
Objectif 2030
Reduce our water withdrawal by 25%*

ENERGY CONSUMPTION  (IN GJ PER TONNE OF PRODUCT)



2030 objective
Reduce our energy consumption by 25%*

RENEWABLE ELECTRICITY



2030 objective
100% of electricity consumption from renewable energies

SCOPES 1&2 GHG** EMISSIONS  (IN TONNES OF CO₂ EQUIVALENT)



2030 objective
Reduce our Scopes 1&2 emissions by 50% compared to 2018

COMMITMENT TO ALIGN WITH 1.5°C AND NET-ZERO PATHWAYS THROUGH THE BUSINESS AMBITION FOR 1.5°C CAMPAIGN




SCIENCE
BASED
TARGETS

BUSINESS
AMBITION FOR 1.5°C 

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

* Per tonne of product, compared to 2018

** Greenhouse gas

 Indicators verified by the independent third-party organisation to provide reasonable assurance



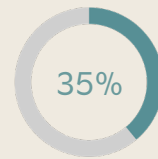
2030 objective achieved and/or exceeded

OUR SUSTAINABILITY PERFORMANCE



Promote sustainability along our value chain

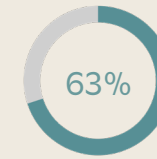
PURCHASES MADE FROM SUPPLIERS COMMITTED TO A CSR POLICY



2030 objective

90% of Group's purchases made from suppliers are committed to a CSR policy

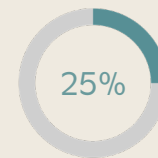
GROUP'S GLOBAL SUPPLIERS COMMITTED TO A CSR POLICY



2030 objective

90% of Group's global suppliers are committed to a CSR policy

SIGNIFICANT SUPPLIERS ASSESSED ON THEIR CSR



2030 objective

100% of Group's significant suppliers are assessed on their CSR

CSR COMMITMENTS AND RECOGNITION



CLIMATE CHANGE

WATER SECURITY

FORESTS

A-

A-

B



Having been awarded the EcoVadis Platinum Medal for the fourth consecutive year, MANE is ranked in the top 1% of more than 130,000 companies assessed by EcoVadis worldwide.



GREEN MOTION™ published for the second time in the *International Journal of Green Chemistry*.



To strengthen its climate commitment, the Group joined the Climate Group's RE100 initiative.

The goal of this initiative is the use of 100% renewable electricity by 2030.



The Group is an accredited *Global Living Wage Employer* by the Fair Wage Network, certifying fair wage practices and a living wage for all employees.



MANE has responded to the Science Based Target initiative's urgent call for corporate climate action by committing to align with 1.5°C and Net-Zero targets.

CSR COMMITMENTS AND RECOGNITION

In terms of sustainable development, MANE strives to support internationally recognised standards, as well as industry initiatives. Expert assessments and recognition in the field of sustainable development improve transparency and give credibility to our CSR approach in the eyes of our stakeholders. Our commitment and success in this area have been recognised by independent third-party organisations. External awards and recognitions attest to the positive perception of our sustainable development strategy. Our Group is thus rewarded for the efforts made to improve its practices.

COMMITMENTS



INDUSTRY RELATIONS



EXTERNAL RECOGNITION





2

ACT AND OPERATE ETHICALLY AND RESPONSIBLY

- 18 Respect Human Rights
- 19 Ensure compliance and ethical business practices

For MANE, being a responsible company is above all about behaving in an ethical manner. Maintaining the highest ethical standards is one of our strategic priorities.

We are committed to promoting and respecting International Human Rights Law in all the countries where we operate.

OUR CONTRIBUTION TO THE SDGS

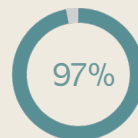


RESPECT FOR HUMAN RIGHTS

Our commitments

Respect for Human Rights is one of our strong commitments, validated by our membership of the United Nations Global Compact since 2003. As a family business guided by strong human and ethical values, we have a role to play in safeguarding the rights of people and communities affected by our business activities, which can also help shape a better world all around us. We recognise that many of the problems encountered in our supply chains are potentially systemic and that, in order to bring about positive change, we need to engage in long-term sector-wide collaborations with value chain stakeholders. This commitment is described at the heart of our Human Rights Policy⁽¹⁾, which applies to our direct operations, our owned entities and all our value chain partners. It is also set out in our Code of Ethics, so that every employee takes personal responsibility for ensuring that Human Rights are respected in their day-to-day actions and in their own sphere of influence. Translated into 33 languages, this Code of Ethics describes the general ethical principles that govern the Group's operations and that all employees must apply in their day-to-day work. It is a resource and a compendium of advice enabling our employees to make informed decisions in their interactions with others, both within the Group and with its various external stakeholders. It is available on the Group's website: <https://www.mane.com/our-ethics-2>.

CODE OF ETHICS SIGNATURES



2030 objective

100% of employees sign the Code of Ethics

Ethics reporting system

The Group's ethics reporting system enables employees to report any suspected breach of the Code of Ethics to the Ethics Committee. Members of the Ethics Committee can be contacted by email: ethics@mane.com. All reports forwarded to the Committee are investigated, and recommendations may be made to senior management, with feedback to the persons making the reports. In 2024, the ethics hotline received 18 reports in eight countries, relating mainly to human resources issues. Only one of these reports concerned a proven breach of the Code of Ethics, confirmed following an internal and external investigation. The case has since been resolved.

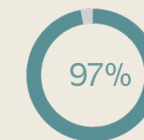
Raise awareness and train employees

Regular training campaigns ensure that employees have a good understanding of the Code and its implementation. This training has been designed to:

- illustrate the different types of behaviour to be prohibited as being likely to characterise violations of the Code;
- provide guidelines to respond to ethical dilemmas.

Training is available via e-learning and in several languages. By 2030, 100% of Group employees will have completed the e-learning course and the Code of Ethics quiz.

CODE OF ETHICS TRAINING



2030 objective

100% of employees trained in the Code of Ethics

(1) See our [Human Rights Policy](#)



ENSURE COMPLIANCE AND ETHICAL BUSINESS PRACTICES

Prevent conflicts of interest

As stipulated in our Code of Ethics, employees are required to avoid any situation that could create a real or apparent conflict between their personal interests and those of the Group. If this is the case, the employee experiencing a potential conflict of interest must inform his or her immediate supervisor and document it in a conflict of interest declaration. The Ethics Committee is informed.

Anticorruption

We have put in place a system to translate our commitment to the fight against corruption into concrete actions. This system comprises eight measures:

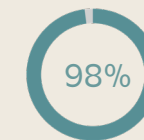
1. a Code of Ethics included in the internal regulations;
2. an Ethics reporting system;
3. a corruption risk mapping;
4. a procedure to assess third parties;
5. accounting control procedures;
6. a training system for exposed managers and staff;
7. a disciplinary regime;
8. an internal control and evaluation system.

In addition to the Group Code of Ethics, we have drawn up two more specific Codes of Ethics for the managers and employees most exposed to the risk of corruption:

- the Group's Purchasing Code of Ethics;
- the Group's Code of Ethics for Chief Executive Officers and Chief Financial Officers.

We identified a panel of 340 employees within the Group in 2024 (i.e. close to 4.1% of the workforce). We ask them to sign these documents. Of these employees, 36% are CEOs/CFOs and 64% are in the Purchasing team. The data includes all new CEOs/CFOs who joined in 2024, but does not include new buyers who arrive during the year.

SPECIFIC CODE OF ETHICS SIGNATURES



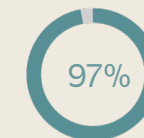
2030 objective

100% of the employees most exposed to corruption risks sign the Purchasing Code of Ethics or CEO/CFO

These employees must also follow a training course on corruption issues and risks and take a quiz to validate their knowledge.

In 2024, we formalised and updated the list of functions considered to be the most exposed to corruption risks at the Group's subsidiaries. This update will enable us to extend the number of employees made aware of this issue as of 2025.

SPECIFIC CODE OF ETHICS TRAINING



2030 objective

100% of the employees most exposed to corruption risks trained in anticorruption



3

ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

- 21 Ensure product safety and compliance
- 23 Promote sustainable consumption
- 26 Integrate green chemistry into R&D
- 28 Reduce environmental impacts during production
- 29 Our commitments in the fight against climate change
- 40 Guarantee the safety and stewardship of water
- 43 Effectively manage our waste to promote the circular economy
- 44 Reduce pollution and spills
- 45 Preserve biodiversity and fight against deforestation

It is impossible to separate the performance of our company and its acceptance by society from the reduction of the environmental impacts of our activities. Our goal is to better protect the communities and ecosystems around us.

OUR CONTRIBUTION TO THE SDGS



ENSURE PRODUCT SAFETY AND COMPLIANCE

Ensure the health safety of our products

The quality and safety of products are legitimate expectations of and major concerns for our consumers. Guaranteeing the safety of our products while protecting the health and safety of consumers is therefore a challenge and a priority for MANE and its customers.

Our approach covers the entire supply chain, starting with suppliers. We incorporate very strict controls in our purchasing and audit process, which allows us to select safe and high-quality raw materials and packaging that complies with applicable regulations. Suppliers are regularly audited to verify their ability to meet MANE's quality, ethical and safety requirements and to identify any weaknesses and opportunities for improvement.

All our manufacturing sites have established quality and health safety management systems. These systems provide for procedures and methods established at the various stages of production (reception, control of work in progress, final control). The manufacture and control of our products therefore meet strict standards. Risk analyses (HACCP or Risk Analysis) reduce the risks of physical, chemical and microbiological contamination to an acceptable level. Associated monitoring plans are in place to ensure control of possible contaminants (heavy metals, pesticides, aflatoxins, ethylene oxide, etc.).

Before the finished products leave our sites, we run tests to validate that they can be used safely. The tests carried out on finished products generally include physicochemical, microbiological and organoleptic tests. They ensure that the finished products we supply to our customers are safe, of uniform and consistent quality, and satisfactory for consumer safety.

The vast majority of the Group's sites which manufacture food flavours or ingredients are ISO 9001, IFS, BRC or FSSC 22000 certified, depending on the region. The manufacture of our finished products for the pharmaceutical industry (human or veterinary use) complies with Good Manufacturing Practices (GMP). These facilities are inspected periodically by the supervisory authorities. As for the fragrance compositions and cosmetic ingredients that we manufacture, our manufacturing sites are ISO 9001, EFFCI or ISO 22716 certified, depending on the site.

Among the objectives of Quality Services, one indicator concerns the monitoring of the number of batches affected by procedures for withdrawal or recall of finished product.

Assess the toxicological safety of products

As part of our innovation strategy, the development of a new ingredient or a new technology is subject to a rigorous safety and regulatory assessment process. Research projects are coordinated by a scientific committee whose members meet every quarter. To ensure their sustainable development, all resulting innovative ingredients are characterised and assessed for their environmental and human health properties before they are marketed. The characterisation is carried out by our analytical experts, and the toxicological safety assessment is conducted by our regulatory and toxicology experts. The intrinsic properties of new products are assessed and serve as the basis for our safety assessment and hazard classification processes. Our safety data sheets (SDS) have been improved to comply with EU regulation 2020/878 and are already available in 33 languages. For flavour and fragrance products, we can provide information on allergens, genetically modified organisms (GMOs), nutritional data, organic farming, and ethical and religious criteria. Using our GREEN MOTION™ tool, we also take animal welfare and environmental impact into account during the innovation process. Animal welfare and environmental protection are central to our identity. Through our animal testing Policy⁽¹⁾, we have publicly communicated the Group's position not to test our flavouring or fragrance compositions on animals.

(1) See our [animal testing Policy](#)



Furthermore, no animal testing is carried out or ordered by MANE for its manufactured ingredients, unless this is specifically required by national or regional regulations.

Our commitment to avoid animal testing in all cases is also reflected in our commitment to finding alternative methods. Our company's performance and social acceptance depend on reducing the environmental impact of our activities. Our goal is to better protect the communities and ecosystems around us. Since 2007, we have been shareholders of ImmunoSearch, a research company that develops *in vitro* toxicological testing. We also regularly acquire equity stakes in and/or forge partnerships with companies with expertise in non-animal testing methods, such as R&D companies developing QSAR models (*in silico* methodology).

Manage REACH compliance

Manufactured and imported chemical substances into the European Union comply with the requirements of the REACH regulation (concerning the registration, evaluation and authorisation of chemical substances) for our portfolio of natural and synthetic raw materials. Protecting human health and the environment is not only the purpose of this regulation, but also a pillar of our Sustainable Development Policy. In order to ensure optimal compliance, a Regulatory Affairs team is dedicated to REACH obligations. External partnerships complement our regulatory and scientific expertise. MANE is also an active member of the working groups on the subject at the International Fragrance Association (IFRA) and the European Federation of Essential Oils (EFEO).

As regards the registration process, we have registered more than 140 substances, taking into account the exemptions related to the uses that MANE can benefit from. As the registration process is a continuous process, we work proactively on updating the files submitted. In this context, since 2019 we have participated in the project to improve REACH filing launched by the European Chemical Industry Council (CEFIC) in cooperation with the European Chemical Agency (ECHA).

Tools developed in-house, including a REACH dashboard, make it possible to monitor the quantity of substances. This work is done in close collaboration with the Purchasing and Production Departments. MANE also exercises due diligence in ensuring that its suppliers meet

their obligations. All information collected is recorded on various media and shared on the company intranet.

Comparable actions are carried out to implement other regulations similar to REACH, such as UK REACH and TURKEY REACH (KKDIK). A newsletter is distributed internally and externally to keep interested stakeholders up to date with developments in the EU REACH, UK REACH, TURKEY REACH and KOREA REACH regulations.

PROMOTE SUSTAINABLE CONSUMPTION

Our responsibility in terms of sustainable consumption begins with our ability to develop products that benefit the environment and society at every stage of their life cycle.

Secondly, it is linked to the nature of the information we provide to our customers about our products, in order to encourage more responsible choices for our customers and, ultimately, consumers.

In this respect, the GREEN MOTION™ tool allows us to inform our customers about the environmental profile of their composition and to direct their choices towards formulas that have a lower environmental impact.

Fragrance, a vector of well-being

When it comes to their fragrances and everyday products, consumers no longer want to have to choose between performance, pleasure, health and the environment.

The fragrance must be a sign of effectiveness and a vector of well-being, in addition to contributing to the more responsible profile of the product of which it is part.

Aware of this paradigm shift, MANE has, for several years, invested in a strategy of fragrance innovation, mindful of its environment and the well-being of consumers.

First of all, our solid expertise in green chemistry and our mastery of biotechnology and extraction processes enable us to enrich the perfumers' range with creative, renewable and biodegradable raw materials. A multi-disciplinary working group and its specific steering committee were created, in order to establish our objectives and the associated action plans in terms of the renewability, biodegradability and CO₂ emissions of our fragrances.

In addition to renewable and biodegradable ingredients, we also offer an alternative to the traditional alcoholic support. AQUAFINE™ is a concentrated biodegradable formulation, delivering a long-lasting fragrance on linen, the body, hair and in homes, without the use of alcohol or solvents. This solution also represents a major environmental asset with a carbon footprint that is 22 times smaller than a traditional alcoholic formulation.

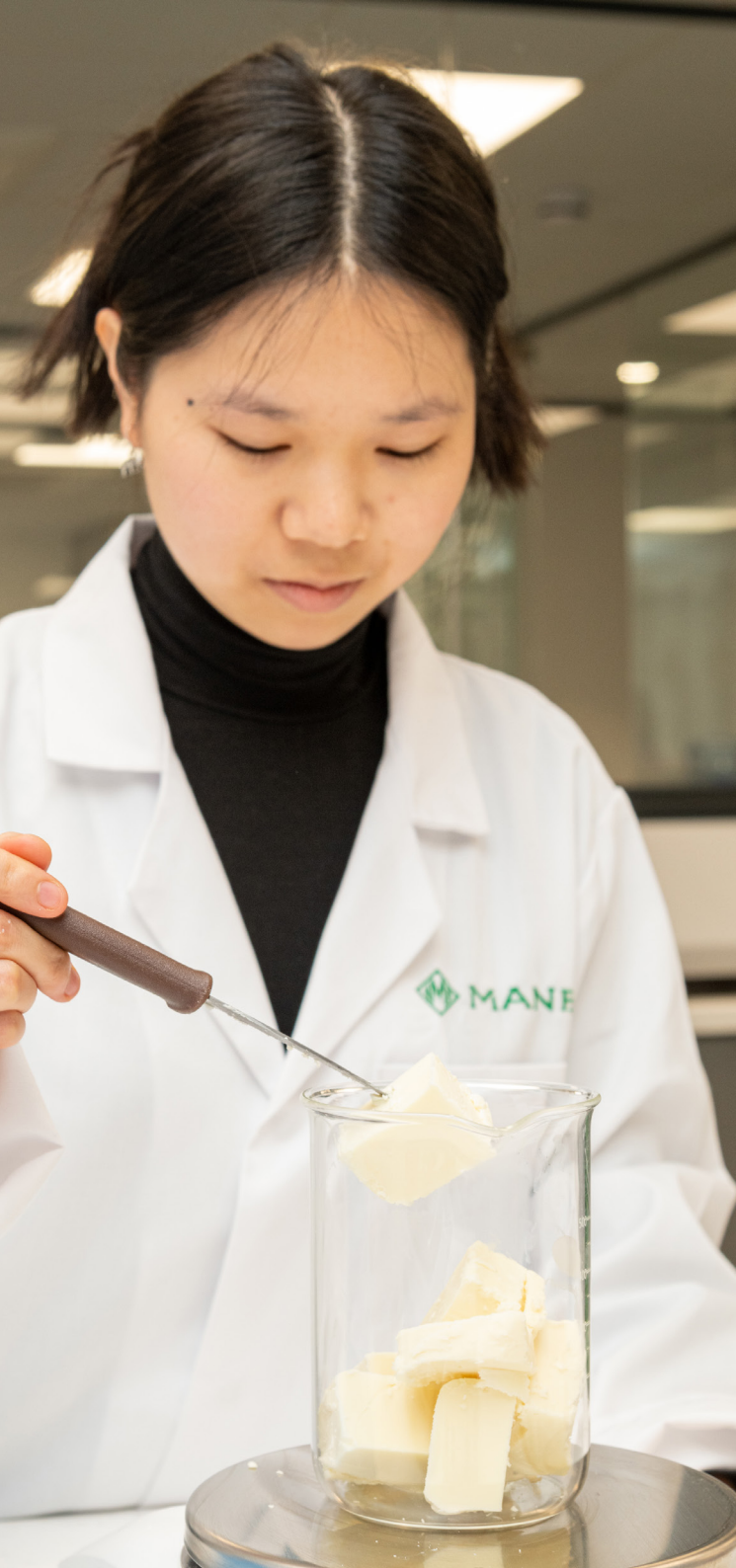
To support our perfumers with ever more demanding specifications, we have put in place a portfolio of innovative tools and solutions. Our FRESHPLEX™ captives reduce the perception of bad odours. The POWERBLOOM™ or FOOTPRINT formulation aids, tools derived from the digital factory, respectively make it possible to increase diffusivity or accelerate the creation of more environmentally friendly fragrances. Finally, to meet the growing need for the objectification of the emotional benefits generated by fragrances, MANE has calibrated a series of methodologies based on the principles of Cognitive Sciences, as part of the WELLMOTION™ programme.

Our responsible innovation approach is also reflected in new fragrance vectors. We offer our customers MANENCAPS™ FC X2, a collection of fragrances produced in our plants. Available in a solid and ready-to-bottle version, this solution comes on a biodegradable support (98%) made from plants (93%). It is ideal for scenting linen.

We have also developed biodegradable micro-capsules in order to reconcile the persistence of a fragrance on linen and reduce the release of microplastics into ecosystems. The first generation of MANENCAPS™ FC CLEEN biodegradable capsules for fabric softeners is now commercially available. They are a strategic step forward in combining performance, sensoriality and respect for the environment. They follow the OECD 301F biodegradability standards, achieving a biodegradability greater than 60% in 28 days. They meet ever more demanding specifications to protect the planet and the consumer while conveying a sensory experience comparable to traditional non-biodegradable micro-capsules. The Research & Innovation teams are now working on the development of micro-capsules for the cosmetic segments.



With the launch of PURAKAN™, MANE now combines beauty and well-being with a 100% natural solution that acts against dandruff. Our laboratories developed and tested a combination of three active ingredients that act in synergy to rebalance the microflora of the scalp, including pomegranate bark from the by-products of the food and drink industry in India, mint essential oil and Ajwain essential oil. Usable in any type of solid or liquid shampoos, this patented active ingredient meets strict specifications of respect for the scalp with excellent skin tolerance, ISO 16128 naturalness and effectiveness with an average reduction of 34% of visible dandruff for 81% of subjects tested.



Respond to the challenge of taste resilience

While enjoyment is still at the top of the list of what consumers expect when they consume food or drink, they also actively seek out healthy, nutritionally balanced products. They are now concerned with consuming more sustainably, and price comes second as a choice criterion. To help consumers overcome this challenge of taste resilience, MANE developed the SENSE CAPTURE™ Precision Taste Modulation programme for its customers. This programme offers holistic and optimised taste modulation of food and beverage products for nutritional, economic, and sustainability-related formulation challenges. It includes a research platform mobilising cutting-edge analytical technologies and sensory methodologies, as well as a range of precision services for our customers. Our in-depth knowledge of formulation and aromatic congruence has been the basis of our aromatic expertise for over 150 years. This makes it possible to precisely address, in terms of the matrix and the process, all the dimensions of taste in even the most complex food products. To achieve an optimal taste experience, it is possible to combine SENSE CAPTURE™ solutions, such as enhancing sweetness perception and mouthfeel, preserving saltiness perception, and removing undesirable aromatic notes and flavours from vegetable protein products.

SUGAR

SENSE CAPTURE™ MS is a range of innovative solutions for modulating sweetness. Its unique properties are based on the three dimensions of taste: sweetness intensity, dynamics and sweetness quality. SENSE CAPTURE™ MS GENUINE is the latest generation of natural flavour solutions for beverages, cookies, confectionery, sauces, etc.

SALT AND UMAMI

SENSE CAPTURE™ SALT is a natural, clean label solution for salt reduction that replicates the many functions of salt without compromising taste. It is designed for use in a wide range of food products, including soups, sauces, broths, ready meals, meats, processed cheeses, savoury snacks, and bread and pastry products.

SENSE CAPTURE™ UMAMI solutions add a round mouthfeel to culinary applications when replacing monosodium glutamate.

FATS

Reducing fat content in food and drink also has a significant impact on mouthfeel, often disrupting consumers' taste perception. MANE has developed a comprehensive range of SENSE CAPTURE™ MOUTHFEEL solutions, which effectively improve mouthfeel by significantly increasing the perceived fatty film coating, e.g. in low-fat dairy products.

The SENSE CAPTURE™ Precision Taste Modulation programme also addresses formulation issues in the context of protein transition by combining these different solutions with the SENSE CAPTURE™ MASK masking solutions for an optimal taste experience.

Protein transition

Our solutions increase product appeal by using alternative protein. Consumers concerned about their health and the planet's future are adapting their eating habits to reduce their environmental footprint, particularly when it comes to protein. This dietary change is also known as protein transition, which involves switching one's diet, in part or in whole, to include more sustainably produced animal protein or protein made from plants or other sources.

Although health, financial and animal welfare concerns are crucial in the decision to decrease animal protein in our diet, environmental reasons are also gaining in importance. Among European consumers, 40% say they eat processed savoury vegetarian or vegan foods for environmental reasons⁽¹⁾. Consumers are therefore increasingly inclined to replace red meat and dairy products with plant-based alternatives, which are healthier and more environmentally friendly in terms of carbon footprint.

Since 1981, we have been involved in the plant-based sector, replacing animal proteins in meat products. This expertise was then extended to other segments and categories of food products, such as fresh dairy products and even ice cream. MANE's Protein Transition programme steers all research projects on proteins and the challenges they present in terms of taste. This programme is not just about plant-based proteins; it is also looking ahead at the use of other alternative proteins such as insects, cell cultures, biotechnologies and mycoproteins (proteins derived from fungi).

Taste is the number one criterion for a repeat purchase. Consumers will only turn to more sustainable proteins if the foods and drinks containing them taste good to them. These organoleptic characteristics must also be compatible with the food type and positioning, i.e. it must be nutritional enough to be eaten regularly and affordable for consumers.

The natural flavours and aromas we produce are particularly suitable for these new foods and may be labelled vegetarian or vegan. Moreover, MANE's expertise is focused on optimising plant-based aromatic combinations to achieve the best organoleptic profile for each finished product.

With SENSE CAPTURE™ MASK, MANE's focus is on masking aromas. These solutions are particularly well suited to the sensory challenges associated with products that have a high protein content or undesirable notes (e.g. astringency or bitterness); this is often the case with sweet and savoury plant-based products.

We also offer a specific range of aromatic solutions that boost certain sensations. This is the case with SENSE CAPTURE™ Mouthfeel, which enhances oily mouthfeel, and SENSE CAPTURE™ Umami, which preserves umami without using monosodium glutamate (MSG).

Finally, PURE CAPTURE™ BH provides the sought-after browned or caramelised flavour in meat analogues.

Our ingredients make it possible to simplify ingredient declarations in finished products, such as concentrated vegetable juices, stocks, oleoresins, essential oils, spice extracts, seasonings and marinades.

MANE sponsored the *EcoSystem Session* event, a competition that brings together six start-ups selected for their breakthrough innovations in the field of plant-based food. The event is organised by the *Alternative Protein Network* and *Bridge2Food*. Through this initiative, MANE aims to support entrepreneurs and encourage innovation in the transition towards alternatives to animal-based food in Europe, Asia and North America.



(1) Source: MANE M2P 'Meat-free' study carried out in April 2024 in France, the United Kingdom, Italy, Spain and Germany

INTEGRATE GREEN CHEMISTRY INTO R&D

Innovation is one of the strategic pillars of the MANE Group, a driving force for meeting the needs of our customers in a differentiated way. In 2024, the Group invested 7.7% of its turnover in R&D activities.

Our commitment to sustainable innovation is to design safe and healthy products with a minimised environmental impact and maximised sensory benefits for the consumer. This entails innovation strategies involving the increased use of renewable and biodegradable raw materials with a low carbon footprint, or the recovery of industrial waste. It also involves improving our processes to eliminate or reduce the use of hazardous substances or the associated energy consumption.

A scientific methodology to eco-design products

In 2011, MANE designed its own assessment tool named GREEN MOTION™. This quantitative tool is based on 7 fundamental clusters covering the 12 principles of green chemistry. It rates the Health, Safety and Environmental impact of manufactured ingredients for the Flavour & Fragrance industry on a 0 to 100 scale. The safer and the less impactful the process, the higher the rating.

ADVANTAGES OF GREEN MOTION™

- A unique and easy to use tool for environmental impact evaluations;
- a simple and functional translation of the 12 principles of green chemistry;
- developed by MANE, available to all! Making possible to rate our global formulas directly on the website;

- a scientific tool published in the *International Journal of Green Chemistry*** to claim products as “Eco-designed” or “Green Fragrance”.
- a solution leveraging green chemistry opportunities:

Multi-purpose tool from chemical synthesis to natural extraction.

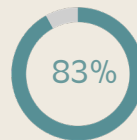
Designed from a single assessment to complete formulation.

Continuous improvement from laboratories to industrial scale.

The tool is very useful in the day-to-day work of some departments:

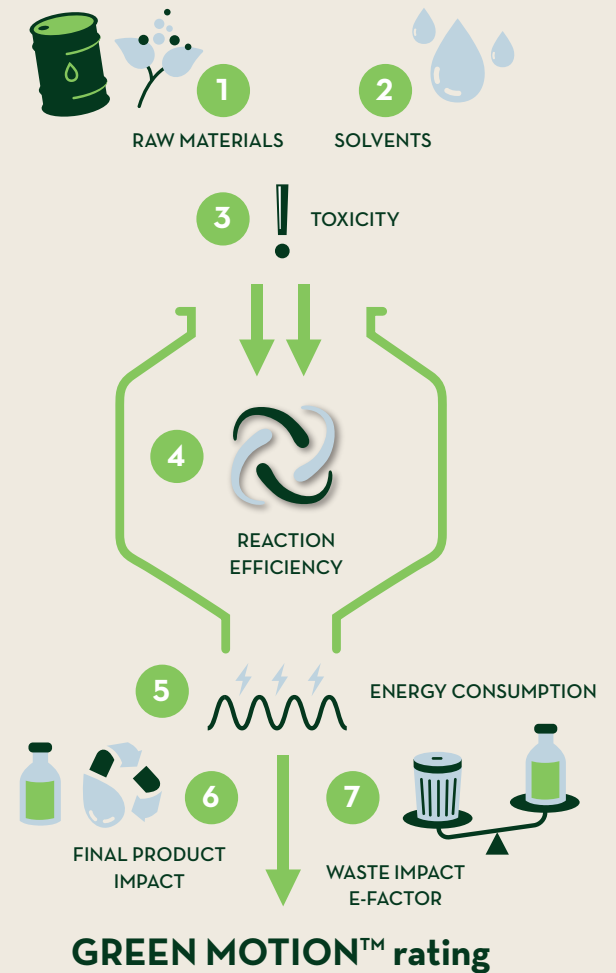
- R&D and production to reduce environmental footprints, using renewable resources or minimising hazards;
- formulators to develop new solutions with a greener approach;
- sales representatives in fulfilling our clients' commitments to environmental responsibility.

GREEN MOTION™ SCORE

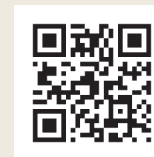


Objectif 2030

90% of products made from natural extracts and synthetic molecules with a GREEN MOTION™ score higher than 50/100



For a full, animated presentation of the tool, please scan the QR code:



You can create a free account to evaluate your own ingredients, formulas or finished products.

* P.T. Anastas and J.C. Warner *Green Chemistry: Theory and Practice* Oxford University Press, New York, 1998

** T.V.T. Phan, C.Gallardo and J.M.Mane, *Green Chem.*, 2015, 17, 2846-2852

Share knowledge on an innovative tool

TRAINING ON THE GREEN MOTION™ TOOL

Several in-house training courses on GREEN MOTION™ are held every year to convey the principles of green chemistry and the important role that the tool plays in the eco-design of our products. GREEN MOTION™ is included in the MANE Perfumery School training programme and induction programmes for all new employees in the fragrance and flavour departments.

In 2024, MANE has been invited to participate in several conferences to present the GREEN MOTION™ tool, including ISIPCA's Goût et Arômes (Flavours and Fragrances conference to help future flavourists design more sustainable products).

SHARING KNOWLEDGE WITH INDUSTRY PEERS: DEVELOPING THE GREEN CHEMISTRY COMPASS

We actively participated in the development of the IFRA Green Chemistry Compass with other IFRA volunteer members and in close collaboration with Dr John Warner and education resources provider Beyond Benign. This tool standardises definitions and establishes guidelines based on the 12 principles of green chemistry for assessing the environmental impact of ingredients across the fragrance industry.

The tool was released in October 2024 and is now available free of charge on the IFRA website.

We were able to compare the results of the IFRA Green Chemistry Compass with those obtained using the GREEN MOTION™ tool on more than 80 ingredients. We concluded that there was a 95% correlation between the results from the two tools.



To accelerate the transition from fossil carbon to renewable carbon and develop collaborative projects in the fight against climate change, we joined the Renewable Carbon Initiative (RCI) in 2021. This initiative brings together chemical companies in an effort to redefine the scope of renewable carbon over the long term, taking into account carbon from biomass but also from recycling.



REDUCE ENVIRONMENTAL IMPACTS DURING PRODUCTION

Measure our impacts

Thanks to the specific methods and tools implemented in the Group, we can measure and monitor our environmental impact at all levels. This approach enables us to make the necessary decisions to improve our performance and achieve the environmental objectives we have set for ourselves.


Systematise ISO 14001 certification

As part of our Sustainable Development Policy, we have committed to increasing the share of the Group's total tonnage shipped by ISO 14001 certified sites to over 90%. The implementation of an Environmental Management System (EMS) at a site makes it possible to:

- ensure compliance with regulations;
- identify and minimise the environmental impacts generated by the site's activities;
- manage environmental risks.

In 2024, 22 of our manufacturing sites included in the reporting scope are ISO 14001 certified.

These certifications are the tangible result of the efforts made by local teams over the past years. They have enabled us to increase the share of tonnage shipped by ISO 14001 certified sites from 56% to 95% between 2020 and 2024. We have exceeded our 2030 objective since 2023, hence 7 years before the deadline.

 2030 objective achieved and/or exceeded

QUANTITY OF PRODUCTS SHIPPED FROM ISO 14001 CERTIFIED SITES (IN TONNES OF PRODUCT) 



Invest in the environment

13 M€

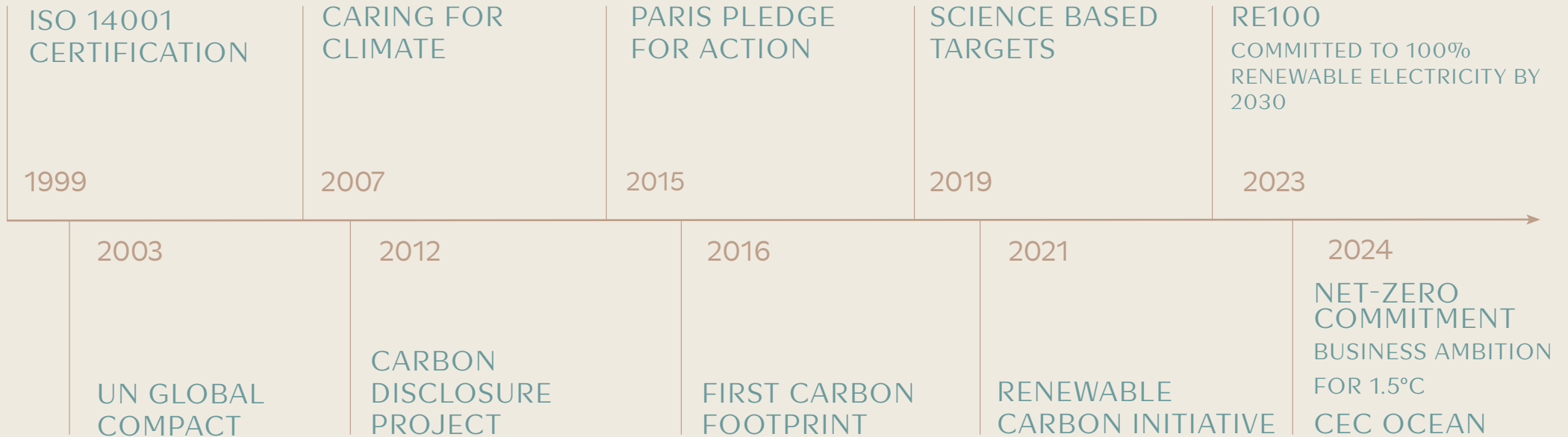
in environmental investments within the Group

Environmental investments increased by 16% from 2022 to 2023, and again by 7% from 2023 to 2024. These investments made it possible to finance our actions in the following areas:

- waste treatment and disposal;
- reduction of pollution and spills;
- use of renewable energies;
- purchases of equipment to improve the energy efficiency of our facilities and optimise our water and energy consumption;
- use of outsourced consulting and equipment control services.

OUR COMMITMENTS IN THE FIGHT AGAINST CLIMATE CHANGE

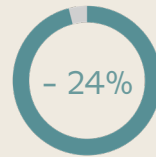
Climate strategy is an absolute priority for the MANE Group. We are working to protect the environment and fight against climate change. We are in it for the long haul, carefully implementing actions today that will help us to ensure a better, sustainable future for everyone.





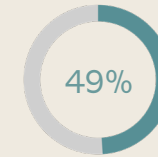
OUR TARGETS AND PERFORMANCE IN THE FIGHT AGAINST CLIMATE CHANGE

ENERGY CONSUMPTION 
(IN GJ PER TONNE OF PRODUCT)



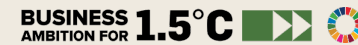
2030 objective
Reduce our energy consumption by 25%*

RENEWABLE ELECTRICITY



2030 objective
100% of electricity consumption from renewable energies

SCIENCE BASED TARGETS OBJECTIVES



Scopes 1&2 GHG emissions

-50%

in absolute value by 2030, compared to 2018 (equivalent to a 69% reduction per tonne of product sold by 2030)

Scope 3 GHG emissions

-58%

per tonne of product sold by 2030, compared to 2018

SCOPES 1&2 GHG EMISSIONS 
(IN TONNES OF CO₂ EQUIVALENT)




2030 objective
Reduce our Scopes 1&2 emissions by 50% compared to 2018

SCOPES 1&2 GHG EMISSIONS 
(IN TONNES OF CO₂ EQUIVALENT PER TONNE OF PRODUCT)



2030 objective
Reduce our Scopes 1&2 emissions per tonne of product by 69% compared to 2018*

* Per tonne of product, compared to 2018

 Indicators verified by the independent third-party organisation to provide reasonable assurance

CLIMATE RISKS AND OPPORTUNITIES

Identify, assess and manage climate risks and opportunities

OPPORTUNITIES FOR SUSTAINABLE TRANSFORMATION

It has become imperative that we manage the risks associated with climate change. We must identify and assess all types of climate risks, not only to adapt to the consequences of climate change, but also to seize opportunities with a positive impact, such as the conservation of natural resources. Adapting to climate change can promote the search for innovative and responsible solutions. It can also generate opportunities to save energy and help areas in their energy transition, particularly through the accelerated development of eco-designed products at all stages of the life cycle. These include partnerships with our suppliers to measure and reduce the carbon footprint of raw materials and improve agricultural practices.

CLIMATE RISK ASSESSMENT AND MANAGEMENT

Climate risk management is part of our general non-financial risk analysis and management system⁽¹⁾. In terms of methodology, we followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) for transparent communication of these risks in our report.

We have developed a climate risk analysis process covering both our manufacturing sites and our raw material suppliers. The aim is to identify the Group's most exposed activities. For this, we use the following indices:

- World Risk Index (WRI) of the United Nations Institute for Environment and Human Security (UNU-EHS) & the Institute for International Law of Peace and Armed Conflict (IFHV) of Ruhr University in Bochum;
- Global Climate Risk Index (CRI) of the NGO Germanwatch.

The analysis carried out in 2024, based on a new risk assessment methodology developed for the World Risk Index, shows that eleven of our industrial sites are located in countries exposed to a high or very high risk of natural disasters induced by climate and extreme natural events.

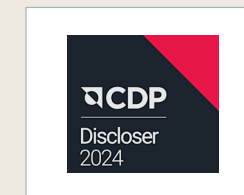
To counter the risks weighing on the activity of our manufacturing sites, we prepared a Business Continuity Plan (BCP). Thanks to the BCP, the Group prepares the organisation of its business in the event of a crisis (lack of supply of raw materials, power cuts, property damage caused by extreme climatic events) and implements mitigation strategies that make it possible to minimise, as far as possible, the impact of these threats.



FACTORING CLIMATE RISKS INTO PURCHASING DECISIONS

The Purchasing Department also put in place a plan for sourcing raw materials. The agricultural sector could be particularly vulnerable to climate risks, which could impact our raw material supply chains (disruption of supply, low yields, higher raw material costs).

Our supplier CSR monitoring process also takes climate risks into account. According to data from the World Risk Index 2024, some of our raw materials suppliers are exposed to climate risks at the upstream stage of our production processes. In addition to Human Rights and labour standards based criteria, our supplier CSR assessment also includes environmental management (water, waste, energy, and carbon emissions). We are currently working on implementing effective tools for monitoring supplier risks, including climate risk.



For the twelfth consecutive year, we are disclosing our environmental data via the Carbon Disclosure Project (CDP) platform.

Our responses to the CDP questionnaires provide a global view of our environmental commitment and performance.

The CDP Climate Change includes questions on governance, risks and opportunities, strategy, targets and performance, methodology and emissions data, energy, carbon pricing, value chain engagement, and biodiversity.

In 2024, we achieved an A- rating⁽²⁾.

(1) See chapter "Non-financial risks and opportunities"

(2) See chapter "CSR commitments and recognition"

THE GROUP'S CARBON FOOTPRINT

We carry out carbon audits across all our operations in compliance with the Greenhouse Gas Protocol Corporate Standard, an internationally recognised protocol for the accounting of corporate greenhouse gas (GHG) emissions. This approach enables us to identify the main sources of GHG emissions across our operations and value chain to make informed strategic decisions in the fight against climate change. In 2024, the MANE Group emitted 882,473 tonnes of CO₂ equivalent, of which 59,124 tonnes corresponded to the Scopes 1&2 and 823,349 tonnes to the Scope 3.

Comprehensive knowledge of our carbon data

Every year, new Scope 3 categories are included in the calculation of the Group's carbon footprint to ensure that our method is thorough and up to date. These additions, along with regular analysis and comparison of our calculation methods against international and local standards, contribute to the continuous improvement process and provide an accurate representation of our carbon footprint.

SCOPE 1

Scope 1 emissions are direct GHG emissions resulting from fossil fuel combustion for business operations under our control or loss of GHGs for the same operations. Scope 1 emissions represent 26,114 tonnes of CO₂ equivalent, corresponding to 3% of our total carbon footprint in 2024.

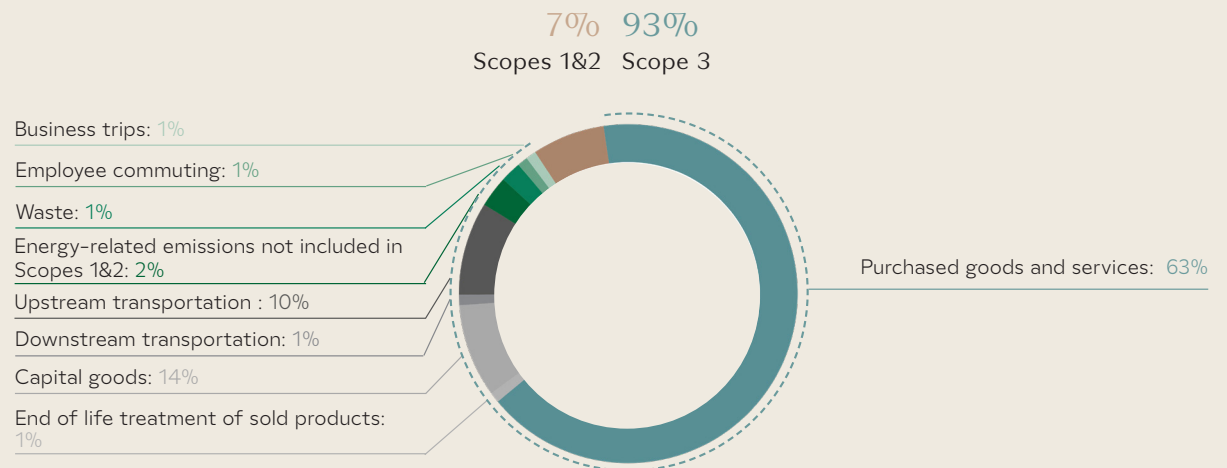
SCOPE 2

Scope 2 emissions are indirect GHG emissions from the consumption of purchased energy (electricity, heat, cold or steam) needed to manufacture products. Scope 2 emissions represent 33,011 tonnes of CO₂ equivalent, corresponding to 4% of our total carbon footprint in 2024.

SCOPE 3

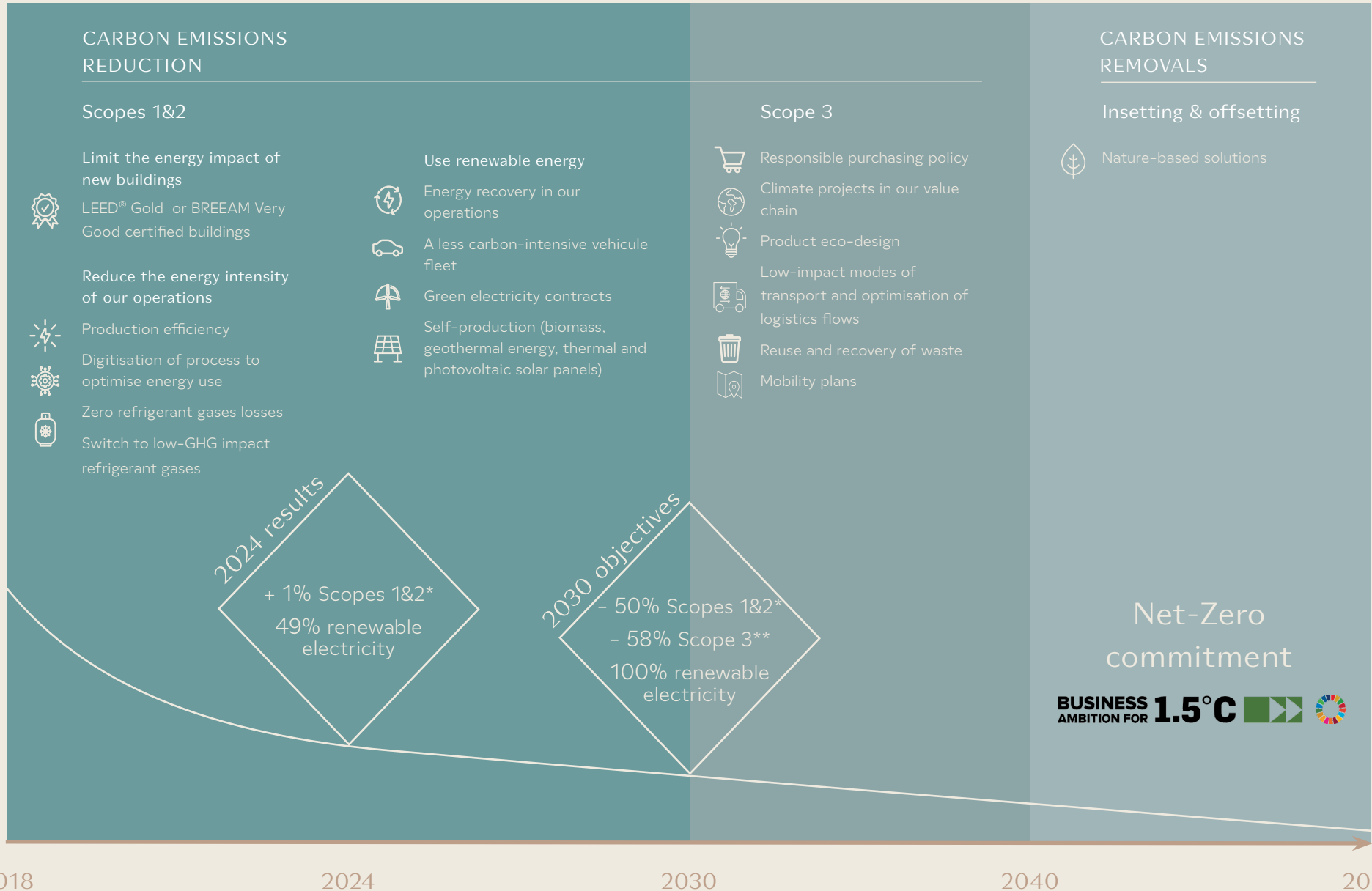
The remaining 93% of our total CO₂ emissions in 2024 were Scope 3 emissions, representing 823,349 tonnes of CO₂ equivalent, which are indirect emissions not accounted for in Scopes 1 and 2. These can result from any part of our value chain and include the purchase of raw materials, packaging and services; fixed assets (equipment, machinery, buildings, etc.); upstream and downstream transport of goods; and employee travel.

DISTRIBUTION OF GHG EMISSIONS ACROSS THE ENTIRE VALUE CHAIN



OUR CLIMATE STRATEGY

COMMITMENT VALIDATED BY THE SCIENCE BASED TARGETS INITIATIVE AND ALIGNED WITH A GLOBAL WARMING TRAJECTORY OF 1.5°C



* In absolute value compared to 2018
 ** Per tonne of product compared to 2018

DECARBONISATION STRATEGY SCOPES 1&2

- 34%

of GHG emissions (Scopes 1&2) since 2018

We focused our efforts on developing action plans to reduce Scope 1&2 GHG emissions within our subsidiaries. Through these plans, we will be able to anticipate future needs and the investments required to achieve our emission reduction targets. Our teams continue to rigorously monitor and work towards achieving the Group's SBTi targets for 2030.

OUR AREAS OF ACTION

The Group's action strategy for Scopes 1 and 2 is based on three main areas:

- limiting the energy impact of new buildings;
- reducing the energy intensity of our operations;
- using renewable energy.

Every action is assessed in terms of impact on GHG emissions and presented with 2030 projections and an estimated implementation date. Capital expenditure (CapEx), operating expenditure (OpEx) and the people in charge are also indicated for each action. The Group CSR team discusses these plans with the Group's subsidiaries; subsidiaries located in the same region also discuss these plans together. These interregional talks are essential, as subsidiaries with similar production methods can share experiences and skill sets.

Between 2018 and 2024, we reduced our Scopes 1&2 emissions by 34%.

Limit the energy impact of new buildings

ENVIRONMENTAL CERTIFICATIONS

Two MANE sites are LEED Gold certified: the reception centre in Le Bar-sur-Loup, France (inaugurated in 2017) and the plant in Guarne, Colombia (inaugurated in 2018).


These buildings were built and outfitted in compliance with LEED standards, using more environmentally friendly materials and limiting water and energy consumption.

In 2023, our PT MANE Indonesia (Cikampek) site was LEED Gold certified by the U.S. Green Building Council (USGBC). This certification enabled the manufacturing site to achieve the following other LEED elements (in addition to self-production thanks to photovoltaic energies):

- 26% reduction in energy consumption;
- 46% reduction in lower indoor water consumption;
- promotion of green vehicles by installing a charging station for electric vehicles;
- use of 90% interior materials from green materials (low-emission).

In 2024, our site in Levallois (France), the new Fine Fragrance Creation Centre, was certified BREEAM Very Good.

Reduce the energy intensity of our operations

ENERGY CONSUMPTION 
(IN GIGAJOULE PER TONNE OF PRODUCT)



2030 objective

Reduce our energy consumption by 25%*

PRODUCTION EFFICIENCY

We are committed to using the best available techniques across our operations to make our industrial processes more energy efficient.

33%

of total Group energy consumption generated by ISO 50001 certified sites

Due to the production processes located at our manufacturing sites in France (Le Bar-sur-Loup and Quéven) and India (Angamaly), these sites alone account for 33% of the Group's total energy consumption. We therefore implemented an ISO 50001 certified energy management system on these sites.

As part of our roadmap for 2030, we set a 25% reduction target in energy consumption per tonne of product at Group level compared to 2018. The MANE France sites set up a system to regularly monitor and analyse energy data with a view to optimise the energy performance of our industrial processes. This real-time energy flow management system automatically collects data from meters, checks for anomalies, and analyses performance to identify the main energy uses and implement reduction measures.

DIGITISING PROCESSES TO OPTIMISE ENERGY USE

Digitising and automating our production processes means that we can efficiently collect, analyse and use the large amount of data generated by the Industrial Internet of Things (IIoT). Within the MANE Group, we use *machine learning* to optimise our industrial processes, particularly by reducing energy consumption, identifying anomalies, determining the best process parameters, and optimising product manufacture by monitoring weather conditions.

USING REFRIGERANT GASES WITH LESS IMPACT AND LIMITING LOSS


As much as possible, the MANE Group is committed to reducing refrigerant gas loss and using gases with low GHG emissions.

This loss is counted as direct emissions (Scope 1) and has a significant impact on equivalent CO₂ emissions because of its very high warming potential. Because the loss occurs mainly as a result of malfunctioning air conditioning and industrial refrigeration equipment, it is crucial to carry out regular maintenance and ensure the optimum performance of our refrigeration equipment. At the same time, we are planning to replace certain refrigerants with lower-emission alternatives, which can reduce their impact by up to 2,000 times.

Regulations are moving towards a gradual ban on refrigerants with high global warming potential, encouraging the use of Hydrofluoroolefins (HFOs) and natural fluids worldwide. Like hydrofluorocarbons (HFCs), HFO refrigerants preserve the ozone layer and have low global warming potential.



* Per tonne of product, compared to 2018

 Indicators verified by the independent third-party organisation to provide reasonable assurance

Use of renewable energy

Our action plan to reduce Scopes 1&2 emissions includes the use of renewable energy. Our aim is to reach 100% of our electricity consumption from renewable sources by 2030. We are also working on the development of self-generated energy.

ENERGY RECOVERY IN OUR OPERATIONS

Numerous projects are currently being tested or implemented to recover energy from site operations. For example, our sites in France are equipped with waste heat recovery systems (residual thermal energy from industrial processes). The most innovative systems offer annual savings of 2,000 to 3,000 MWh per boiler. At the same site in France, heat recovery from a compressed air compressor also saves 553 tonnes of steam a year (281 MWh).

A LESS CARBON-INTENSIVE VEHICLE FLEET

We prioritise the use of biofuels for our fleet of service vehicles and industrial carts, particularly in our subsidiaries in South America and Asia. We support the introduction of electric fleets, especially in countries with a low-carbon electricity mix.

49%

of electricity consumption is from renewable energies

GREEN ELECTRICITY CONTRACTS

Our manufacturing sites in Spain, the United States (Wayne, NJ), Mexico, Brazil and Colombia signed a contract to purchase green electricity for 100% of their consumption. In Indonesia, part of the consumption comes from photovoltaic panels, the rest from green electricity contracts, so that 100% of the electricity at these three sites comes from renewable energy.

SELF-PRODUCTION

• Geothermal production

The Sarrée Innovation Centre (CIS), a 10,000 m² building dedicated to research and development located at the company's head office in France, opened in 2023. Part of its heating and cooling needs are

covered by a geothermal probe system. The CIS also puts the region's exceptionally sunny climate to good use through photovoltaic panels that produce up to 11% of its electricity needs.

• Thermal and photovoltaic solar panels

Significant investments in thermal and photovoltaic solar panels have been made in several sites in order to increase the proportion of self-generated energy. Our industrial site in Thailand installed solar panels, enabling it to self-generate 31% of its electricity consumption. At MANE Do Brasil, solar thermal panels for hot water production were installed in 2023 and save annually 20,244 kW of liquefied petroleum gas (LPG). In Indonesia, all three manufacturing sites installed photovoltaic panels to produce part of their green electricity. Our site in Colombia installed solar thermal panels in 2024, enabling it to produce 16% of its total energy consumption. Photovoltaic panels have also been installed on the roof of MANE Inc.'s new Woodlawn site in Ohio.

• Biomass

Our MANE KANCOR Angamaly and Byadgi industrial sites have installed biomass boilers to recover energy from the plant residues from their extraction processes and create steam. In 2024, this enabled them to self-generate 22% and 56% of their energy consumption respectively.

CLIMATE GROUP
RE100

We joined the Climate Group's RE100 initiative in 2023. MANE is committed to sourcing 100% renewable electricity by 2030 (with interim targets of 75% in 2026 and 90% in 2028). This commitment bolsters MANE's position as a leader and partner in the transition to clean energy.



DECARBONISATION STRATEGY SCOPE 3

Our transition plan, in line with our SBTi 1.5°C targets, aims to reduce Scope 3 GHG emissions, i.e. emissions indirectly linked to our site operations that are generated by our value chain. Incorporating these actions into our overall strategy is a gradual process that requires carefully planned and controlled changes, both upstream and downstream of our value chain. It is therefore necessary to align our climate objectives and own efforts with those of our suppliers and customers.

Each year, new Scope 3 categories are included in the calculation of the Group's carbon footprint, guaranteeing the completeness and relevance of our methodology. The scope of consolidation of environmental data has also increased following the inclusion of four new manufacturing sites in 2023 and one site this year. In 2024, the Group's Scope 3 corresponds to 823,349 tonnes of CO₂ equivalent. This corresponds to 93% of the Group's total GHG emissions. This increase remains relatively small compared with the increase in the scope of consolidation of carbon data.

Scope 3 transition plan

GETTING OUR SUPPLIERS ON BOARD TO REDUCE THEIR EMISSIONS

Purchasing of goods and services represents the largest proportion of the Group's total emissions at 63%. It is vital that we source more sustainable and low-carbon raw materials, packagings and services.

Efforts to get our suppliers on board are ongoing, as we encourage and support them in setting SBTi targets and developing action plans to reduce their own footprint. This commitment campaign is particularly relevant to our suppliers of raw materials and packaging.

CLIMATE PROJECTS IN OUR VALUE CHAIN

We are setting up carbon impact measurement and reduction projects in our value chain with our strategic suppliers and customers to better understand, measure and reduce the carbon footprint of our products.

We are developing our in-house skills in life cycle analysis methodologies and measuring the carbon footprint of our products. We support ongoing improvements in these techniques through partnerships and industry-wide initiatives.

We are also working on selecting and implementing possible solutions to reduce the impact of the raw materials we buy (responsible farming practices, agroforestry, regenerative agriculture, eco-design, low-carbon upstream and downstream logistics, etc.).

PRODUCT ECO-DESIGN

We promote and implement eco-design for new products to reduce their carbon and environmental impact from the earliest stages of design and to avoid reformulation later.

Eco-design aims for continuous improvement in our processes and technologies (e.g. biotechnology and green chemistry) to increase extraction and reaction yields, promote the reuse of co-products, reduce waste and optimise formulas, thereby reducing the quantity of raw materials required and the carbon footprint per functional unit of product use.

REDUCING GHG EMISSIONS UPSTREAM OF ENERGY USE

By reducing the consumption of fossil fuels in our operations and improving overall energy performance (energy management system), we are helping to reduce GHG emissions upstream of energy use.

LOWER-IMPACT MODES OF TRANSPORT

We are putting in place a process to prioritise lower-impact modes of transport for goods and optimise logistics flows.

Our industrial sites in France have set up a tool to calculate the carbon impact of transport in real time. This makes it easier to trace flows and identify actions to be taken to reduce GHG emissions, depending on the supplier, customer and carrier.

INCREASE RE-EMPLOYMENT, RE-USE AND MATERIAL RECOVERY OF WASTE GENERATED BY OUR OPERATIONS

We aim to pursue the reduction of both hazardous and non-hazardous waste production as well as the increase of waste recycling and recovery. Comprehensive information on this topic can be found in the section of the report entitled 'Managing waste efficiently to promote a circular economy'.

MOBILITY PLANS (COMMUTING)

MANE France sites drew up their respective mobility plans to improve the quality of employee travel and reduce its environmental impact.

The study of employee travel practices and site accessibility by modal share (motorised vehicles, active transportation, and public transport) revealed a number of opportunities for action in the transition to sustainable mobility.



Since October 2023, employees at our French sites have been able to use BlaBlaCar Daily, an application specialising in commuting. In this way, we are encouraging employees to carpool. Nearly 10% of employees in our French sites carpool on a daily basis.

Life cycle assessments

A significant portion of the Group's Scope 3 emissions comes from the purchase of raw materials. For over ten years, we have been assessing the carbon footprint of part of our business through Life Cycle Assessments (LCAs), focusing mainly on the strategic raw materials in our portfolio. Rigorous monitoring of our energy and water consumption has facilitated data collection, and the data made available by our suppliers has enabled us to gradually increase the number of LCAs carried out. We use the following recognised methodologies to conduct our LCAs: the ISO 14067 standard, the European Product Environmental Footprint (PEF) method, the Pathfinder Framework of the Partnership for Carbon Transparency (PACT) and the Together for Sustainability (TfS) initiative. We are currently working on automating these assessments to calculate the carbon footprint of our ingredients and formulas more quickly and accurately.



CONTRIBUTION TO THE IOFI CARBON DATABASE

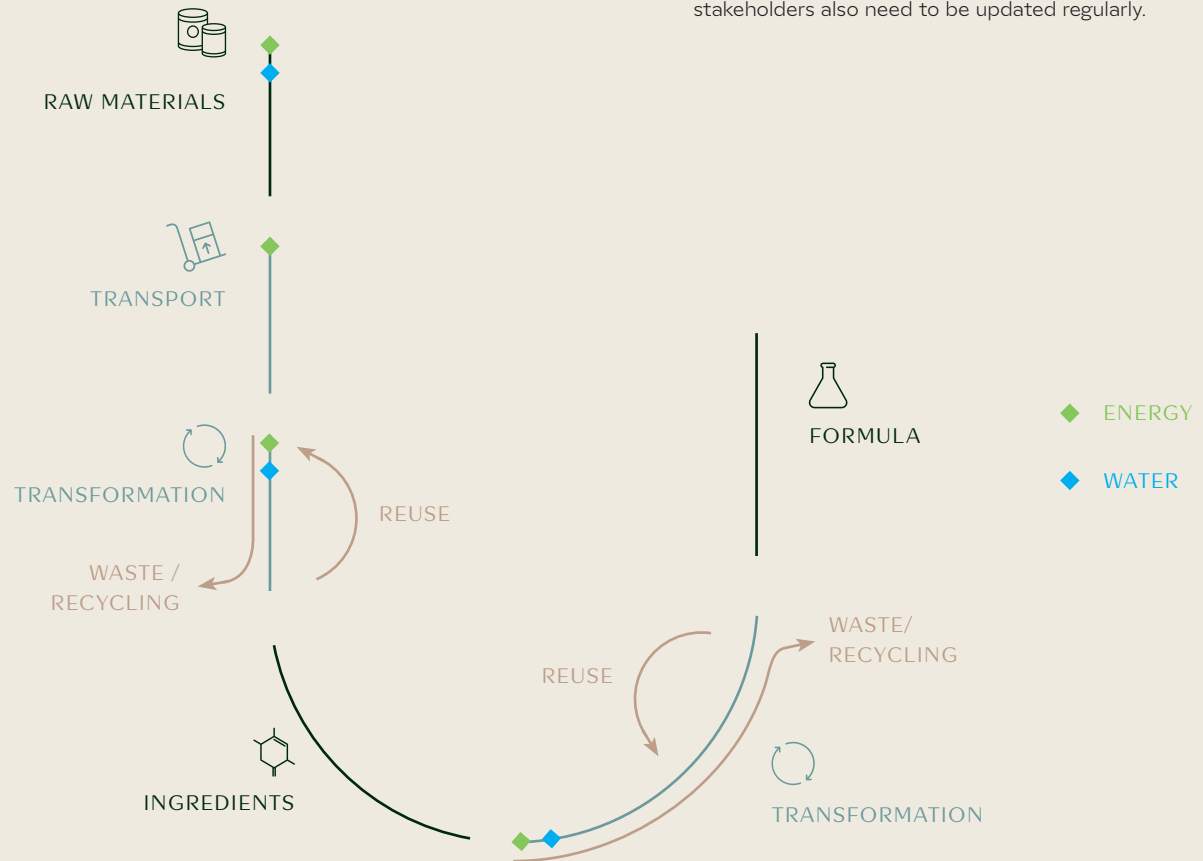
We contributed to two phases of data collection on 160 emission factors for the most common raw materials used in the flavour industry. This work was carried out in collaboration with Quantis and eight other volunteer members of IOFI. This data collection on flavour carbon footprints will shortly be available industry-wide.

The carbon footprint studies we carry out are used on two levels: to assess the Group's overall carbon footprint and to more accurately calculate the footprint of certain ingredients and our formulas.

We are striving to enhance our understanding of environmental assessment; in particular, we have established a strong correlation between the results obtained via our GREEN MOTION™ tool and the results of the Life Cycle Assessments (LCAs).

An article on this correlation was published in the *International Journal of Green Chemistry* in July 2023.

In addition to the data generated via GREEN MOTION™ and internal LCAs, the accuracy of the calculations also relies on sharing information with our customers and suppliers, as well as using recognised databases such as Ecoinvent, the World Food LCA Database and the IOFI Data Repository. As this data is constantly evolving, our own calculations and the information provided to our stakeholders also need to be updated regularly.



* Martz, P.; Phan, T.V.T.; L'Haridon, J.; Beausoleil, M.-H.; Lafaye, K.; Gérard, Y.; Gallardo, C. Environmental profile of the production of fragrance ingredients used in cosmetic products: Comparative analysis of results obtained by life cycle assessment and the green chemistry-based eco-design tool GREEN MOTION™. *Green Chem.* 2023, 25, 6365–6382

Training and raising awareness on climate change

To support our environmental actions, we invest in employee awareness-raising and training initiatives. The training policies of each entity in the Group include modules on managing environmental impacts and risks.

At all MANE ISO 14001 certified sites, new recruits receive environmental training. Training is provided by and for our employees, either face-to-face or online. The training course reviews environmental and energy management, MANE 2030 objectives, and examples of projects implemented or good practices.

Poster, communication and IT system campaigns are also being developed internally to ensure that employees are aware of environmentally friendly practices, labelling regulations, chemical hazards, policies, indicators, etc.

CLIMATE FRESK WORKSHOPS

1,000

employees received training on the causes and consequences of global warming through Climate Fresks

Climate Fresks are workshops using cards designed to raise awareness on climate change based on the latest data published by the Intergovernmental Panel on Climate Change (IPCC). These collective intelligence workshops are a fun way to understand the complex issues and systemic nature of climate change.

To raise awareness of the Group's carbon strategy among new recruits, all new MANE France employees participate in Climate Fresks during the new "MANE & Moi, Intégrer" induction course.

The workshop is also offered to all managers as part of the "MANE & Moi, Manager" programme and to any team wishing to make a greater contribution to the company's efforts to combat climate change, as it is the case in our sites located in the United States.

Since the launch of this programme, more than 1,000 employees received training in the causes and consequences of global warming.

SUSTAINABILITY MONTH

In October 2024, MANE organised Sustainability Month. The aim of the event was to highlight the Group's commitment to business growth that has a positive social and environmental impact.

The many activities offered at several of our sites (MANE France, MANE Indonesia, MANE USA and MANE Mexico) were also designed to raise awareness of the company's CSR policy and encourage employees to incorporate these principles into their everyday work and personal lives.

Highlights included film screenings and round tables on issues such as the fight against extreme poverty, a conference led by a hydrologist on sustainable water management and regenerative hydrology, mentoring programmes for young people and disadvantaged groups, commemorative events organised at UN headquarters, the distribution of food from sustainable agriculture to people living in food desert areas, and tree planting campaigns in urban areas.

All these partnerships and initiatives have the same goal: to contribute to a fairer, greener, and more sustainable world.



GUARANTEE THE SAFETY AND STEWARDSHIP OF WATER

Our commitments

Water is an essential resource for our activities. It is a vital component of our industrial processes, which is involved in many production stages.

For several years, we have been committed to preserving water quality and resources in all our operations. After an initial target achieved and largely exceeded by a 15% reduction in consumption per tonne of product between 2009 and 2021, we have set ourselves two new targets for 2030:

- reduce our water consumption per tonne of product by 20% compared to 2018 ;
- reduce water consumption per tonne of product at our sites located in high water stress areas by 25% compared to 2018.

As part of our CEO Water Mandate commitment and through our new Group Water Policy, we are committed to:

- integrating water management issues into our corporate strategy and governance;
- measuring and monitoring water management practices;
- increasing operational efficiency and reducing pollution;
- identifying and understanding our water supply impact in accordance with local constraints;
- promoting good water management practices throughout our value chain: including water-related performance criteria in our supplier assessments and encouraging their initiatives to improve water management;
- providing adequate water, sanitation and hygiene (WASH programme) services in the workplace for all employees and visitors.



**CEO
WATER
MANDATE**

In June 2021, to go further in our commitment to water management, we became signatories of the CEO Water Mandate. This Global Compact initiative mobilises business leaders with regard to water, sanitation and the United Nations Sustainable Development Goals.

Governance

Our Water Policy is integrated into the environmental management systems of each of our industrial sites, 22 of which are ISO 14001 certified. Identified actions for improvement are included in local environmental management programmes.

All our manufacturing sites have targets to reduce their water consumption. We check our consumption and progress towards 2030 targets at the annual Group management review and regional management reviews. These are checked even more frequently at local level.

Various CSR and environmental management reviews include an analysis of water performance and goals.

During these reviews, members of the Group Executive Board, Group CSR Committee and local executive committees examine the data and offer guidance to subsidiaries in their strategies, budget and investment decisions, and water management plans.



Water consumption

WATER WITHDRAWAL 
 (IN M³ PER TONNE OF PRODUCT)



2030 objective

Reduce our water withdrawal by 20%*

In 2024, the Group withdrew 995,974 m³ of water at all its industrial sites, including 7,621 m³ of rainwater. We have reduced our consumption per tonne of product by 11% compared to 2018. This improvement is mainly due to the sites in the United States (MANE Inc. Lebanon), in Indonesia (MANE Indonesia Cikarang and Cibitung), in India (MANE KANCOR Bareilly) and in France (MANE Le Bar-sur-Loup), which have respectively reduced their water withdrawals by 70%, 30%, 32%, 31% and 33% between 2018 and 2024.

OUR AREAS OF ACTION

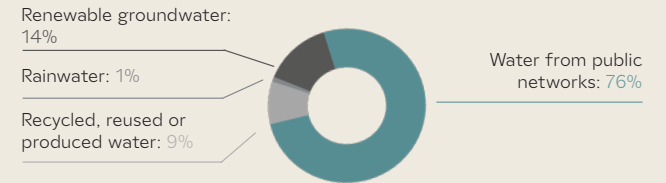
To reduce our water consumption, we are working in two areas:

- reducing and optimising water consumption by implementing specific measures and raising employee awareness. The aim is to reduce water consumption (sobriety, closed circuits, automated cleaning systems in place) and optimise consumption through regular monitoring (installation of remote meter reading to detect leaks and abnormal consumption in real time);
- setting up water recycling and reuse projects on manufacturing sites. In 2024, over 9% of the Group's water consumption came from rainwater or water that was recycled, reused, or produced. At the MANE France site in Le Bar-sur-Loup, 30% of water consumed was recycled, reused or produced.

Over a period of seven years, our production sites in France have saved the equivalent of 88 Olympic swimming pools, or 221,425 m³, of water. Thanks to our environmental management system and the commitment of our entire staff, we achieved our 2030 CSR target six years early, reducing our water consumption per tonne of product shipped by 29% by 2024.


MANE Colombia installed a rainwater collection system, which treats and reuses internally water. In 2024, this system enabled our site in Colombia to supply 76% of its water consumption, i.e. a saving of 2,457 m³ of water. The MANE Kancor Bareilly site in India harvests rainwater, and saved almost 17% of its water consumption by 2024. The MANE Kancor Angamaly and Byadgi sites both reprocess their effluent for use in gardening and plant growing. As a result, almost 60,000 m³ of water for gardening and cultivation has been reused and saved.

DISTRIBUTION OF WATER CONSUMPTION
 (IN M³)



The risk of water stress

In order to manage water resources in line with local constraints, we conduct an annual analysis of the risks of water stress at all our industrial sites using the WWF Water Risk Filter risk mapping tool. We have set ourselves an ambitious reduction target, namely to cut water consumption by 25% at our sites in water-stressed areas. In 2024, 13 sites within the scope of consolidation of the Group's non-financial data were located in areas of high or very high water stress, an increase of three sites compared to 2023. However, two sites have moved from an area of high water stress to areas of medium or low water stress: MANE USA and MANE Sablé-sur-Sarthe in France. Water consumption at sites located in water-stressed areas accounted for 514,230 m³ in 2024, or 52% of the Group's total water consumption. Water consumption intensity for these sites decreased by 8% between 2018 and 2024.

* Per tonne of product, compared to 2018
 Indicators verified by the independent third-party organisation to provide reasonable assurance

Sites in areas of water stress

Thirteen of the Group's industrial sites are located in areas of high or extremely high water stress, two more than in 2023. Our sites in high or very high water stress zones are located in Mexico, France, Spain, South Africa, India and Thailand.



EFFECTIVELY MANAGE OUR WASTE TO PROMOTE THE CIRCULAR ECONOMY

82%

of waste recovered (material and energy recovery) by the Group

Our activities generate different types of waste while manufacturing its products: paste-like residue, organic waste, sludge from the internal treatment of effluent, used edible oils, packaging waste (paper, cardboard, metal, plastic), glass, solvents, etc.

Our waste management policy is based on three axes:

- reduce the hazardous waste generated by our activities at source;
- increase the proportion of our recovered waste (recycled or incinerated with energy recovery);
- raise awareness among our employees about selective sorting.

DISTRIBUTION OF WASTE TREATMENT METHODS



In 2024, 7% of our waste went to landfill, a decrease of 7 points compared to 2023. We are focusing our efforts to achieve a target of zero waste to landfill by 2030. Our Angamaly and Byadgi production units in India convert vegetable waste from extraction processes into fuel for biomass boilers.

At the MANE Sablé-sur-Sarthe site, we have stepped up recovery of our non-hazardous waste by methanisation to 27% of total tonnage, an increase of 7% compared to 2023. This process produces biogas, which after purification and control by the distribution network operator (GRDF), is injected into the natural gas network thanks to its similar properties. Methanisation also generates a natural, odourless fertiliser that is used in agriculture. Some of the biogas produced feeds a bioNGV station that fuels adapted vehicles, thereby contributing to more sustainable mobility.

At our production site in Le Bar-sur-Loup, France, we have set up a methanisation process for cocoa residues, transforming 160 tonnes a year into biogas, biomethane and digestate. The biomethane produced can replace fossil fuels, while the digestate is used as a natural fertiliser, supporting a local circular economy. This initiative helps to reduce greenhouse gas emissions while recovering waste.

We composted waste from our extraction activities and the sludge generated by our wastewater treatment plant. All our paper and cardboard waste is sorted and recycled with a new compactor (which uses 70% less energy than the previous one), as are our metal drums and non-soiled plastic packaging. Used IBC containers in good condition are reused, and used edible oils are recovered as biofuel. Biowaste from the company cafeteria is sorted for composting. In total, 89% and 99.5% of waste generated at the Le Bar-sur-Loup and Quéven sites, respectively, is recovered.

In the United States, used cooking oil is also recycled as biofuel at our MANE Inc. site. Through various efforts, we reduced the proportion of waste sent to landfill by 37 points, from 56% in 2016 to 19% in 2024. This reduction is mainly due to the implementation of programmes aimed at redirecting certain waste towards reuse and recycling schemes.



REDUCE POLLUTION AND SPILLS

VOC emissions

Controlling Volatile Organic Compound (VOC) emissions resulting from the use of organic solvents is a priority of MANE's environmental policy. The Group is focusing its efforts specifically on its manufacturing sites in France, where VOC emissions are highest due to the synthesis and extraction activities performed there. We are taking action at several levels to reduce our VOC emissions effectively:

- reduce emissions at source by optimising or modifying the upstream process, for example;
- post-treat emissions by implementing the best available technologies (BATs) for treating these emissions.

REDUCE EMISSIONS AT SOURCE

Incorporating one or more of the twelve principles of green chemistry when setting up a chemical process or synthesis makes it possible to reduce VOC emissions at their source. For example, supercritical CO₂ is an alternative to organic solvents. This clean technology allows extraction without organic solvents and does not generate effluents.

POST-TREAT EMISSIONS

Where substituting VOC emissions is technically or economically impossible, we are capturing and treating the emissions to reduce the various pollutants contained within. Our processes include biofilters, gas scrubbers, condensers and cold traps.

Our manufacturing sites in France have implemented a Solvent Management Plan (SMP) to identify sources of VOC emissions and quantify releases to the atmosphere in order to find solutions adapted to the emitting items concerned.

Effluents

Industrial effluents generated by activity at our manufacturing sites may contain pollutants. For this reason, all our effluents are routinely treated or pre-treated before being released into local sewerage systems or the environment, in accordance with current regulatory requirements. Each site is responsible for defining its own effluent management programme depending on its activity levels, materials produced and products used.

The Group has two objectives with regard to effluent management:

- improving purification yields for our treatment plants;
- reducing, as far as possible, the volume and pollutant load of effluents discharged.

Our MANE Indonesia (in Cibitung), MANE KANCOR (in Bareilly), MANE Do Brasil and MANE Le Bar-sur-Loup (France) plants had treatment plants built on their sites to treat effluents before they are discharged in the local sewerage network.

There is also a treatment unit at our MANE Quéven plant in France, MANE Inc. Lebanon, Ohio in the United States, and MANE Mexico, where we have Industria Limpia certification.

Some subsidiaries reuse internally treated water to supply water to the gardens.

Odour pollutions

Certain MANE activities (manufacture of aromatic products and chemical synthesis activities) may cause odour pollution. When making flavours from garlic, blackcurrant or durian (a tropical fruit from South-East Asia known for its very particular smell), strong odours are released. If weather conditions are not suitable, local residents can smell these odours. To deal with these emissions and reduce the nuisance, MANE implements the best available technologies and invests in R&D on innovative technologies in this field.

At our manufacturing site in Indonesia (Cibitung), odour emissions from the production unit are processed using a biofilter in which the filter material is made up of compost, peat and wood bark. This facility, which is the largest biofilter used by the Group, can treat all extracted air from weighing stations in the flavour and fragrance

production unit to reduce odour pollution. At MANE Indonesia's more recent site, in Cikampek, several treatment systems have been installed, based on a 390 m² room completely fitted out with biofilters.

At the MANE Quéven site in France, we also strengthened the system for processing olfactory emissions. A second biofilter was installed to guarantee the treatment of 100% of the olfactory emissions at the end of the production process, and thus avoid olfactory nuisance to nearby residents.

Noise pollution

Our activities do not cause major noise pollution. However, some industrial machines are a source of noise pollution and can make work difficult for employees. We put in place adequate prevention and protection measures. We also carry out periodical noise level measurements at the property line.

Ground pollution

Each Group site implements systematic retention methods and adapted maintenance programmes. These programmes make it possible to ensure the water-tightness of effluent collection networks and to collect accidental spills in places where potentially hazardous products are stored or handled. The goal is to prevent their infiltration into the soil.



PRESERVE BIODIVERSITY AND FIGHT AGAINST DEFORESTATION

Our commitment to preserving biodiversity and fighting against deforestation is crucial to ensuring a sustainable future for our planet. By protecting natural ecosystems, we preserve the diversity of species and habitats essential to the health of our environment. By reducing deforestation, we help mitigate the effects of climate change, preserve air and water quality, and support the communities that depend on forests for their livelihoods. In short, this commitment is essential to ensure the health of our planet and the well-being of future generations.

Our commitment

We are aware not only of the impact of our activities on biodiversity, but also of the dependence of our raw materials supply on nature's resources. Committing to preserve biodiversity is not only an environmental responsibility, but also an essential strategy for ensuring our own sustainability and long-term success.

Among the risks incurred by our company in relation to the erosion of biodiversity are those related to the availability and costs of raw materials of natural origin. The availability and quality of the natural resources we source are intrinsically linked to the ecosystem services provided by biodiversity.

The preservation of biodiversity and the fight against deforestation are therefore an integral part of our sustainable development and purchasing policies.

Integrating biodiversity issues into our purchasing policy

OUR SUSTAINABLE PALM OIL PURCHASING POLICY

As the world's leading vegetable oil, palm oil is omnipresent and used in many everyday consumer goods such as food products and cosmetics. Faced with growing demand over the last fifty years, oil palm plantations continue to expand, often to the detriment of forests in Malaysia and Indonesia, where over 85% of the world's palm oil is produced.

Although MANE's consumption of palm oil and palm derivatives remains low compared to the global market, we are convinced that the Group has a role to play in promoting sustainable palm oil production in its value chain.

Because we value all our suppliers of palm oil and palm derivatives, they are required to adhere to the principles of Human Rights, labour rights, business ethics, and environmental conservation set out in our Supplier CSR Charter. They are also subject to a regular assessment or audit of their CSR performance.

Since 2020, we have been a member of the Roundtable on Sustainable Palm Oil (RSPO). RSPO promotes the growing and use of sustainable palm oil that has been certified in accordance with several models of traceability: Identity Preserved (IP), Segregated (SG) or Mass Balanced (MB). In 2023, our site in France (Le Bar-sur-Loup) became RSPO MB standard compliant. In this way, we are raising awareness and working closely with our suppliers of palm oil and derived products to help them transition to raw materials' origins compliant with RSPO MB model. This applies to all palm oil derivatives used in our perfume, cosmetic and food flavour compositions. To ensure that we meet RSPO standard requirements at all times, we set up an internal, cross-functional RSPO Committee. Committee members are involved in the purchase and traceability of sustainable palm oil and palm derivatives throughout the production and value chain.

Three of the Group's manufacturing sites are RSPO Mass Balance certified: MANE Le Bar-sur-Loup La Sarrée (France), MANE Italia (Italy) and MANE KANCOR Angamaly (India).

ENSURING THAT THE BENEFITS STEMMING FROM THE USE OF GENETIC RESOURCES ARE SHARED

Some of our natural raw materials are subject to Access and Benefit-Sharing (ABS) regulations under the Nagoya Protocol.

We therefore constantly monitor changes in national ABS laws with the cross-functional involvement of all the departments concerned (R&D, Environment, CSR, Purchasing, Regulatory Affairs, Sales, etc.). In-depth work was carried out to trace and integrate into the information systems the geographical origins of all the natural raw materials that we purchase. A dedicated cross-functional working group has been set up to ensure compliance with ABS regulations in all our R&D and purchasing activities.

INTEGRATING BIODIVERSITY-RELATED RISKS INTO PURCHASING

Like other potential supplier risks (risks of corruption, Human Rights violations, climate change risks, etc.), biodiversity risks are factored into our responsible purchasing policy. Understanding how supply chains work, its impact on ecosystems and safeguarding the interests of the different actors who manage them are core priorities.

Within our responsible purchasing policy, risk levels across a supply chain are assessed through a two-step process:

- analysing the environment of direct suppliers, understanding the risks in the countries of establishment, and identifying the supplier's level of commitment;
- analysing the origin of natural raw materials (botanical and geographical analysis) and identifying potential environmental risks.

These risks include:

- the risk of deforestation for the natural raw material supply chains from the countries most affected by deforestation (according to the analyses of the Global Forest Watch of the World Resources Institute);
- the risk of extinction of certain threatened species, according to the International Union for the Conservation of Nature (IUCN) Red List or the appendices of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES);
- the risk of non-compliance with ABS regulations by suppliers of certain species covered by them;
- the risk of using pesticides banned in certain countries.

For the suppliers identified as being at risk in our analysis, we ensure that their practices are strictly monitored on aspects related to the preservation of biodiversity in their activities.

We also support our suppliers in the establishment of responsible sourcing channels and the certification of certain sensitive supply chains (UEBT, RFA, BIO certifications, etc.). For strategic supply chains, we encourage and support the deployment of external verification or certification procedures, in order to align our approach with recognised and demanding sustainability standards. In 2024, we carried out 16 supply chain audits. These initiatives concerned both supply chains in development and more mature and active ones, demonstrating our long-term commitment to our suppliers.



Promoting the restoration of biodiversity

Through our carbon offsetting projects, we also contribute to the restoration of biodiversity.

REFORESTATION PROGRAMMES IN MADAGASCAR

In 2018, MANE invested in the implementation of a reforestation project in the new protected area of Loky Manambato in the north-east of Madagascar, in an area that has been cleared of trees for 10 years.

The project has three key aims:

- reforest 213.8 hectares with exotic and indigenous species and expand forest conservation activities that have already been implemented in this area;
- restore the mangroves in order to protect marine biodiversity and protect fishing activities;
- support the development of productive agriculture by planting fruit, acacia and eucalyptus trees in order to diversify the income of local communities by practising subsistence farming.

In 2022 and 2023, almost 62 hectares of mangrove were planted, exceeding the initial objective of 50 hectares. In addition, 108 hectares of forest were planted in 2023, representing 36,000 plants. A total of eight nurseries were created to support the reforestation project.

FINANCING THE “MANEJO SOSTENIBLE DE LOS BOSQUES” PROJECT

For several years, MANE Colombia has financed the Manejo Sostenible de los Bosques project to offset its residual emissions on Scopes 1&2 with BanCO₂. The programme aims to retain the equivalent of 21,854 hectares of forests, involving 144 families, and generating 69,561 carbon credits. BanCO₂ pays farmer families living on these properties for environmental services rendered. These payments encourage them to adopt practices aimed at combating deforestation in their regions, while ensuring continuity of revenue generation.

CLIMATE FUND FOR NATURE

In December 2023, MANE partnered with MIROVA to support the Climate Fund for Nature. The reforestation projects supported by this investment fund are chosen for the positive social and environmental externalities they generate. These selection criteria are perfectly aligned with our ethical approach to business, which focuses on sharing value with local communities and empowering women. Our business has always entailed working closely with nature, and we have strived to protect it and help it thrive. This partnership aims to strengthen this commitment and ensure sustainable prosperity for generations to come.

PARTNERSHIP WITH THE RED LIST PROJECT

Three new ingredients are the result of a partnership with The Red List Project: Magnolia Mashpi ID JUNGLE ESSENCE™, Pacific Cycad ID JUNGLE ESSENCE™ and Caribbean Juniper ID JUNGLE ESSENCE™.

The Red List Project is a non-profit organisation committed to fighting against the extinction of plants, a global crisis. This unprecedented partnership was set up to facilitate plant conservation while bringing new and authentic fragrance signatures to life.

What makes this partnership unique is that no plant will ever be harvested or uprooted from its natural environment for commercial use. Instead, using MANE's exclusive JUNGLE ESSENCE™ extraction technology, our perfumers analyse and genuinely recreate the quintessence of each plant. In addition, future profits from the sale of fragrances containing Magnolia Mashpi ID JUNGLE ESSENCE™ and/or Pacific Cycad ID JUNGLE ESSENCE™ will be shared with partners in their countries of origin to continue funding conservation work.



CARE FOR OUR EMPLOYEES

- 49 Promote our ability to attract and support talents
- 52 Ensure good working conditions to improve employee engagement
- 53 Promote diversity, equity and inclusion
- 58 Develop our employees' professional skills
- 59 Guarantee hygiene, health, safety and well-being at work

We believe the success of our company is built above all on the expertise of our employees. They are the Group's main asset.

They allow it to be a major player in the field of flavours and fragrances. Our aim is to encourage them to thrive in the workplace, whilst offering them a safe and healthy working environment.

Our Human Resources Policy is based on the following guidelines that apply from the time of recruitment and throughout the career of each employee at the company:

- promote our ability to attract and support talent;
- guarantee hygiene, health, safety and well-being at work;
- ensure good working conditions to improve employee engagement;
- promote diversity in the workplace and equal treatment of women and men;
- develop our employees' professional skills.

OUR CONTRIBUTION TO THE SDGS



PROMOTE OUR ABILITY TO ATTRACT AND SUPPORT TALENTS

The expertise of its employees is the main source of wealth in a creative and manufacturing company such as ours. We want to recognise the value and commitment of our employees by enabling them to develop in their work.

We support internal professional and geographical mobility, personalised development plans, and a fair wage policy in order to provide motivation through professional development and personal fulfilment.

Our workforce

GROUP'S CONSOLIDATED WORKFORCE



At 31 December 2024, the Group's total consolidated workforce stood at 8,279 employees, an increase of 4% compared to 2023. The scope of consolidation of the social data reported in this report represents a representation sample of 85% of the Group's total consolidated workforce, i.e. 6,999 Group employees.

BREAKDOWN OF REGIONS

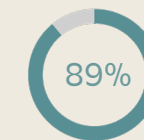
EMEA	South Africa, Spain, France, Switzerland, Italy
ASIE	China, India, Indonesia, Japan, Thailand
AMERICAS	Brazil, Colombia, United States, Mexico

The four countries with the largest number of Group employees are France (1,964 employees), the United States (1,175 employees), India (1,027 employees) and Indonesia (680 employees). Together, they account for 70% of the Group's total workforce. MANE continues to increase its presence in the rest of the world and specifically in Brazil, Mexico, Thailand and China, which represented 21% of the total workforce at the end of 2024.

DISTRIBUTION BY GENDER AND GEOGRAPHICAL AREA

	2023	2024
Workforce by gender		
Women	38%	38%
Men	62%	62%
Workforce by region		
EMEA	35%	34%
ASIE	34%	35%
AMERICAS	31%	30%

DISTRIBUTION BY TYPE OF CONTRACT



Percentage of Group employees on permanent contracts

Most of the remaining 11% on non-permanent contracts are in China, in accordance with local regulations where the duration of contracts is limited to 3 years. It should be noted, however, that in China, employees with more than ten years of service can benefit from a permanent contract, as well as employees who accumulate more than two temporary contracts.



Hires and departures

Our recruitment is open to all internal and external candidates, regardless of gender, age, training, disability, origin, nationality or culture. We are constantly implementing recruitment initiatives to attract new talent from all over the world, thus strengthening the international dimension of our teams.

In 2024, MANE recruited 1,118 employees. At the same time, 528 people left our company, i.e. 16% less than the number of departures in 2023.

TURNOVER

In 2024, the Group's average turnover is 10.7%. This average shows major disparities between countries, with, for example, a rate of 4.2% in Italy compared with 20% in Brazil.

In a tense labour market context (talent shortage, high employee turnover), we must protect and secure our human capital. This challenge lies in our ability to attract and retain talent as an employer. This is one of our strategic priorities.

AN EFFECTIVE INDUCTION PROGRAMME: AN ASSET FOR OUR EMPLOYER BRAND

Identified as a key element in attracting and engaging new talent, a new induction programme was introduced in 2023 for all new employees at MANE France. This new "MANE & MOI, Intégrer" induction programme was designed to enhance the MANE employer brand and set the company apart from its competitors.

The programme's underlying ambition is for it to become a distinguishing corporate feature and an HR benchmark in the areas in France where MANE does business. Teams of MANE employees organise tours of the premises and provide training for new recruits on a range of topics including HR policy (remuneration, diversity, inclusion, equal opportunities, etc.), quality management, occupational health and safety, and climate strategy through workshops such as Climate Fresks.

The week-long programme aims to put MANE values into action. New recruits rated their integration as 100% satisfactory, with 84% saying they were very satisfied.

Happyindex®
Trainees

We are also putting levers in place to develop our employer brand (our company's presence on social networks, communication campaigns aimed at target schools, etc.).

Our sites in France were awarded the HappyIndex@Trainees label for the sixth year running.



Fair wages

FAIR PAY PRACTICES

Our ability to attract and retain talent is also based on a fair, attractive and equitable remuneration system. We offer an appealing, stimulating and competitive wage system and working conditions in line with market practices. In addition, we ensure internal fairness to keep employees motivated and involved.

LIVING WAGES

In 2023, we launched a social innovation project aimed at guaranteeing access to a living wage for all our employees. This entails providing employees and their families with a decent standard of living (access to food, water, housing, education, culture, healthcare, etc.) and the capacity to build precautionary savings and acquire consumer goods.

This initiative echoes our ethical principles of recognising the value of our employees' work. It reinforces our support for the United Nations Global Compact, which encourages companies to promote a living wage as an essential aspect of decent work. This is a fundamental Human Right of workers throughout the world.

A gap analysis revealed that less than 2% of the workforce in the scope were paid less than the local living wage. Following this gap analysis, wage increase plans were drawn up to bring the lowest salaries into line with the amounts established by the Fair Wage Network.

As a result, all Group employees now earn more than the local living wage, confirming the competitiveness of the Group's compensation system.

We were Living Wage certified by the Fair Wage Network (representing 84% of the consolidated workforce) in April 2024.

An annual Living Wage benchmarking study will continue to be carried out internally to maintain our compliance with living wages in the areas where MANE sites are located and the social benefits acquired by our employees.



LIVING WAGE CERTIFICATION

The MANE Group received its first Living Wage certification from the Fair Wage Network, guaranteeing that our employees are paid more than a living wage, as defined by the United Nations Global Compact.

INTERNATIONAL DAY FOR THE ERADICATION OF POVERTY

We took part in the International Day for the Eradication of Poverty, organised by ATD Fourth World and held at the United Nations headquarters in New York. This event brought together organisations, individuals and young people from all over the world to make the case for decent work.

ENSURE GOOD WORKING CONDITIONS TO IMPROVE EMPLOYEE ENGAGEMENT

It is in the field, by paying more attention every day to imagining new solutions to improve the working conditions of our employees, that we demonstrate our exemplary nature: preventing work-related injuries and occupational diseases, and empowering employees and their managers with regard to occupational safety and health, and work-life balance.

By benefiting from a quality work environment, our employees can effectively devote themselves to the service of our industrial customers, as well as the millions of consumers we indirectly serve every day, around the world.

Improve quality of life at work

Ensuring quality of life at work (QLW) is a challenge that not only involves preventing occupational stress and decreasing absenteeism but also developing the attractiveness of the company and improving employee creativity, commitment, motivation and loyalty. Many actions are carried out to improve the environment and working conditions. From 2011, MANE launched an approach on the prevention of occupational stress, working conditions and more generally the quality of life at work, notably through a significant investment in managerial training. Numerous qualitative actions and approaches have improved the environment and working conditions.

Since 2018, to go further in this direction, a collective agreement was renewed with the trade unions of V. MANE FILS in France to decide

on new commitments aimed at enabling everyone to better reconcile their professional and private life, notably to:

- develop support for employee organisations by implementing work from home and reinforcing the right to disconnect;
- start a new phase of occupational risk prevention;
- increase management capacity so that managers can be even more involved in managing their teams (ensuring appropriate training and support methods and tools are available);
- support employees in managing illness: extend the transfer of leave days for child illness, to which the company contributes 100%;
- implement a family carer policy and create part-time jobs for family carers.

We are aware of the importance of protecting the health of our employees, promoting the quality of life in the workplace, and helping employees maintain a good work-life balance. Numerous initiatives are undertaken every year with social partners. We wanted to continue this policy at V. MANE FILS sites, so we signed a new agreement on 16 March 2022 on actions to promote employee well-being. These actions focus in particular on fitting out premises and workstations, taking quality of working life (QWL) into account in projects, facilitating change, promoting inclusion, and combating stereotypes. These initiatives are designed to encourage employees to express their views on work and are part of a preventive approach that identifies, assesses and deals with situations that may give rise to psychosocial risks. A social worker is also present at sites in France to help prevent psychosocial risks.

In 2024, the Group's absenteeism rate was 3.3%, a low level reflecting generally high morale among our employees at work.

ABSENTEEISM RATE



Social dialogue

We are committed to encouraging social dialogue in all countries where it does business. Freedom of assembly and the right to collective bargaining are key principles in our Group Code of Ethics.

We believe that social dialogue can play a productive part in negotiations, consultations or information exchange between the company and employee representatives. It facilitates cooperation to increase the positive social impact of the company.

Across the Group's sites in France, social dialogue occurs with members of the Social and Economic Committee (SEC), which since 2018 has merged all of the employee representative bodies (ERB), employee representatives (EP), Works Council (WC) and Health, Safety and Working Conditions Committee (HSWCC). A collective agreement was signed in 2023 to ensure proper support for employees holding mandates.

PROMOTE DIVERSITY, EQUITY AND INCLUSION

Promote a diverse and inclusive workplace



MANE has been a signatory of the Diversity Charter since 2008. This embodies the company's commitment to diversity at the highest level. Our proactive approach to promoting diversity goes beyond the legal anti-discrimination framework.

Since 2017, this commitment has been clearly formalised in our Human Resources Policy. The goal is to allow employees to report any diversity, equal opportunity or discrimination issues to the Ethics Committee. The new Group Code of Ethics, created in 2023, emphasises this whistle-blowing system. In 2023, V. MANE FILS continued to build on this momentum by providing individual support tailored to each situation. A joint harassment committee was set up for the sites in France. This committee is made up of three elected members of the Works Council and three members of the HR and Occupational Health departments. The committee's aim is to strengthen the existing whistle-blowing system, whereby pre-investigations are conducted in reported cases of psychological or sexual harassment and cases classified as 'suspected harassment' prompt a full investigation. The committee handled several cases in 2024.

The e-learning course on preventing bullying was incorporated into the "MANE & MOI, Intégrer" induction course and the digital module of the "MANE & MOI, Manager" certification course.

In 2024, MANE's sites in the United States launched the IDEAS (Inclusion, Diversity, Equity and Access to Solutions) committee to broaden access to the industry for people from diverse backgrounds. Made up of employees from various departments and coordinated by the Regional Director of ESG Projects, this committee focusing on youth, disability and poverty leads initiatives to raise awareness among employees and create employment opportunities in the fragrance and flavour industry. The two North American sites achieved EDGE Plus certification in 2024, further reinforcing this commitment.

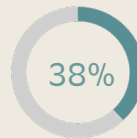
CREATION OF THE DIVERSITY IN BEAUTY PROGRAMME AT INSTITUT FRANÇAIS DE LA MODE

We partnered with the Institut Français de la Mode (IFM) to create a joint programme entitled Diversity in Beauty. This programme aims to improve understanding of current standards in view of promoting inclusion in the fashion and perfume sectors. The project consists of a research programme, a teaching curriculum, and conferences on inclusive beauty for which it brings together experts, academics and professionals with complementary perspectives.

Students in their second and final year of their Master of Science at IFM were selected to take part in the programme. These students will carry out a comparative analysis of beauty practices that incorporates the notion of cultural diversity. This important work will certainly help pave the way for greater inclusion in our industry.

Combat gender inequalities in the company and facilitate women's access to high level positions

WOMEN IN THE GROUP



Percentage of women in the Group workforce

We ensure that no gender inequalities are created. An agreement relating to gender equality in the workplace and work-life balance was signed. This agreement reaffirms our commitment to the principle of non-gender discrimination, and the recognition that diversity in employment is a source of complementarity, social balance and economic efficiency.

In terms of recruitment, we continue to act positively in favour of gender diversity and gender balance across all functions.



MANE obtained GEEIS certification (Gender Equality European & International Standard), issued by Bureau Veritas, for its sites in France, Spain and Italy. In 2024, our sites in the United States also received EDGE Plus certification (Assess level).

96/100

Gender Equality Index of our workforce in France in 2024

We are also pursuing and reinforcing the equal pay policy. We are developing the opportunities for our employees to best reconcile parenthood and individual performance. In 2024, V. MANE FILS calculated the gender equality index of its workforce in France, and obtained the high score of 96/100.

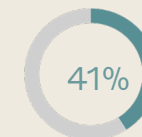
As regards professional training, we are rolling out a major campaign to raise awareness of non-discrimination. We foster good access to training for women and men. Several years ago, V. MANE FILS set up an e-learning module to raise awareness of professional equality in an original and entertaining way. This theme is currently included in management training and induction courses for new employees.

This year, the gender pay gap at Group level was on average 6.2% to the disadvantage of women. The pay gap remained unchanged between 2023 and 2024.

REPRESENTATION IN MANAGEMENT POSITIONS

In 2024, the percentage of women in management positions increased to 41%. We have seen a clear increase in the proportion of women in management positions, as in 2021 the percentage was only 32%.

WOMEN IN MANAGEMENT POSITIONS



Percentage of women in management positions

Promote the inclusion of young people in the industry

Since 2013, we have been committed to the sustainable integration of young people and the transmission of knowledge among generations, with the aim of passing on the key skills required by the company.

Our proactive policy promotes:

- sustainable integration of young people into employment;
- employment of experienced workers;
- transfer of knowledge and skills, with a strong emphasis on work-study programmes.

We have also worked on 9 career paths to make progression at V. MANE FILS even more attractive and retain our talents.

In our two sites in the United States, various activities were organised in 2024, demonstrating the Group's commitment:

LOCAL HIGHSCHOOLS

In partnership with RISE Leadership Academy at a high school in Lebanon, Ohio, MANE Inc. took part in a six-week mentoring programme on careers in the flavour industry. The students were tasked with developing a new brand of crisps, 'Mâi Chips', as part of a marketing challenge. Thanks to their research and mentoring from MANE staff, they created a unique flavour: 'Cheesy Mango Habanero'. Other immersive events were organised throughout the year in partnership with the high school in Lebanon.

SCENTS OF SUCCESS X CITY COLLEGE OF NEW YORK

With the aim of inspiring the next generation of talent in the fragrance and flavour industry, six members of our fragrance division participated in a panel discussion for students at the City College of New York. Organised in partnership with The Fragrance Foundation's Scents of Success programme, the event gave students the opportunity to discuss their career paths with the speakers, as well as their roles and responsibilities in the fields of marketing, sustainable development, engineering, and fragrance creation and development.

BLOOM PROGRAM

In North America, the Human Resources team has launched the Bloom internship programme, which encourages young people to join our company. This programme offers young people an enriching work placement experience, enabling them to gain vocational skills and prepare for their future careers.

LIFE PROJECT 4 YOUTH

MANE, through several of its subsidiaries, has been supporting LP4Y for several years through financial donations. In addition to this philanthropic commitment, MANE USA took part in the Youth Inclusion International Forum in New York for the second year running. This forum brings together non-profit organisations, United Nations agencies, young people and businesses to share innovative solutions for the social inclusion and employability of young people from disadvantaged backgrounds.

GIRLS SCOUTS

The MANE Inc. Youth IDEAS committee welcomed a local troop of Girl Scouts for a day of discovery and learning. The activities were carefully organised to provide the Scouts with interactive learning experiences, covering various aspects of the flavour industry. Each group took part in unique workshops on topics such as quality control, sensory analysis, colour science and food safety. The Scouts also had the opportunity to visit our facilities, getting a behind-the-scenes look at the development centre and finding out how our company works.





Promote the social inclusion and employability of people with disabilities

One of the main pillars of our commitment is to carry out the actions necessary to integrate people with disabilities. For example, we adapt workstations when necessary.

As far as possible, we also place orders for services from ESATs (French Establishments and Services providing Assistance through Work), such as:

- harvest of Rose Centifolia flowers in Pays de Grasse;
- maintenance of premises;
- maintenance of green spaces;
- bottling of fragrances;
- removal, dismantling;
- processing and recycling of waste electrical and electronic equipment;
- packaging of boxes, etc.

The management and trade unions of V. MANE FILS signed, for the fourth time, an agreement for people with disabilities. The agreement has, once again, been approved by the Regional Department of Business, Competition, Consumption, Labour and Employment (DIRECCTE).

The key objectives of the agreement remain as follows:

- continue to increase the employment rate of employees with disabilities;
- hire at least ten employees with disabilities for the duration of the agreement;
- keep people with disabilities employed;
- continue to work with other sites outside Le Bar-sur-Loup;
- explore the possibility of accommodating various types of disabilities, subject to adaptation to the skills needs and requirements of the company;
- promote solidarity within MANE for parents whose children are severely disabled.

As an extension of the actions carried out and monitored since 2012, we made strong commitments to disability issues in 2024, as demonstrated by the following actions:

- loyal sponsorship of the “Special Olympics France” race for the mentally handicapped, since the event’s creation in 2011, with MANE teams continuing to be as motivated and committed as ever;
- training in “recruiting, integrating and monitoring a disabled employee” as part of the “MANE & MOI, Manager” course (compulsory module).

DISABILITY AWARENESS WEEK

We celebrated Disability Awareness Week with a number of practical initiatives:

- disruptive videos made by actors showing work situations involving disabilities (ADHD, back problems, dyslexia, returning to work after cancer), followed by messages from nurses informing them of the measures put in place by the company;
- events followed by interactive quizzes on disability performed by actors in company restaurants, involving more than 500 employees;
- an improvisation performance featuring humorous scenes from working life, followed by discussions between the nurses, HR and the audience;
- the heightened dramatisation drives home the message. The project showed disabled employees that the company supports them and gave others a better understanding of the range of disabilities present in their working environment. It also encouraged employees to find out more about the system for recognising disabled workers (ROTH) and to hold discussions on the subject. A compilation video was shared with all 2,000 employees.



VISIONS

In partnership with VISIONS Services for the Blind and Visually Impaired, MANE USA organised a working lunch to raise awareness of the importance of including people with disabilities in all aspects of our community and working lives. We had already welcomed visually impaired people to our Fine Fragrance creative centre in New York in 2023, to better understand their professional challenges, aspirations and unique approach to fragrances. This year, we took the discussions further, focusing on appropriate language, practical arrangements and concrete actions that we can put in place, both as a company and as individuals, to promote the inclusion of people with disabilities.

GLOBAL TASTE AND SMELL SUMMIT

Inclusivity must take into account all sensory abilities. On 17 September, at the Global Taste and Smell Summit, we organised an exclusive event to celebrate the essential importance of the senses of taste and smell, while supporting our partner, the World Taste & Smell Association, in its mission to raise awareness and bring innovation to sensory disorders.

This event, entitled 'Senses Intertwined', offered participants a unique multi-sensory journey, designed by our perfumers and flavourists in collaboration with people suffering from loss of taste and smell. Hosted at the Museum of Food and Drink (MOFAD) in Brooklyn, New York, guests explored the full spectrum of sensations associated with taste and smell, discovering how these senses influence our emotions, well-being and mental health.

The event was also fun and immersive, with flavour tastings, the discovery of a fragrance that can't be smelled, and a multi-sensory cocktail experience.

We are proud to contribute to raising awareness and scientific advances in taste and smell disorders.

VISIONARIES + VOICES

Visionaries + Voices is an inclusive arts organisation that provides creative, professional and educational opportunities for adults with disabilities in Ohio. In 2024, a committee of MANE Inc. employees dedicated to empowering people with disabilities launched a partnership with Visionaries + Voices to support their mission.

The Visionaries + Voices artists visited MANE's facilities and took part in collaborative workshops with our employees. Together, they

created an original work of art, which will be exhibited at the MANE Inc. Research and Development Centre in 2025.

PARTNERSHIP WITH CAFÉ JOYEUX

MANE USA is proud to support Café Joyeux's mission to promote the inclusion of people with intellectual and developmental disabilities (IDD). By purchasing coffee, using catering services and offering gift cards to its employees, MANE USA is helping to create a more inclusive community and supporting job creation for people with intellectual and developmental disabilities.

ADVOCACY AND ACTION FOR THE INCLUSION OF PEOPLE EXPERIENCING POVERTY WITH ATD 4TH WORLD

In New York, MANE is partnering with ATD (All Together in Dignity) Fourth World, an international solidarity movement that works among and in collaboration with the most excluded families around the world. In 2024, MANE took part in the International Day for the Eradication of Poverty, a commemoration organised each year on 17 October at the United Nations by ATD Fourth World. Another benefit of this partnership is the training on the hidden dimensions of poverty that ATD has developed for companies. Based on feedback from our employees who are members of the internal committee dedicated to lifting people out of poverty, as well as other employees with in-depth knowledge of this issue, ATD was able to tailor this training to the company.

THE CARE CENTER

In Ohio, we have started to build a partnership with The Care Center, a community centre whose mission is to remove barriers and develop the resources needed to enable people facing poverty and hardship to find employment. Several of our MANE employees have become professional mentors for people living in poverty. Mentors and their protégés meet at least once a month to discuss career opportunities, hold mock interviews, review CVs and cover letters, etc.

DEVELOP OUR EMPLOYEES' PROFESSIONAL SKILLS

Develop human capital through training

97%

of employees participated in at least one training programme in 2024

We support the development of our businesses and anticipate future demands through an initial and ongoing training policy for our employees and customers.

A personalised induction programme is developed and implemented for new employees. It is adapted to their profiles, to the various business lines and organisations, as well as to the specificities of the activities.

We consider the development of human capital to be essential. It reinforces the employability of employees, as well as the competitiveness and attractiveness of the company. We wish to maintain and enhance our know-how capital. In order to identify the continuous training needs of each of our employees and the expectations of the Group, procedures have been defined to:

- identify the knowledge our employees already have and the gaps between this and the knowledge required by their role;
- assess the professional skills of our employees;
- establish specifications for future training.

In-house training is also encouraged to support teaching and activities that use information specific to the company to address relevant issues.

In France, we systematically offer all new hires, regardless of their employment contract, at least one day of induction training. This provides an opportunity to introduce them to the important rules to be followed in terms of safety and occupational chemical risks.

A more comprehensive programme is also offered to all new employees with contracts of more than three months. The aim of this programme, called 'MANE & MOI, Intégrer', is to effectively pass on the company's rules and values from the very first days. Thanks to this programme, the company was again awarded Happy Trainees certification in 2025, coming third in the work-study programme category and fourth overall.

The company also supports its managers through the 'MANE & MOI, Manager' programme. The Human Resources Department has recently set some development milestones among the tools introduced as part of this programme. The aim of this programme is to promote applicants' moral development in terms of attitude and skills, while emphasising the importance of a key stage in their career and structuring the process. Career paths are also being developed with the various business lines to give employees a clearer picture of their career development. The overall aim of this training programme is to provide managers with the tools they need to ensure optimal conditions for the Manager/Employee partnership to run smoothly. The programme also includes compulsory modules on our CSR policy, such as the Climate Fresk, gender equality, etc.

The Human Resources Department at MANE France has also implemented a workforce plan in order to anticipate short- and medium-term human resource needs. The workforce plan aims to offer employees the capacity to acquire new skills enabling them to adapt to changes in the sector and the working world.

In 2024, the Group has increased the proportion of payroll devoted to training. As a result, 1.4% of payroll will be devoted to training in 2024, compared with 0.9% in 2023. Some sites invest more in training, such as France, where 2.9% of payroll is devoted to training (compared to a legal obligation of 1%), MANE Mexico and MANE Thailand invested 3% and 1.1% of their payroll respectively. In 2024, 6,838 employees benefited from at least one internal or external training programme, representing 98% of the total workforce. For the third year in a row, we achieved and exceeded our target of allowing 90% of employees to receive training during the year. The total number of training hours was, on average, 17 hours per employee in 2024.

Assess the professional skills of our employees

91%

of employees had an annual appraisal in 2024

A yearly Management Review of progress and targets allows all employees to review the year and discuss their training needs with their line managers. This interview is a privileged moment of dialogue between the manager and his or her employee. The purpose of this exchange is to sustainably improve professional practices, results and behaviours. In recent years, this practice has been extended to all Group entities. The objective of offering at least one annual appraisal to more than 90% of the workforce has been exceeded in 2024.



GUARANTEE HYGIENE, HEALTH, SAFETY AND WELL-BEING AT WORK

Our approach and performance

In order to prevent occupational hazards in the workplace, including those linked to stress, MANE is prepared to work with all relevant stakeholders. Top management and managers drive the policy and any resulting actions. At our French sites, the Social and Economic Committee (SEC), the Health, Safety and Working Conditions Commission (CSSCT) and the occupational health team are all involved in this process. All employees also have a role to play, from identifying risks to developing and implementing prevention action plans.

We set ourselves two targets for 2030:

- reduce the frequency of workplace accidents by 20% compared to 2018;
- increase the proportion of our employees working on an ISO 45001 certified site to more than 50%.

To achieve its objectives, MANE bases its occupational health and safety management on the following axes:

- compliance with local regulations;
- implementation of an occupational health and safety management system in accordance with the requirements of ISO 45001;
- analysis and processing of accidents and near misses to identify the factors that contributed to them and implement appropriate corrective or preventive measures;
- development of a health and safety culture, aimed at ensuring that each employee is responsible for their own health and safety and that of others;
- due consideration of hardship factors;
- improvement of working conditions.

Risk assessment, a pillar of our health and safety approach

31%

of employees working on ISO 45001 certified sites

MANE Shanghai, MANE KANCOR India (Angamaly and Byadgi), MANE India (Hyderabad) and MANE Mexico sites are all ISO 45001 certified. These certified sites account for 31% of the Group's workforce. The ISO 45001 certification process is ongoing for our manufacturing sites in France. Once this process is complete, certified sites will account for 59% of the Group's workforce.

Risk assessment is a keystone of our occupational health and safety management system. This participatory analysis is carried out using an internal method that enables us to prioritise our risks and various actions.

In 2024, the workplace accident frequency rate decreased, going from 7.5 in 2023 to 5.4 accidents per million hours worked in 2024. The frequency rate decreased by 28% between 2023 and 2024. To reduce this accident rate, we have been investing heavily in employee safety for several years, especially in training and prevention.

In 2024, at our sites in France, a 'Target: Zero Accidents' programme was launched to strengthen prevention and the safety culture within the company. The aim of this programme is to make the commitment to safety visible, support managers in developing a culture of daily accident prevention and improve overall performance. More than 100 managers have been trained through dedicated coaching sessions.

Preventing chemical risks

In view of our activities, our prevention approach obviously focuses on the prevention of chemical risks. Chemical risks are the result of the exposure to or the use of hazardous chemicals, which can cause adverse health effects. Our approach to preventing chemical risks is notably based on:

- the identification of hazardous products present in the company, whether used as such or generated by an activity or a process in the form of gas or dust;
- comprehensive and rigorous risk assessment taking into account the severity of the risk.

Generally speaking, the company invests heavily in reducing employee exposure as much as possible. The actions implemented give priority to the elimination or substitution of dangerous products and processes by other less dangerous products or processes and to collective protection measures.

Our prevention approach also includes the following measures:

- information, awareness-raising and training of employees;
- implementation of hygiene measures (individual and collective);
- establishment of emergency procedures;
- health monitoring of exposed employees.

ASSESSING THE RISK OF CHEMICAL EXPOSURE

MANE has developed a method for modelling⁽¹⁾ the risk of the chemical exposure of workers. This method is intended to be more relevant than the ECETOC (TRA) tool commonly used in the flavours and fragrance industry. This prevention tool supports decision-making processes in order to:

- reduce the risk of hazardous exposures;
- put in place appropriate personal and/or collective protective equipment;
- train employees in a more targeted manner.

This model can help design exposure control measures in the following areas:

- structure of facilities;
- work organisation;
- storage of materials;
- personal respiratory protection;
- ventilation, choice of packaging;
- process automation, etc.

Measurements taken at MANE have already led to specific and positive changes in the workshops. One example is the use of smaller containers in order to minimise volatilisation during transfer operations, as well as reducing handling for the most hazardous substances at the end of the weighing and mixing stages.



(1) This assessment tool was discussed in the PLOS ONE journal. Reference of the study: Angelini E, Camerini G, Diop M, Roche P, Rodi T, Schippa C, et al. (2016) Respiratory Health – Exposure. Measurements and Modeling in the Fragrance and Flavour Industry. PLOS ONE 11(2): e0148769. <https://doi.org/10.1371/journal.pone.0148769>



Industrial risk management

Industrial risk is defined as an accidental event that can occur on an industrial site involving dangerous products and/or processes and lead to immediate serious consequences for employees, local residents and the environment. In order to limit the occurrence and the consequences, the most dangerous industrial companies are subject to special regulations and regular checks. This is the case of our two industrial sites in Le Bar-sur-Loup which are classified ICPE (Installations Classées pour la Protection de l'Environnement) subject to authorisation and "Seveso III low threshold" for Notre-Dame and "Seveso III high threshold" for La Sarrée. Our other French sites are also classified as ICPE subject to authorisation for Quéven and declaration for Sablé-sur-Sarthe.

In this context, we have drawn up our Major Accident Prevention Policy (PPAM), which is our roadmap for the prevention and management of industrial risks. This involves raising awareness of, training and empowering employees and external service providers working on our sites, integrating industrial safety as early as possible into the design of facilities, internal audits, and regular planning exercises to better understand emergency situations. Communicating with the utmost transparency on the safety and industrial security of our sites is a key part of this policy in order to maintain a climate of trust with employees, residents and local authorities.

Fight against occupational stress

Occupational stress is also incorporated into our prevention policy in the same way as other occupational hazards. These risks can be caused by activities themselves or triggered by the organisation of work and working relationships (excessive workload, confrontational relationships, management styles, intensity and complexity of work, etc.) As exposure to these situations at work can be detrimental to the health of employees (depression, anxiety, burnout), occupational stress is taken into account in our risk prevention approach. Prevention also involves training medical staff to develop the skills they need to take care of people as soon as they feel they are under stress, not to mention raising awareness and training managers on stress prevention.

Every five years, MANE conducts a survey on its French sites to prevent occupational stress. This survey is carried out in partnership with the occupational health team and an independent firm. The latter supports us in measuring the stress level of our employees, in prioritising the main causes of stress and in developing a corrective or preventive action plan, as appropriate. The most recent employee survey was conducted in March 2021. It is part of a new Quality of Life at Work approach launched and presented to employee representatives at the end of 2020. As employees have been through a long health crisis period, it was important to seize this opportunity for dialogue to actively contribute to improving the quality of life at work and to analyse all occupational risks. The results of this survey were presented to the various departments at the end of 2021. Improvement actions were implemented at the various departments concerned.



5

PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

- 63 Strengthen transparency, communication, reporting and dialogue with stakeholders
- 64 Implement a responsible purchasing policy
- 66 Prevent and manage ESG risks in the supply chain
- 67 Our sustainable sourcing programmes
- 71 Participate in the local development of communities

Growth is only sustainable if it is shared. Contributing to the local development of the areas in which the Group operates is a responsibility the company takes very seriously. MANE is committed to building lasting relationships with local partners all over the world based on a balance of interests, trust and mutual commitments in terms of CSR.

Throughout our value chain, our approach to promoting CSR is based on the following axes:

- strengthen transparency, communication, reporting and dialogue with stakeholders;
- implement a responsible purchasing approach;
- prevent and manage ESG risks in the supply chain;
- participate in the local development of communities.

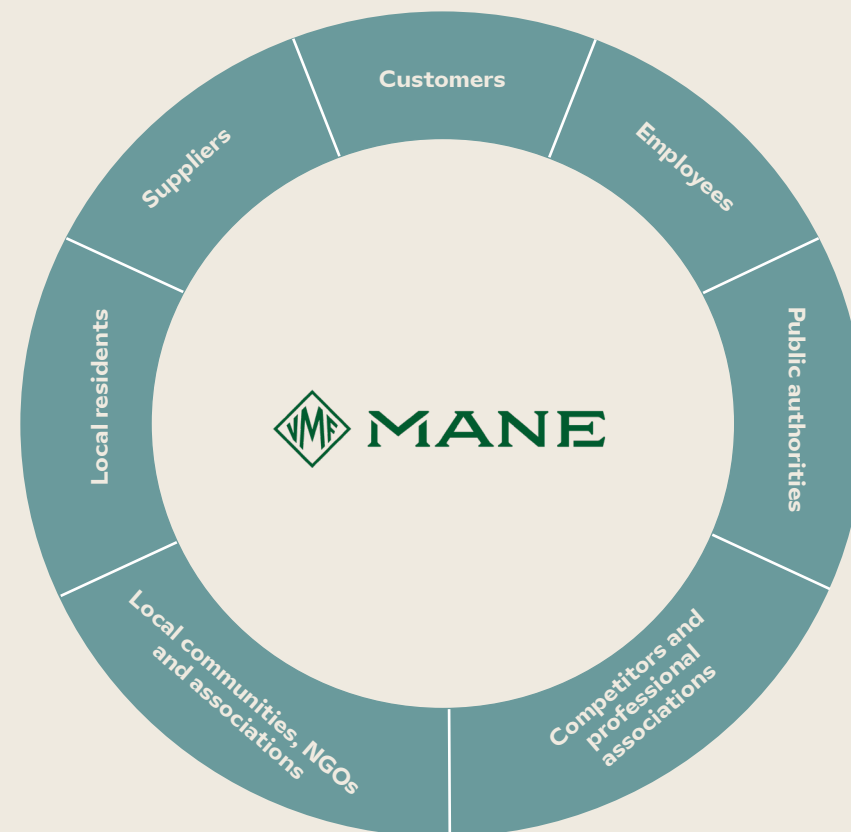
OUR CONTRIBUTION TO THE SDGS



STRENGTHEN TRANSPARENCY, COMMUNICATION, REPORTING AND DIALOGUE WITH STAKEHOLDERS

Dialogue with our stakeholders

For a responsible and sustainable activity, our strategy is refined in collaboration with our stakeholders. Our goal is to listen to their concerns and expectations in order to provide them with an appropriate response, in a dynamic of dialogue and partnership.



IMPLEMENT A RESPONSIBLE PURCHASING POLICY

Our commitments

The quality of the relationships we maintain with our suppliers contributes to the sustainability of our supply chains. Our goal is to build lasting relationships with our suppliers based on a balance of our respective interests, trust and shared CSR commitments.

This commitment aims to involve our suppliers in our responsible purchasing policy and to make CSR a true criterion for selecting suppliers, in the same way as quality, costs and leadtimes. For several years now, the implementation of a responsible purchasing policy has been one of the key strategic priorities of our Sustainable Development Policy. Concretely, this goal breaks down into three quantified targets for 2030:

- 90% of Group purchases will be made from suppliers committed to a CSR policy;
- 90% of the Group's strategic suppliers will be committed to a CSR policy;
- 100% of the Group's significant suppliers will be evaluated on their CSR performance.

This last objective has been revised upwards in 2023, since until then we were aiming for 50% of significant suppliers to be assessed on their CSR approach.

In order to roll out our responsible purchasing approach at all the Group's manufacturing sites, we organised awareness-raising and training sessions for the purchasing and CSR teams of our subsidiaries throughout 2024.

Our approach

To integrate CSR into the Purchasing function, we have developed an approach that involves several fundamental steps:

- a Buyer's Code of Ethics which commits all Group employees who may be involved in purchasing decisions to behave in an ethical and responsible manner;
- training buyers to raise their awareness of corruption issues and risks⁽¹⁾;
- the Group's Supplier CSR Charter, which commits our upstream partners to join our CSR approach;
- a methodology for monitoring the CSR performance of suppliers and analysing supplier risks;
- training our buyers and internal auditors in on-site CSR audit of suppliers.

(1) See chapter entitled "Ensure an ethical business practice"

Involve our suppliers in our CSR approach

The Group's Purchasing Department wants our suppliers to be stakeholders in our CSR approach. By having them sign the MANE Group's CSR Supplier Charter, buyers ensure that our suppliers commit to respecting six fundamental CSR principles in the following areas:

- Human Rights;
- labour standards;
- environment;
- anticorruption.

Our suppliers thus demonstrate their desire to develop their means of committing to a CSR policy and improving their performance in this area.

In 2024, more affiliates have been included in the reporting scope. The purchasing departments of 24 of the Group's affiliates have been trained to monitor suppliers' CSR commitment and performance. These affiliates therefore constitute the consolidation scope for the indicators presented below.

At the end of 2024, 35% of the Group's purchases were made from suppliers committed to a CSR policy and 63% of the Group's strategic suppliers were committed to a CSR policy.

Assess the CSR performance of our suppliers

In order to ensure that our suppliers comply with fundamental CSR principles, we have incorporated CSR criteria into our process for selecting and monitoring the performance of our suppliers.

We developed a methodology for assessing their CSR practices using two different approaches:

- access to the results of the CSR assessments of our suppliers via the SEDEX and EcoVadis platforms;
- self-assessment support for suppliers less advanced in the process.

We are a member of the SEDEX and EcoVadis collaborative platforms. Our suppliers are therefore invited to share their SMETA audit report and/or their EcoVadis scorecard. If they are not present on these platforms or if they do not wish to join them, for their own reasons, we provide them with a self-assessment questionnaire. This tool was designed to help them better understand CSR issues (linked to the six principles of the Charter they signed) and to self-assess based on a rating guide. The rating guide provides them with an exhaustive list of examples of expected practices to enable them to concretely identify areas for improvement.

In 2024, 986 suppliers were considered significant, representing 93% of the amount of raw material purchases and 80% of the amount of packaging purchases of the 24 affiliates in the scope of consolidation. In 2024, 25% of them were subject to at least a CSR audit or evaluation during the year.

- 215 suppliers (representing 22% of the Group's purchases) are assessed by EcoVadis with an average score of 54/100;
- 44 suppliers (representing 7% of the Group's purchases) were audited according to the SMETA standard by an independent third party;
- 63 suppliers (representing 9% of the Group's purchases) were audited on site by MANE with an average score of 59/100;
- 16 suppliers were audited by an independent third party according to a standard other than SMETA or EcoVadis (for example For Life, UEFT, Rainforest Alliance, etc.).

PREVENT AND MANAGE ESG RISKS IN THE SUPPLY CHAIN

Responsible suppliers

In addition to the involvement of our suppliers in our CSR approach and their assessment, we have implemented a supplier risk analysis process. This approach consists of identifying, prioritising, preventing and monitoring supplier-related risks.

This analysis is based primarily on the exposure of our suppliers to the risks inherent in the countries in which they are established. To assess these risks, we use indices which are updated annually, such as:

- Transparency International's Corruption Perceptions Index;
- the Human Freedom Index co-published by the Cato and the Fraser institutes;
- the World Risk Index published by the United Nations Institute for Environment and Human Security (UNU-EHS) in cooperation with the Institute for International Law of Peace and Armed Conflict (IFHV) of Ruhr University;
- the risk of deforestation, according to the annual reports of Global Forest Watch.

By compiling these different sources of information and connecting them to suppliers' CSR level of commitment and performance, we determine the 'residual' level of risk for each of our suppliers.

This analysis enables us to guide our purchasing decisions and prioritise auditing depending on identified most at-risk suppliers.

Responsible value chains

We are also implementing a due diligence approach to our raw materials supply chains that is aligned with the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct. We closely monitor our supply chains, including audits and remediation plans, to ensure compliance with ethical standards, human rights, environmental protection and the legal compliance of the players involved in this value chain. Given the large number of value chains involved, our methodology is based on an initial risk mapping phase. This incorporates the results of the risk analysis and CSR performance assessment of suppliers mentioned above, as well as an analysis of the risks within the various value chains by country.

At the end of this first phase, we prioritise the most at-risk supply chains according to predetermined criteria (e.g. purchase amount, guaranteed geographical origin, ingredient requested by our customers, MANE's influence in the supply chain). This enables us to draw up a roadmap and identify a shortlist of supply chains to be dealt with as a priority. It is important to note that for certain major commodities where our sectoral influence is limited, we rely on certifications and collective initiatives specific to each commodity to ensure a responsible approach.

Each sector will then be analysed in detail to identify and quantify the risks and/or negative impacts on the environment and on human rights. This analysis includes a bibliographical study of the geopolitical, economic, agricultural and logistical context, in order to trace the root causes of these risks and/or impacts. Secondly, we are measuring MANE's influence within the industry and the number of people directly affected by our activities. Finally, we will be interviewing our suppliers in depth to support this analysis. Depending on the results obtained, an audit will be planned. Following this audit, a tailor-made remediation plan will be drawn up for each sector, incorporating specific monitoring KPIs to provide appropriate responses to the risks that have been identified. This methodical approach ensures that sustainability and responsibility issues are rigorously monitored and proactively managed within our supply chains.





OUR SUSTAINABLE SOURCING PROGRAMMES

We believe that it is possible, through our supply chain, to work hand in hand with our suppliers to ensure the sustainable use of biodiversity and strengthen inclusion in our value chain.

As an extension of our due diligence methodology, including risk mapping, prioritisation and corrective action planning, we are strengthening our approach with a four-level categorisation system for our supply chains:

- 1. Responsible sourcing
- 2. Guaranteed origin
- 3. Sustainable sourcing
- 4. 'Conscious sourcing'

The aim of this categorisation is to guide us in our purchasing decisions and our suppliers towards more sustainable practices. It is integrated into our systems for life cycle management of product development and serves as a guide for both formula development and choice of sourcing solutions.

Through our responsible purchasing approach, we forge special relationships with certain producers and rural communities involved in our strategic supply chains. The supply chains indicated on the following page are examples of supply chains having reached the 'Conscious Sourcing' and of the positive impact created at the local level. Our involvement can include support for farmers in the implementation of good growing practices (e.g. patchouli, mint), guaranteeing the purchase of the entire flower production (e.g. Grasse rose and jasmine) or by supporting women's communities (e.g. Gnidia, Timur pepper, lemongrass).

Our commitments to responsible supply chains around the world



BERGAMOT ITALY

Sustainability of ancestral know-how in the cultivation and extraction of bergamot. Contribution to the protection of biodiversity by supporting organic farming practices.



ROSE FRANCE

Preservation of the cultures and perfume plant know-how of Pays de Grasse. Guaranteed purchase of the entire production. Partnership with an ESAT – an establishment aiming to reintegrate people with disabilities through work.



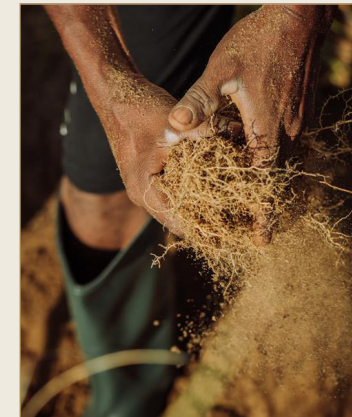
PATCHOULI GAYO, INDONESIA

Training and support for the implementation of good cultivation practices, soil conservation, waste management and a reforestation programme with a target of 40,000 trees planted per year.



JASMINE FRANCE

Providing support for a culture and a family heritage handed down for 5 generations. Guaranteed purchase of the entire annual production.



VETIVER MADAGASCAR

Employment opportunities; infrastructure and social services for 200 workers, including access to primary education; and an annual donation of 25 kg of rice per family.



YLANG YLANG MADAGASCAR

Agricultural training for over 60 farmers, development of crop diversification strategies, and a specific reforestation programme.



MINT INDIA

Traceability in the fields, implementation of good growing practices, premium prices through an SAI FSA⁽¹⁾, an approach benefiting 6,500 farmers. Distillation units improvement programme.



BENZOIN VIETNAM

Training programmes which improve working conditions and safety for 150 families. Exemplary felling methods that preserve biodiversity and the health of Styrax trees.

(1) SAI Platform – Farm Sustainability Assessment



Focus sur Madagascar

Our involvement in Madagascar is very strong, through long-standing partnerships with local producers.

VANILLA

Most of the vanilla pods processed at MANE come from Madagascar, which is the source of 80% of global vanilla production. A long-standing player in the sector for 40 years, MANE exports and processes around 10% of the world's production of vanilla pods.

For 20 years, our goal has been to set up a fully traceable supply of vanilla, from pollination to finished aroma, in order to:

- guarantee full traceability, certified and audited at the various stages of the supply chain by ECOCERT;
- ensure a stable supply of vanilla pods;
- obtain vanilla pods which have been quality controlled;
- guarantee ethical and sustainable sourcing by improving conditions in relation to labour, the environment and local biodiversity.

With this in mind, we established an exclusive partnership with FLORIBIS more than 20 years ago. Located in the district of Vohemar, one of the four pillar villages of the "vanilla" zone in the north-east of the island of Madagascar. FLORIBIS is our local contact with farmers, cooperatives and collectors. The company helps producers to improve their cultivation practices, to strengthen the pod preparation process and to export them. The result is a mutual commitment involving MANE and the farmers: if the latter have implemented the good pollination, cultivation and care practices transmitted by FLORIBIS, we undertake to purchase their entire production, without carrying out any sorting to select only the best pods. This approach has enabled a significant improvement in the quality of the vanilla bean. It encourages farmers to pursue their efforts.

In addition, with FLORIBIS, we set up a payment system that allows farmers to earn additional income for high-quality vanilla pods. 500 agricultural workers and 280 farmers benefit from it. Overall, our activity in the supply chain has a positive socio-economic impact on 10,000 farmers in Madagascar.

Improving living and health conditions is one of the challenges we address vis-à-vis the local communities that produce vanilla. To meet their food supply and storage needs, especially during the period when there is no harvest, we began by financing, in partnership with the NGO FANAMBY, the construction of a rice granary. Every year,

rice stocks (300 tonnes) are renewed and 1,100 FLORIBIS employees receive a donation of 25 kg of rice. Support is also provided to families so that they can create and grow their own vegetable gardens.

As part of our last support plan for 2018-2021, a number of actions were carried out in terms of health. We contributed to the financing of the Vohemar hospital. In 2018, FLORIBIS created a nursing home to which all employees have free access. Awareness-raising and HIV testing sessions were organised. Since 2018, 500 women have benefited from family planning.

Education is also a priority of this support plan. To combat illiteracy, we are trying to provide access to school education for as many children as possible from producer families. A first school, which can accommodate 600 children, was built for the FITAMA cooperative in 2009. Four new classrooms have since been opened in primary schools in Vohemar. 3,600 school kits, as well as 900 books and ten computers were given to school children. In order to improve infrastructure conditions for students, new sanitary facilities were built for two schools and drinking water tanks were installed.

For all families in the community, the municipal library was reopened. Literacy and accounting courses are provided to FLORIBIS employees and to residents who wish to attend.

We also work directly with cooperatives of vanilla producers, as is the case with the FML cooperative for the production of fair-trade certified vanilla. In this context, MANE guarantees the purchase of a minimum amount and at a minimum purchase price. FLORIBIS oversees the planting and quality control of the vanilla pods. It provides support and its management and training expertise to partner communities and to biodiversity conservation initiatives.

From an environmental standpoint, the island of Madagascar is recognised as a biodiversity hotspot, with 11,200 endemic plant species⁽¹⁾.

However, deforestation currently threatens the island. Indeed, the expansion of plantation areas is often to the detriment of forests. The NGO FANAMBY and FLORIBIS are working on the mapping of areas in order to contain the destruction of forests. In 2018, they launched a reforestation programme in three protected areas (Vohemar, Loky Mananbato & Fanambana) for a period of 5 years.

FANAMBY also is also managing the creation of a National Park in Daraina, where there are farmers who supply vanilla pods to MANE and FLORIBIS. This Malagasy region is a unique and invaluable place in terms of biodiversity. The National Park will soon be included on the UNESCO World Heritage List.

BOURBON VETIVER

Vetiver is a remarkable plant currently grown for its roots. Very resistant to drought, it has historically been used to build roofs, make brushes, preserve furniture and linen, and protect soil against erosion. Vetiver has also always been used for its essential oil, extracted from its roots.

Since the 1980s, the lack of interest of Malagasy farmers has put an end to the cultivation of vetiver in Madagascar. Devastating hurricanes in Haiti in parallel led to a poor harvest of this source, which resulted in a surge in prices. Seven years ago, in collaboration with the communities involved in MANE's vanilla supply chain in Madagascar, MANE reintroduced the cultivation of Bourbon vetiver in Madagascar. The production of these precious roots has now intensified and the quality of the essential oil is stable. This project has two effects on local communities: it generates a second source of income (after vanilla); and, because the crop is grown on a plot at Vohemar airport, it contributes to the maintenance of the regional airport. Vetiver is grown on poor soil, without additives or additional watering. The fields are planted in sections, to allow harvesting all year round. The roots reach maturity after one year, a period that is very important to ensure the olfactory quality of Bourbon vetiver. On our plantation, farmers are trained by FLORIBIS in order to follow good harvesting practices to maintain a constant quality.

BOURBON GERANIUM

With its experience and its privileged links in Madagascar, MANE participated in the development of a Bourbon geranium supply chain, in the south of the country, in the Ihorombe region, thus confirming a little more the potential of this country in terms of cultivation of fragrant and aromatic plants.

Since 2017, in partnership with other local players, MANE has encouraged the return of this historic culture of Bourbon quality, which has been decreasing since the 1970s. The locally distilled essential oil thus offers a specific olfactory profile much appreciated by perfumers. The cultivation and distillation activities encourage the use of local labour and employ 15 permanent and 70 temporary staff.

Environmental aspects have also been taken into account, with the planting of hedges to combat wind erosion and the use of crop combination and crop rotation to preserve the soil.

In addition to its supply of essential geranium oil, MANE was keen to join forces with the NGO Terres en Mêlées to support its Rugby Academy Ihorombe project. The aim of this project is to break the isolation of people living near the Bourbon geranium plantations and to contribute to the education of young people through rugby.

Our partnership focuses on three types of actions:

- building a rugby pitch, setting up training sessions (benefiting 346 youngsters every week) and donating sports equipment and school kits;
- organising local sporting events. Local sporting events (a rugby tournament and a Christmas tournament) and international sporting events (a tournament on Reunion Island and a rugby festival in Tana);
- providing training and raising awareness on social issues, equity and solidarity, sustainable agriculture and agricultural professions. Ninety people took part in nine days of training, and more than 200 schoolchildren met with young people from the Rugby Academy in 2022 and 2023.



(1) Source: CEPF (Critical Ecosystem Partnership fund)

PARTICIPATE IN THE LOCAL DEVELOPMENT OF COMMUNITIES

Beyond our social responsibility directly linked to our industrial activities, our goal is to create value in the regions where we operate.

We contribute to the creation of direct and indirect jobs, as well as to the development of the professional skills of local actors. We also invest in local communities linked to our value chains by financing infrastructure development programmes, improving access to health services or drinking water.

490,000€

in donations invested in local communities in 2024

Indonesia

In 2024, MANE Indonesia donated around 5,900 euros to various associations.

The MANE Indonesia site has continued its partnership with the Life Project For Youth (LP4Y) association. This association helps young people in situations of extreme poverty and exclusion to integrate into society and become familiar with the workplace.

Several events were organised during the year in partnership with LP4Y:

- donation of computers;
- exclusive screening of the film *I Am the Future* at our Cibitung and Cikarang plants;
- two young people on month-long work placements at our Cikarang plant;

- participation in the end-of-year breakfast by LP4Y in their Jakarta center, where we had the opportunity to meet young people and hear from other LP4Y partners.

Colombia

In 2023 and 2024, MANE Colombia provides financial support to Corporación Empresarial al Oriente. These funds are allocated to the Opción DeVida programme, which sets up various social initiatives, linked to education and entrepreneurship. MANE Colombia also provides financial support to ANDI (National Association of Industrialists) to promote various foundation projects. In addition, a financial contribution was made to the Alliance Française to support various cultural activities.

A funding was also provided for a project in partnership with the Cartagena Botanical Garden. Several analyses have been carried out at the University of the Andes to study different botanical varieties.

France

MANE France makes yearly donations to several organisations:

- during Sustainable Development Month in October 2024, a sustainable mobility competition involving 150 employees resulted in a donation of 6,000 euros to Life Project 4 Youth, our partner for this awareness-raising month;
- SolidarSport (Nice);
- Les Amis Des Enfants (ADE), which supports children in the Sudan;
- La Congrégation des Petites Sœurs des Pauvres;
- Adrien association, which helps sick children and their families ;
- Special Olympics, Course Solidaire Interentreprises de Sophia Antipolis;
- the Food Bank;
- Les Enfants de Maidafu;
- La Fondation des Monastères.

India

MANE KANCOR implemented a CSR policy focusing on social engagement and investment in the communities where the company does business.

Our commitments and actions in India focus on three main areas: sanitation in rural areas and schools, support for education and health for low-income families, and the development of responsible and sustainable sourcing with a minimal carbon footprint.

These projects include:

- support for the skills development programme run by Pelican Center. This organisation helps homeless mentally disabled men, women and children. The skills development programme supports patients' rehabilitation and ensure that they can earn a living once they leave the centre;
- sponsoring a seven-a-side football tournament with the Angamaly sports association;
- financial support towards training farmers to prepare organic fertilisers and donating basic materials for making compost;
- building additional bridges over canals at Byadgi to help farmers move their agricultural equipment and products;
- planting young trees to promote biodiversity and sustainability goals in local villages;
- buying and installing an ophthalmic surgical microscope at the government hospital in Byadgi, Karnataka;
- buying and distributing five motorised tricycles for people with reduced mobility to give them access to self-employment in Byadgi, Karnataka;
- setting up reverse osmosis water coolers in local schools and villages;
- distributing blackboards, school bags and desks to public schools in Bareilly;
- setting up a mentoring programme with TiE University in Kochi (Kerala) to teach them entrepreneurship and leadership skills to prepare them to become entrepreneurs and future leaders;
- awarding merit-based scholarships to talented children from disadvantaged backgrounds near our Angamaly site, enabling them to pursue their educational ambitions;

- working with local social services. We have supported the development of an ornamental plant nursery, with the aim of creating jobs for 30 people with disabilities;
- improving the infrastructure of a state secondary school by providing essential school furniture to create a better learning environment;
- sharing knowledge by our contribution to public libraries, where we have provided desktops and accessories to improve digital access for all.



Mexico

MANE A LA OBRA

For three years, we've implemented a volunteer programme called "MANE a la Obra". This programme gives employees the opportunity to contribute to society by donating their time and skills to multiple associations. MANE Mexico employees have three working days per year to volunteer. The programme is based on three pillars: education, support for people in vulnerable situations (in particular children and women) and the environment.

Currently, we collaborate with eight different associations in Mexico City and the State of Mexico:

- positive environmental impact: Huerto Roma Verde and Parque Ecológico Totlalli (Totlalli Ecological Park);
- positive social/educational impact: Fundación AMOXCALLI, Fundación NZEHÑI and Voluntariado Salud y Humanismo A.C.

In 2024, 154 employees volunteered and donated more than 2,328 hours. The programme was seen as a differentiator, not only for employees but also for the community to which we contribute. A total of 14 reforestation initiatives were carried out, in which 120 employees participated, who also had the opportunity to get their children involved in this activity. This joint effort resulted in the reforestation of 3 hectares of forest. As global citizens, we plan to encourage further initiatives in 2025 and motivate more employees to continue working for our communities.

Building on this success, we have extended this program to the rest of the region, including Brazil, Colombia, Chile and Argentina.

INSTITUT CONALEP

MANE Mexico has a partnership with the CONALEP institute to help integrate young people from vulnerable communities. CONALEP, the National Council for Technical and Vocational Education, offers baccalaureate-level education with a technical specialisation recognised by various local bodies in terms of quality and competitiveness.

This partnership helps students develop their technical skills and introduces them to the business sector.

Students work at MANE Mexico for six months, while continuing their studies. A scholarship is offered to them during their time at the company.

Some of these students, who did their internship at MANE, are now company employees. They joined MANE Mexico in areas such as quality, research and development. In 2024 we continued to support this institution by opening spaces dedicated to the integration of young people from vulnerable communities.

ACADEMIC SCHOLARSHIP FOR EMPLOYEES

Each year, MANE Mexico offers an academic scholarship to around ten of its employees who wish to pursue a university degree and improve their academic level. MANE Mexico covers registration fees, monthly tuition and diploma documentation.

In total, 10 employees were sponsored.

OTHER ORGANISATIONS WE SUPPORT

In 2024, MANE Mexico sponsored two organisations that contributed to our "MANE a la Obra" volunteer programme and worked together with MANE to create a better local living space. These organisations were Reforestamos Mexico and Huerto Roma Verde.

A total of 19,000 euros was donated to partner associations.



United States

As part of the implementation of a new regional CSR governance, MANE Inc. and MANE USA created two CSR Project Committees made up of volunteer employees committed to creating new positive impact projects every six months around social, community and environmental initiatives.

AMERICA'S GROW-A-ROW

In 2024, we continued our partnership with America's Grow-a-Row, a volunteer organisation whose mission is to make a positive impact by planting, harvesting, saving and delivering fresh produce free of charge to people facing hunger and food insecurity. MANE employees organised a volunteer event at a farm in New Jersey to harvest sustainably grown vegetables. Thanks to the efforts of our volunteers, 22,680 kg of turnips were harvested, providing 202,000 portions of fresh produce to people in need.

WALTER

To celebrate the International Day of Zero Waste, MANE USA organised a campaign to collect electronic items and textiles from its employees. A conference was also held with the founder and CEO of WALTER, a social enterprise that creates jobs for marginalised people living in Brownsville, Brooklyn through the conscious recycling of various types of waste. Employees were informed about the impact of waste on the environment and ways of mitigating it through circular economy practices.

POLLINATOR'S GARDEN

MANE Inc. celebrated the official opening of a pollinator garden, created thanks to the efforts of its employees, to attract and support biodiversity. The garden is located next to a promenade around a retention pond. This space allows employees and visitors to reconnect with nature.

SUSTAINABLE WORKPLACES

In 2024, we stepped up our efforts to make our workplaces more sustainable. MANE Inc. has launched an internal initiative to stop using disposable cups in the cafeteria by making reusable mugs available to everyone. At MANE USA, staff installed a food composter

in the cafeteria, enabling all New York employees to compost their organic waste, with the option of taking the compost home to enrich the soil in their garden.

ACTION AGAINST HUNGER

For several years now, we have been supporting the work of Action Against Hunger, whose mission is to put an end to world hunger through various programmes. Our Christmas 2024 donation enabled Action Against Hunger to treat and feed 100 severely malnourished children to restore their health and secure their future.

TREE PLANTING IN OHIO

Several MANE employees participated in the 'Let's Grow Local' event in Avondale, Cincinnati, where they took part in various community-building and environmental protection activities such as meal distribution, tree planting and invasive plant removal.



APPENDIX

METHODOLOGY AND REPORTING PROTOCOL

The published non-financial information included in this report covers the period from 1 January to 31 December 2024. We have been publishing annual reports on our CSR approach since 2009.

Our previous report, on 2023 data, was published in June 2024.

Scope of consolidation

The scope of consolidation for the social, environmental and societal information referred to in this report concerns all of the Group's sites in France – including its headquarters – and in Switzerland, the United States, Indonesia, India, South Africa, Mexico, China, Brazil, Spain, Thailand, Colombia, Japan and Italy.

These entities represent 95% of the Group's consolidated sales in 2024, and 85% of the Group's consolidated workforce.

Entities not included in environmental reporting are tertiary buildings (offices and certain R&D centers), as well as 5 manufacturing sites (located in Chile, Argentina, Sri Lanka, India and Spain) whose environmental impact is negligible (less than 1% of the Group's GHG emissions, and less than 1% of the Group's water consumption).

New production sites and acquisitions (of which MANE is a 100% shareholder) are added to the scope of data consolidation as from fiscal year N+1. Joint ventures agreed during the year (in which MANE's shareholding exceeds 50%) are added from year N+2.

One site, located in India, is excluded from the reporting scope for Responsible Purchasing data.

Change in scope of consolidation

This year, we have added one site to the scope of consolidation of CSR data: MANE CHINA Pinghu. This production site represents 2.9% of the total tonnage shipped and 1.6% of the workforce included in the environmental and social consolidation perimeters.

Compared with the 2023 data consolidation perimeter, we have removed one production site: MANUFRI.

Statement of GRI compliance

MANE has prepared the information quoted in the GRI content index (provided on page 94) for the period from 1 January to 31 December 2024 in compliance with the GRI standards.

Nation-army connection

As part of our efforts to comply with French legislation, we have taken steps to facilitate the Nation-army connection, as well as with other state bodies.



NON-FINANCIAL RISKS AND OPPORTUNITIES

Our global footprint and the diversity of our activities expose us to labour, environmental and societal risks both internally and in relation to our business relationships and products. They also provide us with a number of opportunities.

MANE operates in a constantly changing economic, competitive and technological environment. Every year, we revise our non-financial risk and opportunity mapping. It is aligned with our CSR strategy and presents the risks and opportunities identified in relation to all of our commitments.

The table below contains the following items: main risks and opportunities identified, description of their potential impacts on the company and policies applied to address them. The description of these policies and their results are communicated throughout this report in each of the corresponding chapters.

Act and operate ethically and responsibly

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Respect Human Rights	Risks	Regulatory non-compliance	<ul style="list-style-type: none"> Criminal and administrative penalties Damage to the company's reputation and image 	◆	<ul style="list-style-type: none"> Regulatory monitoring process Internal Code of Ethics and system for raising awareness of the challenges and risks related to Human Rights and business ethics
		Violations of basic Human Rights and labour rights	<ul style="list-style-type: none"> Damage to the company's reputation and image 	◆◆	
	Opportunities	Reassure customers as part of their due diligence	<ul style="list-style-type: none"> Market share development 	◆	
Ensure compliance and ethical business practices	Risks	Violations of internal rules of ethics	<ul style="list-style-type: none"> Criminal and administrative penalties Damage to the company's reputation and image 	◆◆	<ul style="list-style-type: none"> Anti-corruption system Anti-corruption regulatory watch process in the countries where we operate Form to declare conflicts of interest
		Corruption and fraud		◆◆◆	

* The analysis of non-financial risks and opportunities not only aims to identify risks and opportunities, but also to prioritise them according to their level of criticality in order to guide our actions and determine our priorities. To do this, we assessed two criteria: the probability and the severity (level of significance of the potential impact) of the risks and opportunities. The intersection of the probability and severity levels provides the level of criticality of the risk. The criticality can be low (◆), medium (◆◆) or high (◆◆◆).

Ensure responsible management of our products

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Ensure product safety and compliance	Risks	Changing expectations of increasingly suspicious consumers regarding the ingredients used in cosmetic and food products	<ul style="list-style-type: none"> Strong demand for natural, sustainable and healthier products Loss of turnover with our customers if we cannot respond to changing consumer expectations 	◆◆	<ul style="list-style-type: none"> Responsible purchasing approach including a CSR supplier evaluation process Supplier CSR Charter Sustainable palm oil purchasing policy
		Complexity of regulations and industry standardisation	<ul style="list-style-type: none"> Loss of innovation Relocation (fewer regulatory constraints) Reduction in the range of usable products 	◆◆	<ul style="list-style-type: none"> Compliance with REACH regulations
		Health risks related to products	<ul style="list-style-type: none"> Effects on consumer health and safety Product recalls Administrative and criminal penalties related to REACH Production disruptions 	◆◆	<ul style="list-style-type: none"> Toxicological studies Quality and food safety management systems and Food Allergens Policy IFS/BRC and ISO 22000 certification
Integration green chemistry in our R&D	Opportunities	Continuous product improvement	<ul style="list-style-type: none"> Proof of customer confidence Innovation/new technologies New customers or potential new markets Strong demand for natural, sustainable and healthier products 	◆◆	<ul style="list-style-type: none"> GREEN MOTION™ tool
Reduce pollution and spills	Risks	Odour pollution	<ul style="list-style-type: none"> Complaints from local residents Criminal and administrative penalties 	◆◆	<ul style="list-style-type: none"> Priority of our Design Office regarding odour control and treatment
		Pollution	<ul style="list-style-type: none"> Loss of operating permit Release of effluent and emissions, waste generation, accidental chemical spillage 	◆◆	<ul style="list-style-type: none"> ISO 14001 certifications
	Opportunities	Reduction of odour nuisance and pollution	<ul style="list-style-type: none"> Better management of significant environmental impacts Cost reduction Improved relations with local authorities and residents 	◆◆	<ul style="list-style-type: none"> Target to increase the number of ISO 14001 certified sites
Improve the energy efficiency of our facilities and fight climate change	Transition risks	Insufficient technological upgrading of industrial plants	<ul style="list-style-type: none"> Loss of productivity and operational performance of plants Increase in the Group's carbon footprint 	◆	<ul style="list-style-type: none"> Best Available Techniques (BAT) ISO 50001 certification
		Risk of energy supply disruption	<ul style="list-style-type: none"> Loss of productivity and operational performance of plants Loss of revenue 	◆◆	<ul style="list-style-type: none"> Investment in self-production solutions (photovoltaic panels) Development of a low-carbon strategy ISO 50001 energy management plan Energy guidelines

Ensure responsible management of our products

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Guarantee the safety and stewardship of water	Physical risks	Increasing operational efficiency and reducing pollution	<ul style="list-style-type: none"> Effects on consumer health and safety Product recalls Criminal and administrative penalties Production disruptions 	◆◆◆	<ul style="list-style-type: none"> Development of internal treatment processes (biological and/or chemical treatment, on-site treatment plants, pre-treatment, etc.) Toxicological studies Quality and safety management systems Monitoring the quality of discharged water Reducing the volume and pollutant load of effluents discharged by our manufacturing sites
		Vulnerability to extreme weather events	<ul style="list-style-type: none"> Interruption of production due to droughts and heat waves and increased production costs 	◆◆	<ul style="list-style-type: none"> Conducting a water stress risk analysis Group Water Policy and 2030 water consumption reduction targets (more ambitious reduction targets specific to sites in water-stressed areas) CEO Water Mandate Water reuse and rainwater use systems
Effectively managing our waste to promote the circular economy	Risks	Non-compliance	<ul style="list-style-type: none"> Financial impact: fines, administrative and criminal penalties, etc. New regulations Losses of strategic customers 	◆	<ul style="list-style-type: none"> ISO 14001 certification Environmental policies Environmental management system procedures Integration of green chemistry into R&D, via GREEN MOTION™
		Poor waste treatment	<ul style="list-style-type: none"> Risks of fire/explosion/spraying/pollution of the external environment 	◆	
		Raw material supply problem	<ul style="list-style-type: none"> Supply impacted by global warming and biodiversity loss Decrease in natural resources Energy supply and costs 	◆◆	
	Opportunities	Improving the efficiency and traceability of our treatment processes	<ul style="list-style-type: none"> Financial gains Innovation/new technologies Enhanced dialogue with our subcontractors Harmonisation of processes among departments and subsidiaries Knowledge sharing Solution to the lack of waste treatment channels 	◆◆	
		Promoting the approach among customers	<ul style="list-style-type: none"> New customers or new potential markets Co-creation of projects 	◆	

Ensure responsible management of our products

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Preserve biodiversity and fight against deforestation	Risks/ Opportunities	Changes in customer expectations	<ul style="list-style-type: none"> Loss or gain in turnover 	◆◆◆	<ul style="list-style-type: none"> Responsible purchasing policy including a CSR evaluation process for suppliers Supplier CSR Charter Sustainable palm oil purchasing policy
Ensure operational continuity and crisis management	Risks/ Opportunities	Industrial, climatic and health risks, as well as product and employee safety	<ul style="list-style-type: none"> Fire/explosion/spill/environmental pollution risks Effects on the health and safety of employees and neighboring communities Damage to the company's reputation and image Loss of business 	◆◆◆	<ul style="list-style-type: none"> Major Accident Prevention Policy and Occupational Health and Safety Management Systems Anti-malicious acts policy Enhanced security at SEVESO sites in France Safety audits, intrusion simulation exercises Occupational health and safety policies Analysis of climatic risks Implementation of a PCA (business continuity plan)
Ensure animal welfare	Risks	Non-compliance	<ul style="list-style-type: none"> Financial impact: fines, administrative and penal sanctions, etc. New regulations Loss of strategic customers 	◆◆◆	<ul style="list-style-type: none"> Shareholding in ImmunoSearch (research company dedicated to the development of in vitro toxicology tests) Equity stakes and partnerships with companies specializing in non-animal testing methods
	Opportunities	Better approach with customers	<ul style="list-style-type: none"> New customers or potential new markets 		

Care for our employees

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Guarantee hygiene, health, safety and well-being at work	Risks	Major industrial accidents	<ul style="list-style-type: none"> Effects on the health and safety of employees and local communities 	◆◆◆	<ul style="list-style-type: none"> Major Accident Prevention Policy and Occupational Health and Safety Management Systems
		Intrusion and malicious acts and acts of terrorism of a physical or cyber nature	<ul style="list-style-type: none"> Damage to the company's reputation and image Operating loss 	◆◆	<ul style="list-style-type: none"> Policy to fight malicious acts Strengthening of security at Seveso sites in France Safety audits, intrusion simulation exercises
		Personal risks	<ul style="list-style-type: none"> Effects on employee health and safety: work-related injuries, occupational diseases, absenteeism 	◆◆◆	<ul style="list-style-type: none"> ISO 45001 certification (Arochema Ingredients, MANE Shanghai, MANE KANCOR, MANE India and MANE Mexico) Occupational Health and Safety policies
Ensure good working conditions to improve employee engagement	Risks	Occupational stress	<ul style="list-style-type: none"> Unhealthy work environment Lack of motivation and loss of interest of employees Absenteeism Turnover 	◆	<ul style="list-style-type: none"> Survey to assess occupational stress Training and awareness for managers on stress prevention and training for medical staff to better identify these risks
	Opportunities	Well-being at work	<ul style="list-style-type: none"> Positive effects on employee health and development of employee potential Improved team cohesion and talent retention 	◆	<ul style="list-style-type: none"> Quality of Life at Work approach (France)
Promote diversity in the workplace and equal treatment of women and men	Risks	Non-compliance with regulations (equal pay, professional integration of people with disabilities, etc.)	<ul style="list-style-type: none"> Damage to the company's reputation and image Criminal and administrative penalties 	◆	<ul style="list-style-type: none"> Company agreement on work-life balance as well as professional equality and equal pay (France)
		Risks of discrimination	<ul style="list-style-type: none"> Lack of motivation and loss of interest of employees 	◆	<ul style="list-style-type: none"> E-learning training to raise awareness and train employees on gender equality in the workplace (France)
	Opportunities	Performance	<ul style="list-style-type: none"> Composite teams with different visions and ideas Intellectual stimulation as a vector of innovation 	◆	<ul style="list-style-type: none"> Company agreement to promote the employment of people with disabilities (France) Code of Ethics and associated training Use of ESATs (French Establishments and Services providing Assistance through Work) HR policies on diversity and inclusion Signature of the Diversity Charter (France) GEEIS certifications of V. MANE FILS, MANE Ibérica and MANE Italia

Care for our employees

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Develop our employees' professional skills	Risks	Talent shortage	<ul style="list-style-type: none"> Recruitment difficulties 	◆	<ul style="list-style-type: none"> MANE Academy managerial skills development programme Intergenerational contract (France) Development of succession plans
		Retirements	<ul style="list-style-type: none"> Loss of skills and expertise 	◆	
	Loss of talent	<ul style="list-style-type: none"> Skills and know-how development Talent retention and development 		◆◆	
Promote our ability to attract and support talents	Risks	Lack of attractiveness in light of the new expectations of millennials in terms of work organisation	<ul style="list-style-type: none"> Recruitment difficulties Lack of motivation and loss of interest of employees Turnover 	◆	<ul style="list-style-type: none"> Implementation of working from home and associated rules in the subsidiaries and in France (collective agreement) Collective agreements on quality of life at work (France) Happy Index at Work Top work places (USA)
	Opportunities	Promotion of internal mobility	<ul style="list-style-type: none"> Skills development Increased motivation among employees Talent retention and development 	◆	

Promote sustainability along our value chain

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Strengthen transparency, communication, reporting and dialogue with stakeholders	Opportunities	Development of privileged partnerships	<ul style="list-style-type: none"> Reduced risk of non-compliance with Human Rights and international labour standards 	◆◆	<ul style="list-style-type: none"> Development of responsible channels Supplier CSR Charter Responsible purchasing policy including a CSR evaluation process for suppliers Supplier CSR audits Contracts dating back a number of years with certain suppliers
Implement a responsible purchasing policy					
Prevent and manage ESG risks in the supply chain	Risks	Human Rights violations in the supply chain	<ul style="list-style-type: none"> Criminal and administrative penalties (due diligence) Damage to reputation and image Disruption to the supply chain Loss of turnover with our customers 	◆◆◆	<ul style="list-style-type: none"> Responsible purchasing policy including a CSR evaluation process for suppliers Supplier CSR Charter Supplier CSR audits
	Physical risks	Vulnerability to extreme weather events	<ul style="list-style-type: none"> Impact on resources and crops of natural raw materials in terms of: availability, yields, price fluctuations Disruption of the supply chain for the transportation of raw materials 	◆◆	<ul style="list-style-type: none"> Plan to secure ingredients Analysis of climate risks affecting suppliers Water stress risk analysis Group Water Policy
	Opportunities	Development of privileged partnerships	<ul style="list-style-type: none"> Securing the supply of raw materials Reduced risk of non-compliance with Human Rights and international labour standards 	◆◆	<ul style="list-style-type: none"> Contracts dating back a number of years with certain suppliers Development of responsible channels
Participate in the local development of rural communities	Opportunities	Development of economic opportunities for local communities	<ul style="list-style-type: none"> Social integration 	◆	<ul style="list-style-type: none"> Financial investment Job creation with our suppliers

Climate risk analysis and transition opportunities

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality*	Policies applied by MANE
Improve the energy efficiency of our facilities and fight climate change	Transition risks	Growing regulatory pressure on greenhouse gas (GHG) emissions	<ul style="list-style-type: none"> New climate laws Increased energy bills and higher operating costs 	◆◆◆	<ul style="list-style-type: none"> Low-carbon energy substitution plan Development of a low-carbon strategy ISO 50001 certification
		Non-compliance	<ul style="list-style-type: none"> Financial impact: fines, administrative and criminal penalties, etc. 	◆	
		Damage to the brand's image	<ul style="list-style-type: none"> Damage to reputation Loss of potential customers 	◆◆◆	
	Transition opportunities	Development of low-carbon products	<ul style="list-style-type: none"> Reorientation of R&D strategies towards the development of products with a lower GHG impact 	◆◆◆	<ul style="list-style-type: none"> Ongoing regulatory monitoring Consolidated annual CSR reporting (verified by an independent third-party organisation) New more ambitious 2030 Science Based Targets Development of a low-carbon strategy
			<ul style="list-style-type: none"> Competitive positioning and differentiation 	◆◆◆	
	Physical risks	Vulnerability to extreme weather events	<ul style="list-style-type: none"> Material damage to infrastructure 	◆◆	<ul style="list-style-type: none"> Climate risk analysis Implementation of a BCP (business continuity plan) Conducting a water stress risk analysis Group Water Policy CEO Water Mandate
			<ul style="list-style-type: none"> Interruption of production and damaged products 	◆◆	
			<ul style="list-style-type: none"> Interruption of production due to droughts and heat waves and increased production costs 	◆◆	
	Transition risks	Insufficient technological upgrading of industrial plants	<ul style="list-style-type: none"> Loss of revenue on products with a high GHG impact 	◆	<ul style="list-style-type: none"> Best Available Techniques (BAT) ISO 50001 certification
		Increase and volatility of energy prices	<ul style="list-style-type: none"> Increase in the price of green energy (green electricity and green gas contracts) Change in use from low-carbon energy to less expensive carbon-based energy 	◆◆◆	

STRENGTHEN TRANSPARENCY, COMMUNICATION, REPORTING AND DIALOGUE WITH STAKEHOLDERS

Dialogue with our stakeholders

For a responsible and sustainable activity, MANE is committed to refining its strategy in collaboration with its stakeholders. Our goal is to listen to their concerns and expectations in order to provide them with an appropriate response, in a dynamic of dialogue and partnership.

Stakeholders	Main expectations and concerns	Methods of dialogue and information	Responses provided by the Group
Customers	<ul style="list-style-type: none"> ▪ Protecting consumer health and safety ▪ Regulatory compliance ▪ Due diligence ▪ Reduction of the environmental impact of products ▪ Sustainable and equitable use of biodiversity ▪ Fair practices ▪ Innovation ▪ Communication and transparency ▪ Business ethics 	<ul style="list-style-type: none"> ▪ Satisfaction surveys ▪ Sharing of CSR information via the EcoVadis, SEDEX and CDP collaborative platforms ▪ Exchange meetings ▪ Customer audits ▪ Publication of the annual CSR report audited by an independent third party ▪ Website ▪ Information sharing on social media 	<ul style="list-style-type: none"> ▪ Monitoring customer satisfaction ▪ Product ecotoxicity assessment ▪ REACH compliance programme ▪ Quality and food safety policies ▪ ISO 9001, 14001, 45001, 50001, IFS & BRC and FSSC 22000 certification ▪ Environmental assessment of our products with GREEN MOTION™ by MANE ▪ SMETA audit of all our industrial sites ▪ Answers to EcoVadis and CDP questionnaires ▪ Collaborative projects ▪ Responsible purchasing
Employees	<ul style="list-style-type: none"> ▪ Respecting Human Rights and international labour standards ▪ Working conditions and quality of life ▪ Occupational health and safety ▪ Shares and profit-sharing ▪ Employability ▪ Equal treatment 	<ul style="list-style-type: none"> ▪ Quality of life at work surveys ▪ Employee representative bodies ▪ Social dialogue ▪ Consultation of the Social and Economic Committee (SEC) ▪ Yearly appraisals ▪ Notice boards at all sites ▪ Intranet sites 	<ul style="list-style-type: none"> ▪ Human Resources, Occupational Health and Safety and Disability policies ▪ Diversity Charter ▪ Group Code of Ethics and associated training ▪ Collective agreements ▪ Strategic planning for employment and skills ▪ 1.4% of payroll dedicated to training

Stakeholders	Main expectations and concerns	Methods of dialogue and information	Responses provided by the Group
Suppliers	<ul style="list-style-type: none"> Long-term partnerships Business ethics Respect of payment deadlines Support in the CSR assessment of their practices Sharing CSR practices 	<ul style="list-style-type: none"> General Conditions of Purchase Supplier CSR Charter Exchange meetings Sharing of CSR information via the EcoVadis and SEDEX platforms 	<ul style="list-style-type: none"> Purchasing Code of Ethics Anticorruption training for buyers Supporting suppliers in the evaluation of their CSR practices Respect of payment deadlines
Local communities, NGOs and associations	<ul style="list-style-type: none"> Creation of sustainable jobs Social investments Preventing significant industrial hazards Preventing pollution Sustainable use of natural resources Protecting consumer health and safety 	<ul style="list-style-type: none"> Discussions about solicitation Publication of the annual CSR report audited by an independent third party Information sharing on social media 	<ul style="list-style-type: none"> Partnership or sponsorship actions Visiting manufacturing sites Participating in employment forums and exhibitions School-company partnerships Hiring of interns and apprentices
Public authorities	<ul style="list-style-type: none"> Compliance with regulations Communication and transparency 	<ul style="list-style-type: none"> Information and discussion meetings to explain Group activities 	<ul style="list-style-type: none"> Regulatory monitoring and compliance
Local residents	<ul style="list-style-type: none"> Preventing significant industrial hazards No odour and noise nuisance Preventing pollution (effluents, emissions, waste, etc) 	<ul style="list-style-type: none"> Information leaflet for local residents on industrial risks 	<ul style="list-style-type: none"> Major Accident Prevention Policy (PPAM) at Le Bar-sur-Loup sites subject to Seveso and ICPE regulations Environmental policies and environmental and energy management systems at all manufacturing sites Measures to mitigate noise and odour pollution and to prevent pollution as part of environmental management programmes
Competitors/ professional associations	<ul style="list-style-type: none"> Knowledge sharing Fair competition Respecting intellectual property 	<ul style="list-style-type: none"> Exchange meetings Flavours Days 	<ul style="list-style-type: none"> Involvement in several professional federations and associations Participation in collective initiatives

OUR SUSTAINABILITY PERFORMANCE

Category	Name of indicator	Unit	2023	2024	Indicators verified by the independent third-party organization
1. ETHICS					
<i>The scope of consolidation used to calculate ethical data includes all Group employees (manufacturing sites, offices, laboratories, etc.).</i>					
Ethics	Employees who have signed the Code of Ethics	No.	7,323	7,829	
	Percentage of employees who have signed the Code of Ethics	%	93%	97%	
	Employees trained in the Code of Ethics	No.	6,821	7,802	
	Percentage of employees trained in the Code of Ethics	%	87%	97%	
Anticorruption	Employees most exposed to corruption risks signatories of the Purchasing Code of Ethics or CEO/CFO	No.	378	333	
	Percentage of employees most exposed to corruption risks who have signed the Purchasing or CEO/CFO Code of Ethics	%	99%	98%	
	Employees most exposed to corruption risks trained in anticorruption measures	No.	334	289	
	Percentage of employees most exposed to corruption risks trained in anticorruption measures	%	87%	85%	
2. ENVIRONMENT					
<i>The scope of consolidation for the environmental data reported below covers 25 manufacturing sites in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States. This sample represents 95% of the Group's turnover.</i>					
Environmental management	Products shipped from ISO 14001 certified sites	%	91%	95%	
		T	20,724	22,022	
Waste	Total quantity of hazardous and non-hazardous waste	T / Tonne of product	0.18	0.17	
	Hazardous and non-hazardous waste by type of treatment:				
	Recycling and composting	T	9,628	12,119	
	Percentage of waste recycled and composted	%	46%	55%	
	Incineration with energy recovery	T	6,045	6,006	
	Percentage of waste incinerated with energy recovery	%	29%	27%	
	Incineration without energy recovery	T	1,324	1,123	
	Percentage of waste incinerated without energy recovery	%	6%	5%	
	Sent to landfill	T	2,817	1,462	
	Percentage of waste sent to landfill	%	14%	7%	Limited assurance
	Other	T	909	1 226	
Share of "other" waste	%	4%	5%		

Category	Name of indicator	Unit	2023	2024	Indicators verified by the independent third-party organization
2. ENVIRONMENT					
Energy	Total energy consumption	GJ	836,402	985,086	Reasonable assurance
		GJ / Tonne of product	7.1	7.5	
	Purchased energy consumption	GJ	758,443	863,471	
	Electricity purchased without green electricity certificate	GJ	129,770	234,311	
	Electricity purchased with green electricity certificates	GJ	252,091	216,821	
	Share of green electricity (self-generation and green electricity certificates)	%	67%	49%	
	Natural gas	GJ	340,819	391,125	
	Liquefied oil	GJ	1,447	1,965	
	Heating oil	GJ	11,756	6,876	
	Gasoline	GJ	11,339	10,316	
	Diesel	GJ	8,924	9,791	
	Off-road diesel	GJ	921	725	
	Biodiesel	GJ	1,376	1,540	
	Self-generated energy consumption	GJ	56,446	69,618	
	Self-generated energy: biomass	GJ	49,004	60,505	
	Self-generated energy: solar	GJ	7,421	9,113	
Self-generated energy: other	GJ	21	0		
Green chemistry	Quantities of natural extracts and synthetic molecules produced with a GREEN MOTION™ score above 50/100	%	84%	83%	

Category	Name of indicator	Unit	2023	2024	Share of Group water consumption	Indicators verified by the independent third-party organization	
2. ENVIRONMENT							
<i>Total water withdrawals corresponds to water withdrawn from third parties, freshwater, rainwater and groundwater. It does not take into account recycled, reused or produced water.</i>							
Water	Total water withdrawals	m ³	891,773	995,974		Reasonable assurance	
		m ³ / Tonne of product	7.17	7.62			
	Consumption of recycled, reused and produced water	m ³	45,792	103,224			
	Rainwater withdrawals	m ³	7,481	7,621			
	Withdrawals on sites in high and very high water stress zones	m ³	165,094	514,230		Limited assurance	
	Level of water stress very high	Arochem India Ingredients	m ³	12,049	17,906		1.8%
		MANE Thailand	m ³	11,245	15,643		1.6%
		DELI SPICES	m ³	7,772	12,574		1.3%
		MANE KANCOR Byadgi	m ³	39,148	69,995		7%
		MANE KANCOR Bareilly	m ³	9,406	7,375		0.7%
		MANE India Hyderabad	m ³	3,755	4,530		0.4%
		MANE India Dahej	m ³	8,981	9,043		0.7%
	High level of water stress	MANE China	m ³	28,520	40,438		4.1%
		MANE Indonesia Cibitung	m ³	21,910	20,118		2%
		MANE Indonesia Cikampek	m ³	44,119	43,763		4.4%
MANE Indonesia Cikarang		m ³	52,100	58,876	5.9%		
MANE Mexico		m ³	18,835	20,020	2%		
MANE Le Bar-sur-Loup		m ³	188,462	193,948	19.5%		
Effluents	Effluent quality	T of DCO	554	699			
		kg of DCO / Tonne of product	4.46	5.35			

Category	Name of indicator	Unit	2023	2024	Indicators verified by the independent third-party organization
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2. ENVIRONMENT

The Group's carbon footprint is based on the GHG Protocol methodological standards for calculation and reporting. The GHG Protocol is an international reference created by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI) to measure and manage greenhouse gas emissions (Kyoto Protocol GHG coverage) from the private and public sectors. We also adapt our footprints to national obligations and regulations. In France, for example, every 4 years we publish the GHG footprint of sites based in France according to the version (V5) of the ADEME (French Agency for Ecological Transition) regulatory method. Certain offices and R&D centres, as well as certain production sites (Chile, Argentina, Sri Lanka, India and Spain), are excluded from the scope of consolidation of the carbon footprint. Their GHG emissions are not significant: these sites represent less than 1% of the MANE Group's total GHG emissions. The 25 production sites covered, corresponding to the scope of the environmental data, account for more than 99% of the Group's GHG emissions.

GHG emissions	Total GHG emissions	CO ₂ e	683,942	882,473	Reasonable and limited assurance
<i>Les facteurs d'émissions utilisés pour estimer les émissions de CO₂ relatives aux consommations énergétiques et aux fuites de fluides frigorigènes sont issus : de la Base Empreinte® de l'ADEME; du site de l'Environmental Protection Agency (EPA) pour les États-Unis; et/ou du sixième Assessment Report du GIEC.</i>					
GHG emissions	Scope 1 emissions	CO ₂ e	24,105	26,114	Reasonable assurance
		CO ₂ e / Tonne of product	0.19	0.2	
	Scope 2 emissions (market-based)	CO ₂ e	22,706	33,011	
		CO ₂ e / Tonne of product	0.18	0.25	
	Scopes 1&2 emissions (market-based)	CO ₂ e	46,811	59,124	
		CO ₂ e / Tonne of product	0.38	0.44	
Scope 2 emissions (location-based)	CO ₂ e	47,649	55,517		
	CO ₂ e / Tonne of product	0.41	0.43		

Scope 3 is calculated in accordance with the GHG Protocol's Scope 3 Standard and Calculation Guidance. The GHG emissions associated with each category are estimated using GHG emission factors from ADEME's Empreinte® database, the Ecoinvent database, specific information from our suppliers, service providers and transporters (verified data), and information from LCA studies carried out in partnership with our suppliers, customers or partners.

The categories relating to products shipped "Transformation of products shipped" and "End of life of products shipped" (GHG Protocol 3.10 and 3.12, respectively), are included for the first time this year in the Scope 3 perimeter based on internal estimates: the extremely small percentages of our products that are mixed into customers' finished products; the energy consumption associated with the transformation by customers of these finished products; and the impact of waste treatment by our customers (intended for our packaging).

The category relating to products shipped "Use of products shipped" (GHG Protocol 3.11) is not included in the scope of Scope 3 due to the lack of precision and availability of data relating to energy consumption associated with the use by consumers of our customers' finished products.

The GHG Protocol categories "Upstream leasing", "Downstream leasing", "Franchises" and "Investments" (GHG Protocol 3.11) are not included in the scope of Scope 3.

GHG emissions	Scope 3 emissions	CO ₂ e	637,131	823,349	Limited assurance
		CO ₂ e / Tonne of product	5.42	6.3	

Category	Name of indicator	Unit	2023	2024	Indicators verified by the independent third-party organization
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3. SOCIAL

The scope of consolidation for the social data reported below covers the workforce at December 31, 2024 at all 25 manufacturing sites and associated offices in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States. This sample represents 85% of the Group's total consolidated workforce.

Regions included in social reporting: EMEA (South Africa, Spain, France, Switzerland, Italy); ASIA (China, India, Indonesia, Japan, Thailand) and AMERICAS (Brazil, Colombia, United States, Mexico).

Workforce	Total consolidated workforce	No.	7,941	8,279	
	Total workforce in the scope of consolidation of social data	No.	6,679	6,999	Limited assurance
Workforce per region	Workforce in the EMEA region	%	35%	34%	
	Workforce in the ASIA region	%	34%	35%	
	Workforce in the AMERICAS region	%	31%	30%	
Workforce per genre	Men	%	62%	62%	Limited assurance
	Women	%	38%	38%	
Workforce per age	< 30	%	22%	21%	
	30 - 50	%	60%	60%	
	> 50	%	19%	18%	

Category	Name of indicator	Unit	2023	2024	Indicators verified by the independent third-party organization
3. SOCIAL					
Training	Number of employees who have received training	No.	6,257	6,789	
	Percentage of employees having received training	%	94%	97%	
<i>Departures: redundancies, resignations, retirements and deaths (excluding the end of fixed-term contracts and trial periods at the initiative of the employer). Turnover: total number of departures during the year, divided by the total workforce at the end of the year, multiplied by 100.</i>					
Turnover	New hires	No.	993	1,118	Limited assurance
	Departures	No.	630	746	
	(including redundancies)	No.	148	213	
	Turnover	%	9.4%	10.7%	
	Turnover Men	%	9.5%	11.6%	
	Turnover Women	%	9.3%	9.2%	
<i>Absenteeism rate: number of days of absence over a 12-month period, divided by the total number of days initially planned for the workforce over the same period.</i>					
Absenteeism	Absenteeism rate	%	3.5%	3.3%	
<i>Frequency rate: number of accidents at work resulting in more than one day's absence from work, occurring over a 12-month period, per million hours worked. Number of days lost per 1,000 hours worked.</i>					
Health & Safety	Number of workplace accidents	No.	95	74	Limited assurance
	Number of occupational illnesses	No.	0	1	
	Number of days lost	No.	2,634	2,260	Limited assurance
	Number of hours worked	No.	12,742,436	13,828,807	
	Frequency rate	%	7.46	5.35	
	Severity rate	%	0.21	0.17	
4. VALUE CHAIN					
Responsible purchasing	Percentage of purchases made from suppliers committed to a CSR policy	%	92%*	35%**	
	Percentage of the Group's strategic suppliers committed to a CSR policy	%	85%	63%	Limited assurance
	Percentage of significant suppliers assessed on their CSR approach	%	73%*	25%**	

* Scope of data consolidation in 2023: France and United States sites
 ** Data consolidation scope in 2024: Group (AROHEMA site in India excluded)

CROSS-REFERENCE TABLES

SNFP cross-reference table

REFERENCE TABLE FOR THE STATEMENT OF NON-FINANCIAL PERFORMANCE

Articles L.225-102-1 et R.225-105 of the French Commercial Code

Required information	In the report	In the report
Company business model	Group profile	4 - 6
CSR Governance		9 - 10
Materiality Matric	1. CSR strategy	11
CSR performance		12 - 14
CSR commitments and recognition		15 - 16
Social issues	Employment	49 - 51
	Work organisation	52
	Health and Safety	59 - 61
	Social dialogue	52
	Training	58
Environmental issues	Equal treatment	53 - 57
	General environmental policy	28
	Pollution	44
	Circular economy	3. Ensure responsible management of our products 43
	Climate change	29 - 39
Societal issues	Protection of biodiversity	45 - 47
	Societal commitments in favour of sustainable development	5. Promote sustainability along our value chain 68 - 70
	Subcontracting and suppliers	63 - 67
Information relating to the fight against corruption	2. Act and operate ethically and responsibly	18 - 19
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GRI content index

MANE has prepared this report in accordance with the reporting principles of the Global reporting Initiative (GRI).

Standard	Category	Norm	Theme	In the report
GRI 100 – GENERAL PRINCIPLES				
GRI 102: General disclosures – 2016	Profile of the organisation	102-1	Name of the organisation	4 - 6
		102-2	Activities, brands, products, and services	4 - 6
		102-3	Location of headquarters	2
		102-4	Location of operations	4
		102-7	Scale of the organisation	4
		102-8	Information on employees and other workers	49 - 51
		102-12	External initiatives	15 - 16
		102-13	Membership of associations	15 - 16
	Strategy	102-14	Statement from senior decision-maker	3
	Ethics and integrity	102-16	Key impacts, risks, and opportunities	18 - 19
	Governance	102-18	Values, principles, standards, and norms of behaviour	9
	Stakeholders commitments	102-40	List of stakeholder groups	63
		102-41	Collective bargaining agreements	52
		102-42	Identifying and selecting stakeholders	84 - 85
		102-43	Approach to stakeholder engagement	84 - 85
		102-44	Key topics and concerns raised	11
Reporting practice	102-45	Entities included in the consolidated financial statements	75	
	102-46	Defining report content and topic boundaries	11	
	102-47	List of material topics	11	
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	102-55	GRI content index	93 - 95	
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GRI 103: Management approach – 2016	Management approach	103-1	Explanation of the relevant issue and its scope	8 - 16
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Standard	Category	Norm	Theme	In the report
GRI 200 – ECONOMY				
GRI 201: Economic performance – 2016	Economic performance	201-1	Direct economic value generated and distributed	6
		201-2	Financial implications and other risks and opportunities due to climate change	77, 83, 28 – 39
GRI 205: Anticorruption – 2016	Anticorruption	205-1	Operations assessed for risks related to corruption	18 – 19
		205-2	Communication and training on anticorruption policies and procedures	18 – 19
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GRI 300 – ENVIRONMENTAL STANDARDS				
GRI 302: Energy – 2016	Energy	302-1	Energy consumption within the organisation	34 – 36, 87
		302-2	Energy consumption outside the organisation	34 – 36, 87
		302-3	Energy intensity	34 – 36, 87
		302-4	Reduction of energy consumption	34 – 36, 87
		302-5	Reductions in energy requirements of products and services	34 – 36, 87
GRI 303: Water and – 2018	Water and effluents	303-2	Management of impacts related to water discharge	44
		303-3	Water withdrawal	40 – 42
		303-4	Water discharge	44
		303-5	Water consumption	40 – 42
GRI 304: Biodiversity – 2016	Biodiversity	304-1	Significant impacts of activities, products, and services on biodiversity	45 – 47
GRI 305: Emissions – 2016	Emissions	305-1	Direct GHG emissions (Scope 1)	32, 89
		305-2	Indirect GHG emissions (Scope 2)	32, 89
		305-3	Other indirect GHG emissions (Scope 3)	32, 89
		305-4	GHG emissions intensity	32, 89
		305-5	Reduction of GHG emissions	30 – 33
		305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	44
GRI 306: Effluents and waste – 2016	Effluents and waste	306-1	Water discharge by quality and destination	88
		306-2	Waste by type and disposal method	86
		306-3	Significant spills	44
		306-4	Transport of hazardous waste	43
		306-5	Water bodies affected by water discharges and/or runoff	44
GRI 307: Environmental compliance – 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	28
GRI 308: Supplier environmental assessment – 2016	Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	65
		308-2	Negative environmental impacts in the supply chain and actions taken	66

Standard	Category	Norm	Theme	In the report
GRI 401: Employment – 2016	Employment	401-1	New employee hires and employee turnover	49 – 50
GRI 403: Occupational Health and Safety – 2018	Occupational health and safety	403-1	Occupational health and safety management system	59 – 61
		403-2	Hazard identification, risk assessment, and incident investigation	79 – 81, 59 – 61
		403-4	Worker participation, consultation, and communication on occupational health and safety	59 – 61, 84
		403-5	Worker training on occupational health and safety	59 – 61, 84
		403-6	Promotion of worker health	59 – 61
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	59 – 61
		403-8	Workers covered by an occupational health and safety management system	59 – 61
		403-9	Work-related injuries	59 – 61
		403-10	Work-related ill health	59 – 61
		GRI 404: Training and Education – 2016	Training and Education	404-1
404-2	Programmes for upgrading employee skills and transition assistance programmes			58
404-3	Percentage of employees receiving regular performance and career development reviews			58
GRI 405: Diversity and Equal Opportunities – 2016	Diversity and Equal Opportunities	405-1	Diversity of governance bodies and employees	49 – 51, 53 – 57
GRI 407: Freedom of Association and Collective Bargaining – 2016	Freedom of association and collective bargaining	407-1	Operations/suppliers with a right to freedom of association	52, 85
GRI 408: Child labour – 2016	Child labour	408-1	Operations and suppliers at significant risk of incidents of child labour	64 – 67
GRI 409: Forced or compulsory labour – 2016	Forced or compulsory labour	409-1	Operations and suppliers at significant risk of incidents of forced and compulsory labour	64 – 67
GRI 412: Human Rights Assessment – 2016	Human Rights Assessment	412-1	Operations that have been subject to Human Rights reviews or impact assessments	18 – 19
		412-2	Employee training on Human Rights policies or procedures	18 – 19
GRI 413: Local Communities – 2016	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programmes	71 – 74
		413-2	Operations with significant actual and potential negative impacts on local communities	71 – 74
GRI 414: Supplier Social Assessment – 2016	Supplier social assessment	414-1	New suppliers that were screened using environmental criteria	64 – 67
		414-2	Negative social impacts in the supply chain and actions taken	64 – 67
GRI 416: Customer Health and Safety – 2016	Customer health and safety	416-1	Assessment of the health and safety impacts of product and service categories	21 – 22

TCFD cross-reference table

We apply the TCFD (Task Force Climate-related Financial Disclosures) reporting framework.

Category	TCFD recommendations	In the report
Governance	a. Describe the Board's oversight of climate-related risks and opportunities.	10, 29 - 30, 83
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	c. Describe the climate-related risks and opportunities over the short, medium, and long term.	29 - 37, 83
	b. Describe the impact of climate-related risks and opportunities on the investment strategy.	
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario.	
Risk management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	29 - 37, 83
	b. Describe the organisation's processes for managing climate-related risks.	
	c. Describe how climate-related risks are integrated into the organisation's overall risk management.	
Indicators and targets	a. Disclose the indicators used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	29 - 37
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 Greenhouse Gas (GHG) emissions, and the related risks.	
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	

EXTERNAL VERIFICATION

Report of one of the Statutory Auditors, appointed as sustainability auditor, on the verification of the consolidated non-financial performance statement and on the verification of selected environmental indicators

Year ended December 31, 2024

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Assembly,

In our capacity as Statutory Auditor of your company V. MANE FILS (hereinafter the "Entity"), appointed as sustainability auditor in accordance with Article 34 of Ordinance No. 2023-1142 of December 6, 2023, we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2024 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management

report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

It is also our responsibility to express, at the request of the Company and outside the scope of accreditation, a reasonable assurance conclusion that certain information, selected by the Entity and presented in the Statement, has been established, in all material respects, in a truthful manner, in accordance with the Guidelines

LIMITED ASSURANCE CONCLUSION ON THE CONSOLIDATED NON-FINANCIAL STATEMENT IN ACCORDANCE WITH ARTICLE L.225-102-1 OF THE FRENCH COMMERCIAL CODE

Based on the procedures we have performed as described in the section "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the non-financial statement is not prepared in accordance with the applicable

regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines, in all material respects.

REASONABLE ASSURANCE CONCLUSION ON SELECTED INFORMATION INCLUDED IN THE STATEMENT

In our opinion, the following information selected by the Company is presented, in all material respects, in a truthful manner, in accordance with the Framework:

- Total Energy Consumption (GJ and GJ/Tonne of Product)
- Total water withdrawal (m3 and m3/tonne of product)
- GHG emissions - Scope 1
- GHG emissions - Scope 2 (market based) and Scope 2 (location based)

PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Information allows for different, but

acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Statement and available on the Entity's website or on request from its headquarters.

LIMITS INHERENT IN THE PREPARATION THE INFORMATION

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

RESPONSIBILITY OF THE COMPANY

The Board of directors of V. MANE FILS is responsible for:

- selecting or establishing suitable criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators;
- preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been endorsed by the Board of directors.

RESPONSIBILITY OF THE STATUTORY AUDITOR APPOINTED AS SUSTAINABILITY AUDITOR

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;

- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Entity's compliance with other applicable legal and regulatory provisions
- the compliance of products and services with the applicable regulations.

APPLICABLE REGULATORY PROVISIONS AND PROFESSIONAL GUIDANCE

We performed the work described below in accordance with Articles A. 225-1 et seq of the French Commercial Code, *with our verification program consisting of our own procedures* and with the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, *Intervention du commissaire aux comptes – Intervention de l'OTI – déclaration de performance extra-financière*, and acting as the verification programme and with the international standard ISAE 3000 (revised) – *Assurance engagements other than audits or reviews of historical financial information*.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

MEANS AND RESOURCES

Our work engaged the skills of five people between December 2024 and May 2025 and took a total of five weeks.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around twenty interviews with people responsible for preparing the Statement representing in particular executive management, administration and finance, compliance, human resources, health and safety, environmental and purchasing departments.

NATURE AND SCOPE OF PROCEDURES

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities and the description of the main risks associated.
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement includes each category of social and environmental information set out in section III of Article L. 225-102-1 of the French Commercial Code regarding social and environmental matters and includes, where applicable, an explanation of the reasons justifying the absence of the information required by the second paragraph of Section III of Article L. 225-102-1 of the French Commercial Code.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the main risks.
- We verified that the Statement presents the business model and a description of the main risks associated with all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the main risks.

- We referred to documentary sources and conducted interviews to:

- assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented; and
- corroborate the qualitative information (measures and outcomes) that we considered to be the most important (see Appendix 1)
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes that we considered to be the most important (see Appendix 1), we implemented:
 - analytical procedures that consisted in verifying the proper consolidation of collected data as well as the consistency of changes there to;
 - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities (Mane Bar-sur-Loup, Mane Kancor, Mane Indonesia) and covers between 26% and 61% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- We assessed the overall consistency of the Statement in relation to our knowledge of all the consolidated entities

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

At the Entity's request, we have carried out additional work to enable us to formulate a reasonable assurance conclusion on the selected information (see Appendix 2)

The work carried out was of the same nature as that described in the section above on limited insurance, but more in-depth, in particular with regard to:

- Analytical procedures consisting of verifying the correct consolidation of the data collected as well as the consistency of their evolution;
- Tests of details carried out on the basis of sampling, consisting of verifying the correct application of definitions and procedures and reconciling the data with the supporting documents.

The selected sample thus represents between 49% and 56% of the information identified in Appendix 2.

Marseille, 21 May 2025

One of the statutory auditors, appointed as sustainability auditor

Deloitte & Associés



Hugues Desgranges

Partner, Audit and Sustainability

Appendix

Qualitative information (actions and results) considered most important

Volatile organic compound (VOC) emissions

Water discharges - quality according to standardised water quality parameters

Preventing chemical risks

Protein transition

Preventing and managing ESG risks in the supply chain

RSPO Mass Balance certifications

Key performance indicators and other quantitative results considered most important Level of assurance

Level of assurance

Number of new hires and number of departures

Turnover rate

Total workforce and breakdown by gender

Number of lost-time accidents

Theoretical hours worked by the entire workforce during the reference period

Number of lost days

Lost time injury frequency rate

Energy consumption per tonne of product shipped

Water consumption per tonne of product shipped

Scope 1 GHG emissions

Scope 2 GHG emissions (location & market-based)

Scope 3 GHG emissions

Water consumption by entities in water-stressed regions

Water discharges - total volume

Hazardous and non-hazardous waste to landfill

Group strategic suppliers committed to a CSR policy

Limited

Reasonable

Limited

WE
CAPTURE
WHAT
MOVES



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