

WE
CAPTURE
WHAT
MOVES

MANE

2020 CSR REPORT

Extra-Financial Performance Statement



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GRI 102-1 / 102-53

ABOUT THIS REPORT

This report presents MANE's Corporate Social Responsibility (CSR) approach: policies, commitments, achievements and results. It aims to report transparently on the approach implemented by MANE to contribute to the United Nations Sustainable Development Goals (SDGs).

This report also responds:

- the French requirement to declare non-financial information as set out in Decree no. 2017-1265 of 9 August 2017
- the commitment made to the United Nations Global Compact to publish a Communication on Progress each year
- the expectations of all of the Group's stakeholders



CONTRIBUTIONS

This report was produced by the departments responsible for CSR and Communication of MANE and thanks to the contributions of all the CSR correspondents of the Group distributed in a dozen countries. We would therefore like to thank all the collaborators and partners who made their contribution.

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1 GOVERNANCE



GRI 102-14

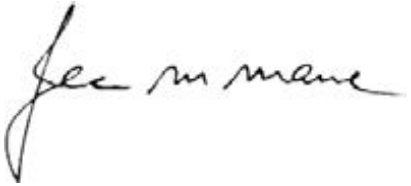
1.1 A WORD FROM THE PRESIDENT



It was in 1871 that my great-grandfather, Victor, founded the company MANE in Bar-sur-Loup, where it still has its head office today.

Five generations have succeeded each other to lead the eponymous MANE Group. As a family business, we are committed to maintaining our independence, financial stability, and responsibility to our customers and employees.

This governance allows us to maintain long-term relationships with all our partners.



Jean Mane
President

GRI 102-14

1.1 A WORD FROM THE PRESIDENT

MANE is dedicated not only to the global distribution of a range of products from across the fragrance and flavour sector, but also to developing an international presence, allowing us to be closer to our customers. For many years, we have been reinvesting a considerable proportion of our profits in research and development, enabling us to provide our customers with countless innovative solutions.

Despite the impact of the Covid-19 health crisis in 2020, MANE is continuing its work towards development that is both sustainable and profitable, driven by a long-term vision. With this in mind, we have been developing our Corporate Social Responsibility (CSR) strategy for several years now to find a balance between economic growth, respect for people, and environmental protection, all of which are essential for the long-term prosperity of our company.

MANE has structured its Sustainable Development Policy around four commitments in line with its activity and strategy:

1. **Act and operate ethically and responsively**
2. **Ensure responsible management of our products**
3. **Care about our collaborators**
4. **Promote sustainability along our value chain**

In 2012, we set ourselves ambitious and realistic CSR objectives for 2021, the anniversary of MANE's 150th anniversary, allowing us to measure the progress made. At the end of 2020, we achieved and even exceeded most of these objectives. However, there is still a long way to go to reach our goal of reducing CO_2 emissions. In July 2019, in accordance with our commitment made when the Paris Pledge for Action was signed in 2015, we signed a letter of commitment to the Science Based Targets (SBT) initiative with the promise of setting appropriate targets with the level of ambition set out in the Paris Agreement.

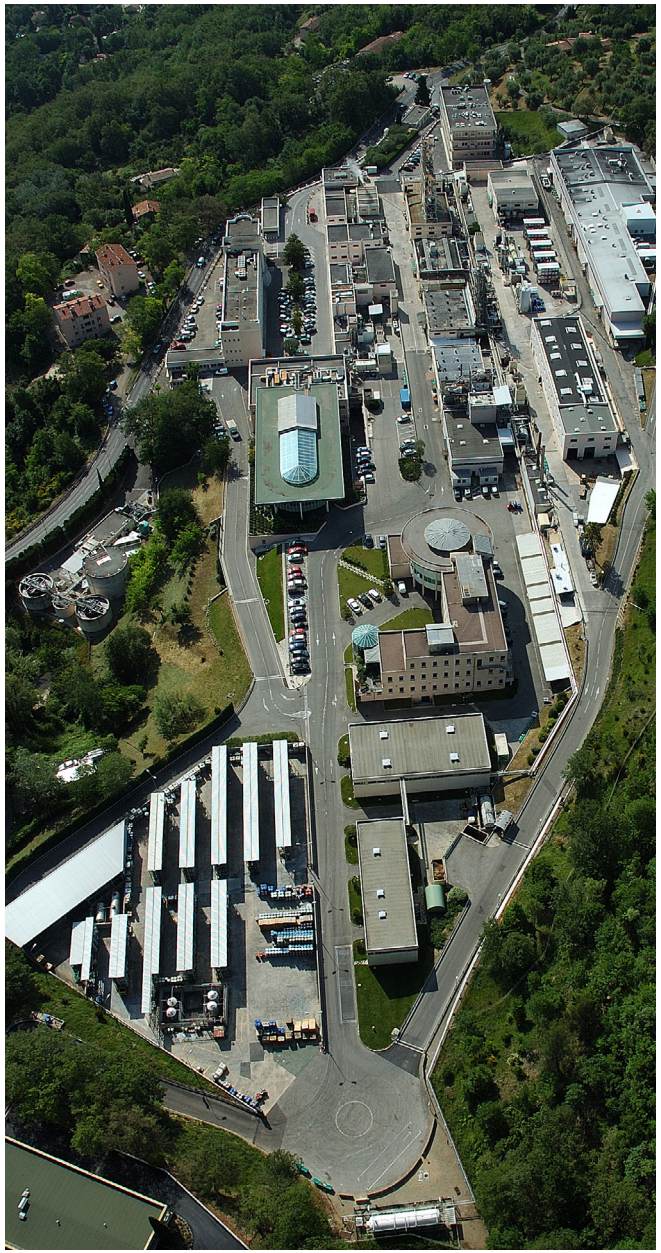
In 2019, to go further in our approach, we also chose to align our Sustainable Development Policy with the Sustainable Development Goals (SDGs) of the United Nations. Indeed, we are convinced that businesses have a key role to play in achieving the SDGs, and we are firmly committed to doing what it takes to help our society reach them. This is how we can grow our business, meet different complex global challenges, and deliver benefits for our customers, employees, partners, and society in general.

In addition to our corporate responsibility, we also aim to contribute to society, particularly within the communities in which we do business, in order to promote their development.

The aim of this report is to communicate clearly the CSR challenges we have faced, the practices and actions put in place to deal with them, and the progress made by the Group in meeting its CSR targets.

For completeness and relevance, we have carried out this reporting in accordance with the requirements of the Global Reporting Initiative (GRI) standards launched in 2016.

We hope you find it interesting.



GRI 102-1 to 102-7 / 102-10 / 102-18 / 102-19/ 102-22 -102-24 / 102-27 / 102-28 / 102-31 / 102-32 / 103-3

1.2 GROUP PROFILE

MANE is a company specializing in the creation of flavours and fragrances. A corporate citizen, MANE has been pursuing an international development strategy for years with the following objectives:

- Ensure its sustainable development
- Improve the quality of the products supplied
- To preserve the Environment
- Secure employees and sites

FRAGRANCES AND FLAVOURS SECTOR

1st
French family business

5th
Global position

M€ 1,376
Group Turnover

39
Countries

27
Manufacturing sites

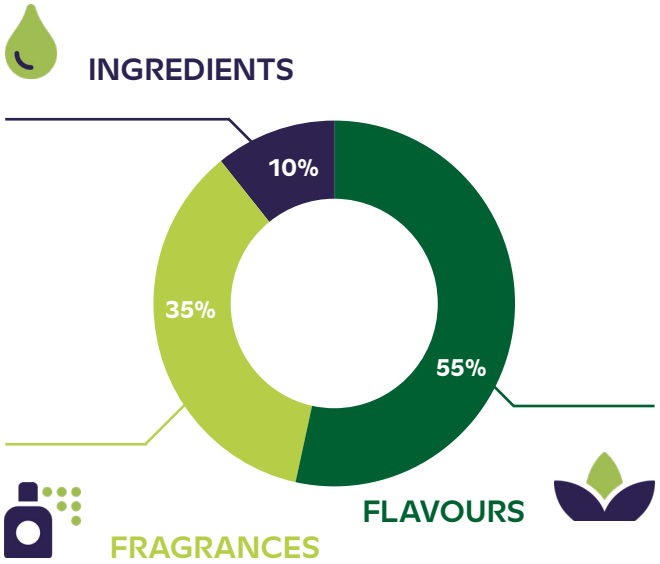
50
R&D Centres

+ 6,500
People worldwide

+ 95,400
tonnes of products shipped

Indicators	Unit	2018	2019	2020
Countries	Number	38	38	**39**
Manufacturing sites	Number	25	27	**27**
R&D Centres	Number	47	50	**50**
Group Turnover	M€	1,253	1,386	**1,376**
Flavours	%	57%	57%	**55%**
Ingredients	%	8%	8%	**10%**
Fragrances	%	35%	35%	**35%**
Quantity of products shipped	Tonnes (t)	85,760	89,844	**95,424**
Turnover per tonne shipped	K€ / tonne	14.6	15.5	**14.4**
Total workforce	Collaborators	6,346	6,627	**6,770**

GROUP TURNOVER



1.2 GROUP PROFILE

LEGAL STRUCTURE

MANE's head office is located in Bar-sur-Loup in the Alpes Maritimes, France.

The Group currently operates in 39 countries.

https://www.mane.com/locations

As of December 19, 2019, V. MANE FILS changed its legal status from SA (Société Anonyme) to SAS (Société par Actions Simplifiée) and proceeded to a capital increase.

Since 1871, the business has been continuously chaired by a family member. A holding company has been created to group the family shareholders. The family shareholders are also bound by shareholder pacts under the regime of the Dutreil-Jacob law, which aim to preserve the independence and the transmission of the heritage business. The amount of the new capital is 154 million euros 100% owned by the MANE family.

Maurice Mane, in 1995, entrusted the chairmanship of the Management Board to his eldest son Jean. His youngest son, Michel, became director in charge of the development of subsidiaries on the American continent. His daughter Françoise is secretary of the Management Board. Jean, Françoise and Michel Mane are to date the only three members of the Management Board. Régine Mane chairs the supervisory board following the death of her husband Maurice.

OUR HISTORY

From a family adventure ...

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.

...To an international group

Throughout its history, the company has continuously been headed by the Mane family. Victor's sons, Eugène and Gabriel, modernized and started developing the business internationally.

In 1959, Eugène's son, Maurice Mane, took the company reins, and successfully oversaw its continued expansion until his retirement in 1995. He then became Chairman of the Supervisory Board, leaving his eldest son, Jean, to be appointed as President of the MANE Group, and his other son, Michel, President of the Americas Region. Samantha Mane, Jean Mane's daughter, now serves as Director of the EMEA (Europe Middle East Africa) Region.

Over the last decade, the fifth generation of the Mane family has started to join the Group to perpetrate the family business.

https://www.mane.com/our-group/our-story



1.2 GROUP PROFILE

OUR AREAS OF EXPERTISE

FLAVOURS

DEVELOP A TASTE FOR KNOW-HOW

The Flavour division serves the leaders of the food and drink industry, providing them with cutting-edge solutions to a wide spectrum of taste challenges: from creating unique organoleptic experiences to enhancing taste perceptions or covering off-tastes.

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

KEY EXPERTISE AND PRODUCTS

MANE solutions are designed for all food and drink applications (beverages, dairy products, confectionery, bakery, savoury, and nutrition) and based on consumers' preferences. MANE masters the different flavour forms: liquid, powder, granules, emulsions, capsules, paste, adjusting the formulation to the requirements of customer's processes and market regulations.

Our innovation efforts focus on 5 research platforms:

PURE CAPTURE™

Natural solutions to address the economical, regulatory and sensorial challenges of natural flavours. MANE offers one of the widest palettes of natural proprietary compounds and molecules to its flavourists, enabling them to formulate high-performing and affordable natural flavours responding to the most demanding regulations such as MANE NATIVE™ ranges for all Savoury applications (Meat, Vegetables, Seafood, Seasoning).

SENSE CAPTURE™

Flavour solutions addressing the sensory challenges generated by complex applications engineered by the Food and Drink Industry (reducing/replacing ingredients or adding actives).

N-CAPTURE™

Encapsulation technologies offering significant release, stability or loading benefits in food and drink applications. MANE offers one of the largest encapsulation portfolios of the flavour industry for all types of applications (tea, confectionery, oral care, savoury, bakery, instant beverages, instant desserts...).

TREND CAPTURE™

Marketing programmes encompassing consumer understanding studies, from societal observation to flavour innovation, leveraging the most advanced techniques of **consumer** research and creativity.

MANE SOURCE™

MANE SOURCE™ natural aromatic ingredients comply with today's consumers expectations:

- Taste 100% from the named source
- Carefully sourced raw materials with full traceability
- The shortest possible supply chain
- Use of traditional and cutting-edge technologies, optimising the full flavour potential of the raw material
- Clear labelling (mentioning the source, no declarable additives)

Extracting natural aromatic ingredients from the finest raw materials is at the heart of MANE's expertise. Building on 150 years legacy, MANE has been honing extraction and concentration techniques to capture the full complexity of the flavour present in natural raw materials. In order to secure a sustainable sourcing, MANE has tied long-standing partnerships with local agricultural producers around the world, growing the best ingredients.

The MANE SOURCE™ portfolio includes traditional ingredients such as extracts, essential oils and culinary preparations, as well as very recent developments such as botanical water infusions, concentrated vegetable juices and "from the named fruit" extracts.

1.2 GROUP PROFILE

FRAGRANCES

AT MANE, " WE CAPTURE WHAT MOVES "

We transform the ideas of artists and innovators into exclusive, fine fragrances. MANE's international perfumers draw on over a century of know-how in fragrance creation and extraction technologies, to mix precious, essential oils and innovative molecules that give shape to scents which fulfil consumers' ever-evolving needs and desires.

By merging technology and creativity, our Fine Fragrances Creative Studios has ventured into new olfactive territories, developing some of the most unique, prestigious fragrances in the world.

LET PARFUM TALK

Our international perfumers conceive fragrances that embody MANE's two key pillars: Technology and Creativity. Our Fine Fragrances Creative Studios are based in Paris, Dubaï, New York and São Paulo. It is within these studios that MANE has created some of the most prestigious fine fragrances on the market, leading the way to new olfactive territories.

Exceptional ingredients, outstanding technology, and targeted consumer insight nurture the imagination and emotions of our fragrance creators. These feed their inspiration and lead them to design visionary perfumes, meant to become tomorrow's classics. Merging their individual personalities and artistic vision, our perfumers come together to unleash boundless creativity.

The collaborative work of our R&D teams strives to enrich the perfumers' palettes via breakthrough technologies and advanced research. Their discoveries are translated into unique, synthetic molecules and natural raw materials which define the olfactive signature of our fragrances.

Evaluation teams guide them with their olfactive expertise.

Marketing teams stimulate them with insights into trends and business analysis. By weaving together technology and creativity, innovation ensues.

From innovation comes the will to grasp what changes, what thrills, what touches consumers.



CONSUMER GOODS

LEND GLAMOUR TO DAILY LIFE

Our development centres around the world adhere to a multi-local approach, which grants our creative teams the necessary consumer insight to merge the essence of local cultures into our creations.

Our regional panels benchmark our new fragrances for the benefit of our customers' products, in order to create winning scents that bring added value to their brands. Throughout the development process, our technology experts ensure the technical quality, efficiency and base-compatibility of our fragrances. They also collaborate with MANE's partners and customers in order to create new and innovative market prototypes.

MANE creates not only original and exquisite fragrances, but also high-performing, competitive compositions that benefit all applications, from toiletries to fabric care, including its natural and proprietary cooling agent, Physcool®, which can be used in skincare formulations.

Through consistent analysis and integration of consumer insights and market trends, MANE develops cutting-edge fragrances that draw on its technical expertise and seamlessly fit targeted brands and markets. Our teams understand our clients' and consumers' needs. Our Perfumers transcribe them into a unique olfactive experience.

HAIR CARE

Today's consumers demand professional results. To address these needs, we highlight the benefits of shampoos, conditioners and hair colorations by creating appealing and lasting fragrances that infuse them.

1.2 GROUP PROFILE

SKIN CARE

Drawing on our insights into market trends and consumer uses and habits, we conceive unique fragrances that are specifically designed for your brand's skin care and body wash products. The resulting scents are a pleasure for the senses, and create products that consumers enjoy using on a daily basis.

FABRIC CARE

We apply our expertise and technology to create long-lasting fragrances for fabric care products that will enhance the softness of freshly cleaned clothes, house linen and towels.

AIR & HOME CARE

Finding the perfect balance between performance and emotion allows us to design fragrances that will support the functional benefits of detergents, provide solutions for odour control, as well as enhance the welcoming, caring atmosphere of your home.

INGREDIENTS

CAPTURING THE ESSENCE OF NATURE

MANE draws on its passion and dedication to deliver only the finest and most unique ingredients, capturing the true essence of Nature in its products.

MANE creates sustainable partnerships with local producers to support artisanal know-how while merging it with our internal expertise.

By combining synthetic molecules and natural ingredients from around the world with our in-house technology, we can provide the most comprehensive collection of qualitative, thrilling creations.

OUR SPECIALTIES

Ranging from traditional extractions to biotechnologically obtained molecules, through 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, shorter supply chains, circumvent price fluctuations, and offer premium ingredients options.

The secret to our vast success is present in our exclusive portfolio, enabling us to formulate technically performing sophisticated compounds derived from only optimal quality, specialty ingredients.

The combination of our craftsmanship, know-how, process mastery and technological team support, have all contributed to MANE's position as a worldwide leader in its sector.

OUR PRODUCTS

We offer our customers a wide range of products:

- Aromatic raw materials: Essential oils, absolutes, resinoids, isolates, flavoring substances, extracts, pharmaceutical active ingredients, concrete
- Fragrance bases and compounds
- Natural and synthetic flavors
- Ingredients and savory additives mixtures
- Vegetable protein distribution
- Extracts and culinary preparations
- Cooking-extrusion
- Capsules flavors
- Supercritical fluids extraction

The applications for our products are diverse: fine perfumery, cosmetics, soaps and detergents, household and industrial products, essential oils, beverages, confectionery, pastries, dairy products, pharmaceuticals (active substances & excipients), tobacco products, oral hygiene, salty and spicy food products, etc.

GRI 102

1.3 BUSINESS MODEL

Our activities started 150 years ago, and social responsibility has gradually been integrated into our business model. We assume our responsibility towards our stakeholders, both internally and with our external partners but more broadly, towards civil society and our natural environment. Our Group acts every day to improve economic and social conditions throughout our value chain, with an approach to the quality and safety of our products.

In the context of the Covid-19 health crisis, we are more committed than ever to protecting the health and safety of our employees and all the stakeholders the Group deals with, while continuing to meet the needs of our customers and working with them to find the best solutions.



GRI 102-7

1.3 BUSINESS MODEL



RESOURCES INITIAL CAPITAL

FINANCIAL
(Financial capacity)
- Equity capital: 154 million euros 100% owned by the MANE family

INDUSTRIAL AND INTELLECTUAL CAPITAL
(Organizational resources and know-how)
- 27 manufacturing sites
- 47 R&D Centres
- 8.1% of turnover reinvested in R&D
- +6.7 million euros in environmental investments

ENVIRONMENTAL CAPITAL
(Natural capital)
- Over 108,000 tonnes of raw materials purchased from over 800 suppliers
- Over 331,000 GJ of electricity consumed
- Over 346,000 GJ of natural gas consumed
- Over 750,000 m^3 of water consumed

HUMAN CAPITAL
(Human Resources)
- 6,770 collaborators
- 324 M€ paid in wages
- 1.5% of the payroll dedicated to training

SOCIAL AND INTERPERSONAL
(Relationships and networks)
- +16,000 customers
- Close relationship with customers
- Established in 39 countries
- Many international initiatives supported
- Involvement in several sectoral professional associations and federations

GROWTH MODEL SEQUENCE OF ACTIVITIES

PROMOTING RESEARCH & DEVELOPMENT

ENSURING THE SUPPLY OF RAW MATERIALS

MANAGING PRODUCTION ACTIVITIES

PRODUCT MARKETING

OPTIMIZING THE END OF LIFE OF THE PRODUCTS

RESULTS IN 2020 CREATING SHARED VALUE FOR OUR STAKEHOLDERS

FOR OUR CUSTOMERS
A guarantee of our reliability and of the quality and safety of the products
- A robust financial situation: average annual revenues growth of 11% since 2010
- Maintaining the quality and safety of our products at the highest level (ISO 9001, FSSC 22000, IFS and BRC certifications)
- Assurance of an ethical supply chain (SMETA audits performed every 3 years on all our manufacturing sites)
- EcoVadis Platinum medal in 2020
- A- score at the CDP Climate Change and B at the CDP Water Security

FOR OUR COLLABORATORS
Direct economic impacts: Maintenance and creation of jobs
- Average annual growth in workforce of 10% since 2010
- 92% of collaborators on permanent contracts

Reinforcement of employability through skills development
- 80% of employees have received of at least one training during the year
- 15 hours of training on average per employee and per year

Improving health and safety at work
- 61% reduction in the frequency of workplace accidents since 2009

Promotion of equal opportunities
- 9 years of collective agreements in favour of disability and 4 events around disability in France
- Gender equality index equal to 98% in France
- GEEIS Label (Gender Equality European & International Standard) for the entities V. MANE FILS and MANE IBÉRICA

FOR OUR SUPPLIERS
Responsible purchasing and the evaluation of their CSR practices
- Sustainable sourcing partnerships forged with local communities
- 45 days average supplier payment time

FOR THE ENVIRONMENT
Efficient management of resources in the production cycle
- 25% reduction in energy consumption per tonne of product since 2009
- 25% reduction in water consumption per tonne of product since 2009
- 46% of electricity consumption from renewable energies

Pollution reduction
- 16% reduction in CO_2 emissions per tonne of product since 2009
- 11% reduction in hazardous waste generated per tonne of product since 2009
- 80% recovery of waste in 2020

FOR CIVIL SOCIETY
Citizen actions and solidarity
- + 414,000 euros in donations to NGOs or associations
- Financial participation in a hydroelectric project in Madagascar up to 230,000 carbon credits
- Support to local communities weakened by the Covid-19 pandemic (donations of hydroalcoholic solutions and masks, food aid...)

IMPACTS FOR CIVIL SOCIETY

Our business model allows us to contribute to the following Sustainable Development Goals (SDGs):

8 STRATEGIC SDGs



6 RELEVANT SDGs



GRI 102-18 / 102-19/ 102-22 -102-24 / 102-27 / 102-28 / 102-31 / 102-32 / 103-3

1.4 CSR GOVERNANCE

In order to integrate corporate social responsibility (CSR) into its strategy, MANE has implemented a CSR approach which is accompanied by a strategic approach for the definition of its most relevant societal commitments, consistent with the interests of the Group and those of its stakeholders. These strategic commitments are broken down operationally and monitored at the level of all activities.

MANAGEMENT OF THE CSR APPROACH

The Group's CSR strategy is under the direct responsibility of Jean Mane, the President of the Group. It is the President who validates the Sustainable Development Policy on the proposal of the CSR Committee. This policy affirms the commitment of the members of the Management Board and of all MANE employees on these subjects.

The management of the resulting CSR approach is entrusted to the Environment / CSR / Health, Safety & Security Director and the Group CSR Director, whose mission is to coordinate and bring to life the CSR strategy within the various functions and subsidiaries of the Group.

To do this, they rely on the members of the Group's CSR Committee, as well as on a network of around 20 CSR correspondents spread across the main industrial sites abroad. They also deploy internal and external communication actions, raising awareness and training employees on the challenges of CSR and sharing good practices within the Group.

CSR COMMITTEE

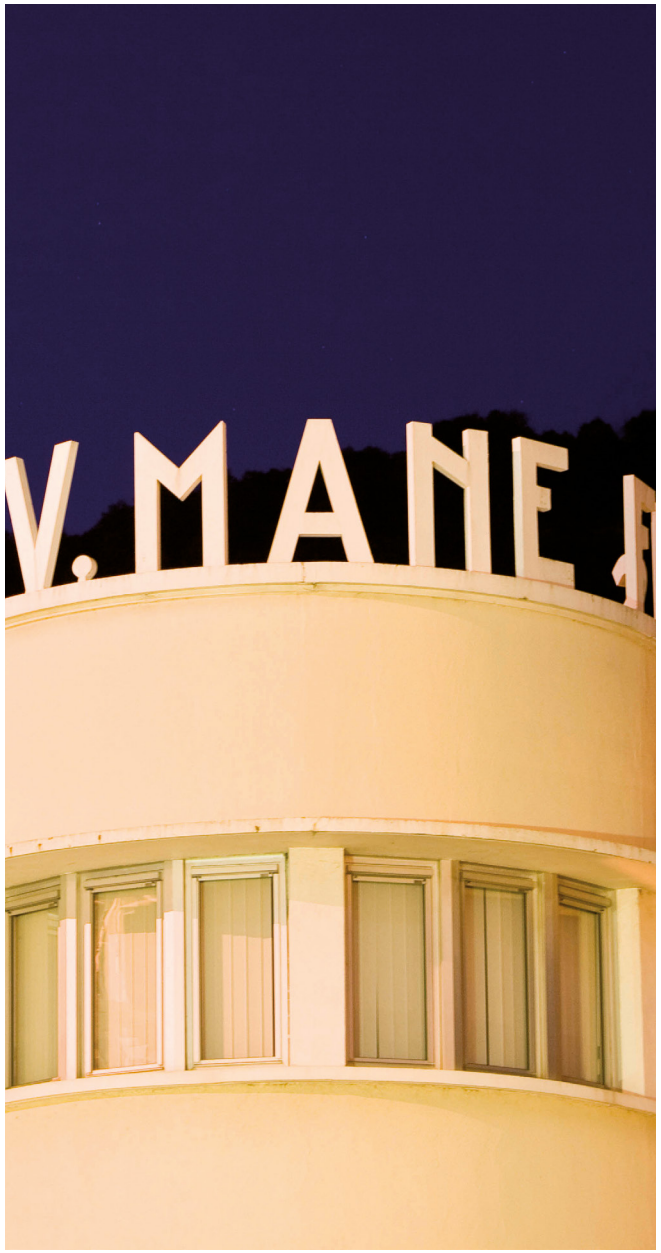
Set up in 2012, the CSR Committee focused on defining ambitious and measurable objectives for each of the Group's CSR commitments by 2021. The achievement of these objectives is measured using performance indicators monitored compared to the 2009 reference year.

The Environment / CSR / Health, Safety & Security Director and the Group CSR Director sit on the CSR Committee, to which they report annually on the progress made and present for validation the CSR strategy and the expected roadmap to maximize the Group's positive impact in the medium and long term.

The President chairs the Group's CSR committee, which is made up of nine representatives from the 39 countries where the Group operates:

- President
- EMEA Director
- Chief Human Resources Officer
- Global Purchasing Director
- Group Compliance, Governance, Audit and Risks Director
- Environment / CSR / Health, Safety & Security Director
- Group CSR Director
- EMEA Quality Director
- Global Regulatory Affairs & Product Safety Director

The CSR committee is led by the CSR management team, responsible for the implementation of the CSR strategy within the Group. Based on analysis provided by the CSR management team, it sets out the Group's strategic direction on CSR. The CSR committee ensures that the company's CSR commitments are properly taken into account by all Group entities.



GRI 102-18 / 102-19/ 102-22 -102-24 / 102-27 / 102-28 / 102-31 / 102-32 / 103-3

1.4 CSR GOVERNANCE

CSR MANAGEMENT REVIEW

During the annual CSR management review, progress against our 2021 targets and the extra-financial risks identified are studied in detail by the President and members of the CSR committee. This is based on consolidation across the Group of information on its CSR commitments provided by all subsidiaries (around twenty manufacturing sites accounting for 97% of the Group's total turnover).

Since 2009, within the framework of MANE's Sustainable Development Policy with quantified targets, CSR indicators have been monitored to enable us to measure the progress made and tailor the Group's actions.

The results of this exercise guide and feed into the CSR recommendations made to the President to tailor the Group's actions.

Various governance mechanisms also contribute to the adaptation and operational implementation of CSR commitments within the Group. The role of the President is to ensure that meetings are held regularly and in the presence of members of the Group Executive Board (GEB) and Executive Committee (COMEX). Comprehensive monitoring of CSR issues is carried out based on consolidated information from across the Group provided by the CSR management team, enabling members of the GEB and COMEX to:

- Take note of the CSR strategy and associated targets
- Review and guide the main action plans
- Review and guide annual budgets
- Review and guide risk management policies and
- Monitor and oversee the progress made against targets for addressing CSR issues

Every year, the President reviews and approves the CSR Report, which looks at the company's achievements, strategy and targets during the last fiscal year. The 2020 report includes a review of the implementation of the programme and the progress made in achieving the CSR targets.

CSR information and declaration procedures are reviewed annually by an external auditor to provide an assurance report. The findings are reported to the Board of Directors.

Steering committees have also been set up at each site to implement detailed action plans and monitoring systems, in particular under various local management systems: ISO 9001, ISO 14001, IS0 50001, ISO 45000, OHSAS 18001, FSSC 22000, ISO 22716, IFS & BRC, audits SMETA, etc.



GRI 102-12 / GRI 102 -13

1.4 CSR GOVERNANCE

DASHBOARD OF THE GROUP'S CSR APPROACH

The table below presents all of the CSR commitments made by the Group as part of its Sustainable Development Policy with the objectives and indicators defined to measure the progress made.

OBJECTIVES	2020 RESULTS	PAGE
1. ACT AND OPERATE ETHICALLY AND RESPONSIVELY		
2030 OBJECTIVES		
100% of the Group's collaborators will have signed the Code of Ethics	82% / 100%	39
100% of the Group's collaborators will have participated in the e-learning training and quiz on the Code of Ethics	56% / 100%	40
100% of the Group's collaborators most exposed to corruption risks will have signed their specific Code of Ethics (CEO/CFO or Purchasing)	93% / 100%	40
100% of the Group's collaborators most exposed to corruption risks will have participated in the e-learning training and quiz on anti-corruption	91% / 100%	43
2. ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS		
2021 OBJECTIVES		
Increase to more than 90% the percentage of product (in tonnes) shipped by ISO 14001 certified sites by 2021	2009: 56% / 90%	50
Increase to more than 80% the quantities of natural extracts and synthetic molecules produced with a Green Motion ™ score > 50/100	2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: 70% / 84%	51
Reduce hazardous waste produced per tonne of product by 33% compared to 2009	2009: -11% / -33%	55
Increase to more than 80% the proportion of recovered* waste (hazardous and non-hazardous)	2021 OBJECTIVE ACHIEVED IN 2020: 80%	56
Reduce water consumption per tonne of product by 15% compared to 2009	2009 / 2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: -15% / -25%	60
Reduce energy consumption per tonne of product by 20% compared to 2009	2009 / 2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: -20% / -25%	63

* recycled and incinerated with energy recovery

1.4 CSR GOVERNANCE

OBJECTIVES	2020 RESULTS	PAGE
Increase to more than 10% the proportion of total energy consumption from renewable sources	2009 — 2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: 10% → 31%	63
Reduce Scopes 1 and 2 CO_2 emissions per tonne of product by 15% compared to 2009	2009 — 2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: -15% → -16%	72
2030 OBJECTIVES (Science-based targets)		
Reduce Scopes 1 and 2 CO_2 emissions per tonne of product by 57% compared to 2018	2018: -14% → -57%	72
Reduce Scope 3 CO_2 emissions per tonne of product by 38% compared to 2018	2018: -30% → -38%	73

3. CARE ABOUT OUR COLLABORATORS

2021 OBJECTIVES		
Increase to more than 80% the proportion of collaborators benefiting from at least one training over the course of the year	2021 OBJECTIVE ACHIEVED IN 2020: 80%	85
Increase to more than 80% the proportion of collaborators benefiting from an interview or assessment over the course of the year	2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: 80% → 86%	86
Maintain absenteeism at less than 4%	2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: 3,5% → < 4%	90
Reduce the frequency rate for accidents at work with leave by 33%, compared to 2009	2009 — 2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: -33% → -61%	93

4. PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

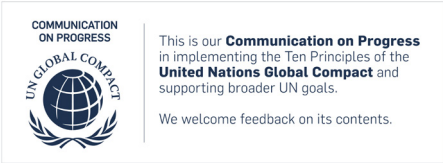
2021 OBJECTIVES		
Increase to more than 90% our purchasing volume from suppliers committed to a CSR policy	88% → 90%	98
Increase to more than 80% the number of global suppliers committed to a CSR policy	2021 OBJECTIVE ACHIEVED AND EXCEEDED IN 2020: 80% → 83%	99
Ensure 50% of significant suppliers undergo a CSR evaluation (CSR audit performed on-site by MANE, EcoVadis evaluation or SMETA audit)	2021 OBJECTIVE ACHIEVED IN 2020: 50%	99

GRI 102-12 / 102-13

1.5 EXTERNAL COMMITMENTS

MANE is committed to supporting international standards of behavior, based on customary international law, generally accepted principles of international law, or universally recognized intergovernmental agreements as well as sectoral initiatives.

GLOBAL COMPACT



Since 2003, MANE has been a signatory to the United Nations Global Compact initiative. Launched in 1999 by the then Secretary General to the United Nations, Kofi Annan, the Global Compact calls on organisations around the world to voluntarily align their operations and policies to 10 universally accepted principles relating to:

- Human rights
- Labour
- Environment and
- Anti-corruption

In order to demonstrate our commitment clearly, we publish a yearly Communication of Progress (COP). All our COP reports are available on the Global Compact website.

Renewal of the President's Commitment

"For the seventeenth consecutive year, MANE is supporting the Global Compact and renewing its commitment to implementing and promoting the 10 universally recognised principles into its strategy, organisational culture and operations, within a framework of continuous improvement."

Jean M. MANE

President

https://www.unglobalcompact.org/

CARING FOR CLIMATE

Caring for Climate

Since its launch in 2007, MANE has joined the Caring for Climate initiative. This initiative of the Global Compact, the United Nations Environment Programme (UNEP) and the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), aims to promote the role of business in the fight against climate change. By joining Caring for Climate, MANE has committed to setting greenhouse gas (GHG) emission reduction targets, developing strategies and practices, collaborating with other companies and governments, and disseminating its emissions every year.

https://www.unglobalcompact.org/take-action/action/climate

CHARTE DE LA DIVERSITÉ

CHARTE DE LA DIVERSITÉ

In 2008, MANE signed a Corporate Diversity Charter. Launched at the end of 2004 by Claude Bébéar and Yazid Sabeg, the Corporate Diversity Charter is an undertaking that can be signed by any company that condemns discrimination in the workplace and agrees to work towards supporting diversity.

https://www.charte-diversite.com/

PARIS PLEDGE FOR ACTION

PARIS2015 UN CLIMATE CHANGE CONFERENCE COP21·CMP11

In 2015, MANE signed the *Paris Pledge for Action* on climate change. Launched by the French presidency of the COP21, the pledge invites non-state actors (organisations, companies, regions, towns and investors) to commit to ensuring the implementation of the Paris Agreement on climate change adopted on 12 December 2015.

By signing the Paris Pledge for Action, MANE undertook to ensure that the level of ambition set out in the Paris Climate Agreement is respected or even exceeded in order to limit the rise in temperature to less than 2°C by the end of the 21st century.

http://www.parispledgeforaction.org/

1.5 EXTERNAL COMMITMENTS

BUSINESS AND BIODIVERSITY PLEDGE

At the *Business and Biodiversity Forum* of the United Nations Convention on Biological Diversity (COP13-CBD) held in December 2016 in Cancun, Mexico, MANE signed the *Business and Biodiversity Pledge*.

Engagement provides an opportunity for business leaders to highlight the importance of biodiversity and ecosystem services for their respective businesses and to affirm their commitment to take positive action by supporting them. Through this commitment, the signatories undertake to provide solutions for the conservation of biodiversity, its sustainable use and the fair and equitable sharing of the benefits derived from resources.

https://www.cbd.int/business/pledges.shtml.

SCIENCE BASED TARGETS

In 2019, following on from the signing of the Paris Pledge for Action in 2015, MANE joined the Science Based Targets (SBT) initiative.

Science Based Targets (SBT) is a joint initiative by CDP, World Resources Institute (WRI), WWF and Global Compact. Its methods help companies set emissions reduction targets in line with Intergovernmental Panel on Climate Change (IPCC) recommendations to limit global warming to below 2°C, an objective outlined in the Paris Agreement adopted at COP21.

In June 2019, MANE took the first step by submitting its letter of commitment to the iSBT.

In December 2019, MANE submitted its scopes 1&2 and three CO_2 reduction targets to the iSBT Technical Committee for approval.

In March 2021, MANE's reduction targets were finally approved by the iSBT. They are now published on the SBT website at the following link and publicly available:

https://sciencebasedtargets.org



1.5 EXTERNAL COMMITMENTS

IFRA-IOFI SUSTAINABILITY CHARTER

MANE has participated since 2017 in a working group set up by the professional associations IFRA (International Fragrance Association) and IOFI (International Organization of the Flavor Industry) and aimed at developing a sectoral Sustainability Charter.

Through this voluntary initiative, the flavor and fragrance industries seek to encourage improvements in the area of sustainable development by offering advice, sharing best practices and measuring improvement by:

- Raising awareness of sustainability within the sector
- Providing businesses with a toolbox to help them continuously improve their performance
- Reporting on progress at an industry level
- Continuing to build trust between the flavor and fragrance industries and stakeholders
- Identifying opportunities for collaboration to address shared challenges

IOFI and IFRA, as global organizations representing the flavor and fragrance industries, provide businesses with the platform to identify, assess and report on progress in the area of sustainable development, by establishing a framework for progress which encompasses the life cycle - from sustainable sourcing, to the environmental footprint, to employee well-being, to product safety.

The *IFRA-IOFI Sustainability Charter* is now officially launched and covers the following 5 commitments:

- Ensure responsible sourcing throughout the value chain
- Reduce our industries' environmental footprint and address climate change
- Enhance the well-being of employees and ensure a rewarding labour environment
- Be at the leading edge of product safety
- Be transparent and a reliable partner for society

In October 2019, IFRA and IOFI launched a large membership survey to assess the level of maturity of the sector in terms of CSR performance. The exercise is now over. The aggregated results will be the benchmark for measuring progress against the commitments of the Charter. Progress will be reported in a first annual sustainability report in early 2021.

https://ifra-iofi.org/

RELATIONSHIPS WITH PROFESSIONAL ASSOCIATIONS

MANE is also involved in several professional trade federations and associations with the participation of several of its experts who hold positions on their governing bodies, or who participate in projects and committees. Due to the number of employees involved, we have listed the associations with which MANE is strategically involved:

- International Fragrance Association (IFRA)
- Flavour & Extract Manufacturers Association (FEMA)
- National Union of Flavour Manufacturers (PRODAROM)
- International Organization of the Flavour Industry (IOFI)
- European Flavour Association (EFFA)
- European Federation of Essential Oils (EFEO)
- Professional organisation for food flavouring manufacturers (SNIAA)
- European Research Institute on Natural Ingredients (ERINI)
- National Research and Technology Association (ANIA)

GRI 103-3

1.6 ASSESSMENTS AND AWARDS

Expert assessments and recognition from 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 recognized by independent third-party organizations.

SEDEX

SMETA is an ethical audit program carried out by an independent third-party organisation which the Group applies to its key sites. The audit procedure using the 4 pillars of the SMETA benchmark, developed by SEDEX, includes the following areas: health and safety, labour standards, environment and business ethics. All our manufacturing sites have been subject to at least one SMETA audit, and each site has shared its audit report and any corrective measures with more than a hundred customers through the SEDEX platform.

All of the Group's manufacturing sites are audited every 3 years according to the SMETA ethical audit standard.

https://www.sedexglobal.com

ENTITIES	DATE OF THE LAST AUDIT
MANE INDIA	11/12/2020
MANE IBÉRICA	12/11/2020
PT MANE INDONESIA	05/11/2020
MANE MEXICO	27/07/2020
MANE USA	25/06/2020
MANE KANCOR	20/01/2020
MANE ITALIA	30/10/2019
MANE DO BRASIL	14/08/2019
MANE QUÉVEN	21/06/2019
MANE BAR-SUR-LOUP	26/04/2019
MANE INC.	19/02/2019
MANE CHILE	07/01/2019
MANE THAILAND	23/07/2018
MANE SABLÉ-SUR-SARTHE	06/07/2018
MANE SHANGHAI	13/06/2018

Our CSR information published on the SEDEX platform (SAQ questionnaires and SMETA audit reports) is shared with 103 of our customers.

CDP

Each year, MANE completes the CDP (known as the Carbon Disclosure Project until the end of 2012) questionnaires which questions and ranks companies on their understanding of the issues and their performance in terms of the fight against climate change (CDP Climate Change questionnaire) and water resource management (CDP Water Security questionnaire). In 2020, the Group obtained for the second time the score A- on the Climate Change questionnaire (scale from A to E, A being the best score) and B on the Water Security questionnaire.

https://www.cdp.net/fr

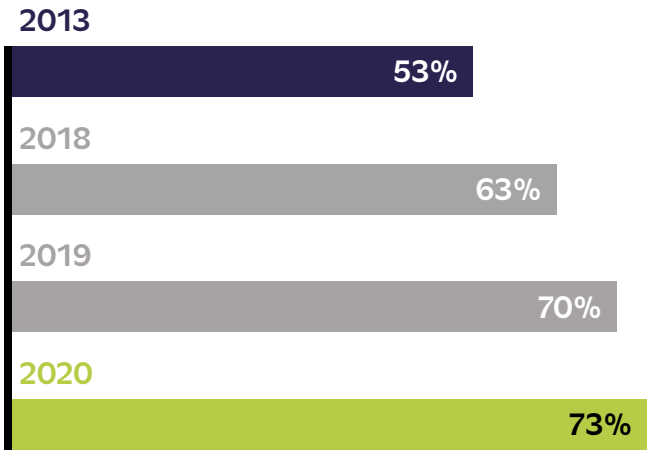
1.6 ASSESSMENTS AND AWARDS

ECOVADIS

MANE responds annually to the EcoVadis CSR assessment questionnaire. The final score is calculated on the basis of 21 CSR criteria in the following areas: Environment, Social, Business ethics and Responsible purchasing.

In 2020, MANE obtained a score of 73/100, 3 points more than our previous score, which again places the Group in the "Advanced" CSR performance category and for the first time in level of engagement "Platinum", the highest level of the rating scale. This score places us in the top 1% of companies evaluated by EcoVadis in our sector. Our scorecard is currently shared with 60 of our customers.

Evolution of the EcoVadis CSR score



https://www.ecovadis.com/

OTHER AWARDS

The external awards and recognitions attest to the positive perception of our sustainable development strategy and reward our Group for the efforts made to improve our practices.

FOOD SAFETY AWARD

In December 2020, MANE KANCOR won the CII (Confederation of Indian Industry) Food Safety Award in the Large Food Business - spices, seasoning, oleoresins and condiments category.

HAPPYINDEX®ATWORK CERTIFICATION

In November 2020, for the third year in a row, V. MANE FILS (France) was awarded HappyIndex®AtWork certification in the Trainees category. This certification rewards the best companies for trainees and apprentices. The 2020 event was extraordinary because it rewarded companies that, despite the challenges of the Covid-19 health crisis, hired young people and looked after their employees.

GOOD PLANET AWARD

In November 2020, MANE's Green Motion™ tool received the "Good Planet Award from" the French Chamber of Commerce and Industry in China (CCIFC). The CCIFC recognised companies that have implemented powerful projects on the three pillars of the gala's theme: People, the planet and the community. Victor Mane, representative of the Mane family, and Denis Raffaud, Managing Director of MANE Shanghai, were delighted to receive this award from Christophe Lauras, President of CCIFC, and His Excellency Laurent Bili, French Ambassador to China. This is a great recognition of our everyday commitment to sustainable development and environmental protection, two values at the heart of MANE's strategy. We are proud of our commitment to social responsibility, having developed a tool that can help the whole R&D sector, production and formulation to build a better future.

GEEIS CERTIFICATION (PROFESSIONAL EQUALITY)

In October 2020, following on from the certification achieved by its French entity in 2019, the Group's Spanish subsidiary, MANE Ibérica, was also awarded the Gender Equality European & International Standard (GEEIS) certification by Bureau Veritas.

The GEEIS certification aims to contribute to the creation of a shared European and international culture of workplace equality and to promote business practices.

This certification demonstrates the Group's desire to achieve equal opportunities through pay, promotion, skills development, and gender equality in occupations.

TOP NEW JERSEY WORKPLACE

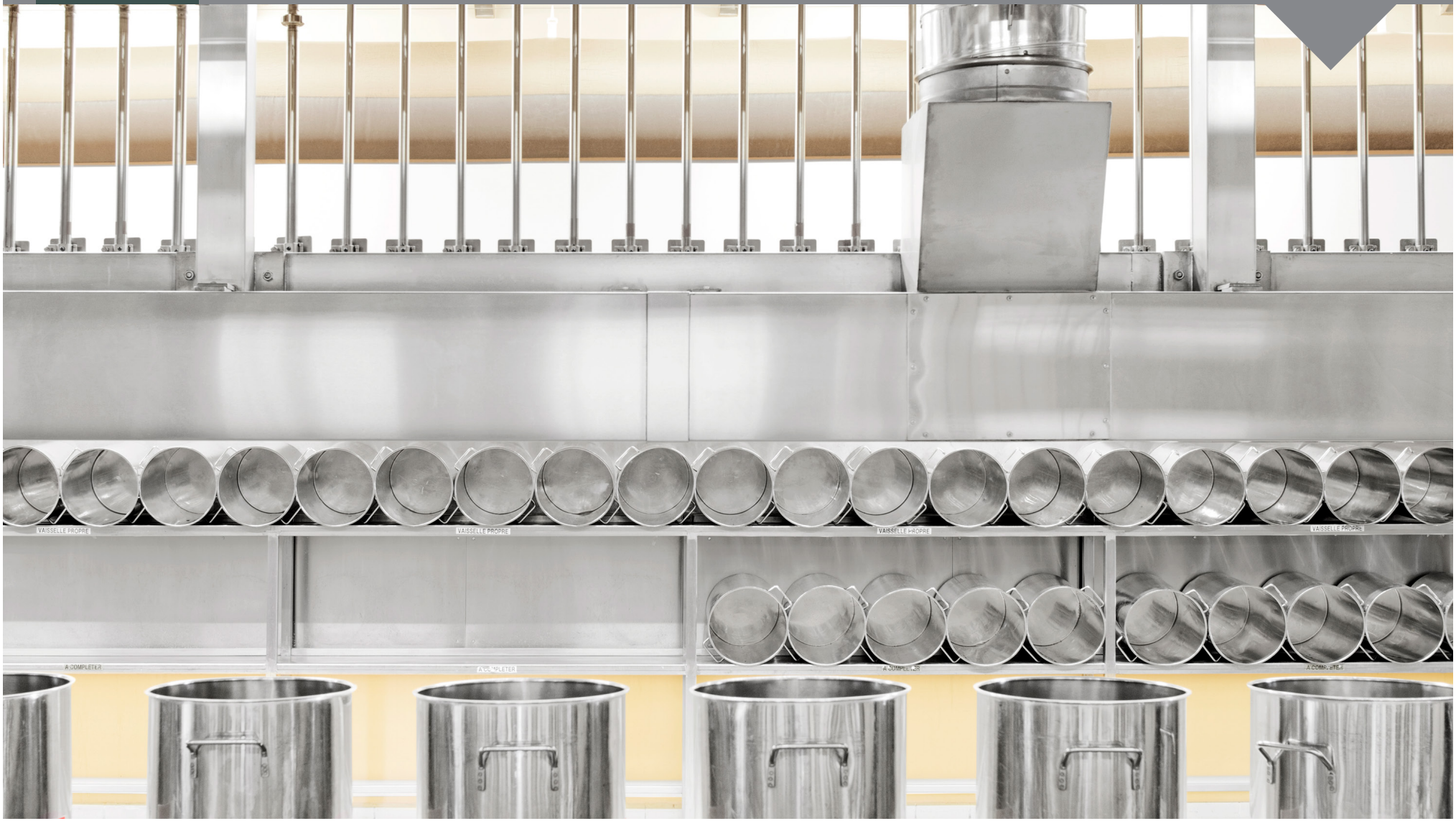
In October 2020, for the second year in a row, MANE USA was named one of the best places to work in New Jersey. Employees completed an independent survey in which they were asked a series of questions about their company. MANE USA came fourth in the medium-sized companies category, up from tenth last year.

We also received a special mention for coming top for the statement: '*I feel appreciated at work*'. Our score for this was the highest of all companies! MANE USA appreciates the effort, committed work and dedication of its employees, especially at this difficult time due to Covid-19.

OUTSTANDING SAFETY PERFORMANCE AWARD

In September 2020, MANE KANCOR was awarded the Outstanding Safety Performance Award by the Associated Chambers of Commerce and Industry of India (ASSOCHAM). This prestigious award was given in recognition of our continued efforts to create a safe and healthy working environment and to make ongoing improvements where necessary through carefully designed programmes and activities. Our priority is to promote a safe and healthy culture in our workplaces for the well-being of all our stakeholders.

2 STRATEGY


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A COMPLETER

2.1 MANE VALUE CHAIN

The 17 Sustainable Development Goals (SDGs) have been defined by the member states of the United Nations (UN) in response to the 2030 agenda for sustainable development. Each company, through its decisions and activities, has impacts on its collaborators, customers or suppliers but much more broadly on society and the environment.

The integrated CSR at the heart of MANE's strategy is based on the desire to take full responsibility for its impacts and to transform them positively by taking into account the expectations of all stakeholders throughout its value chain.

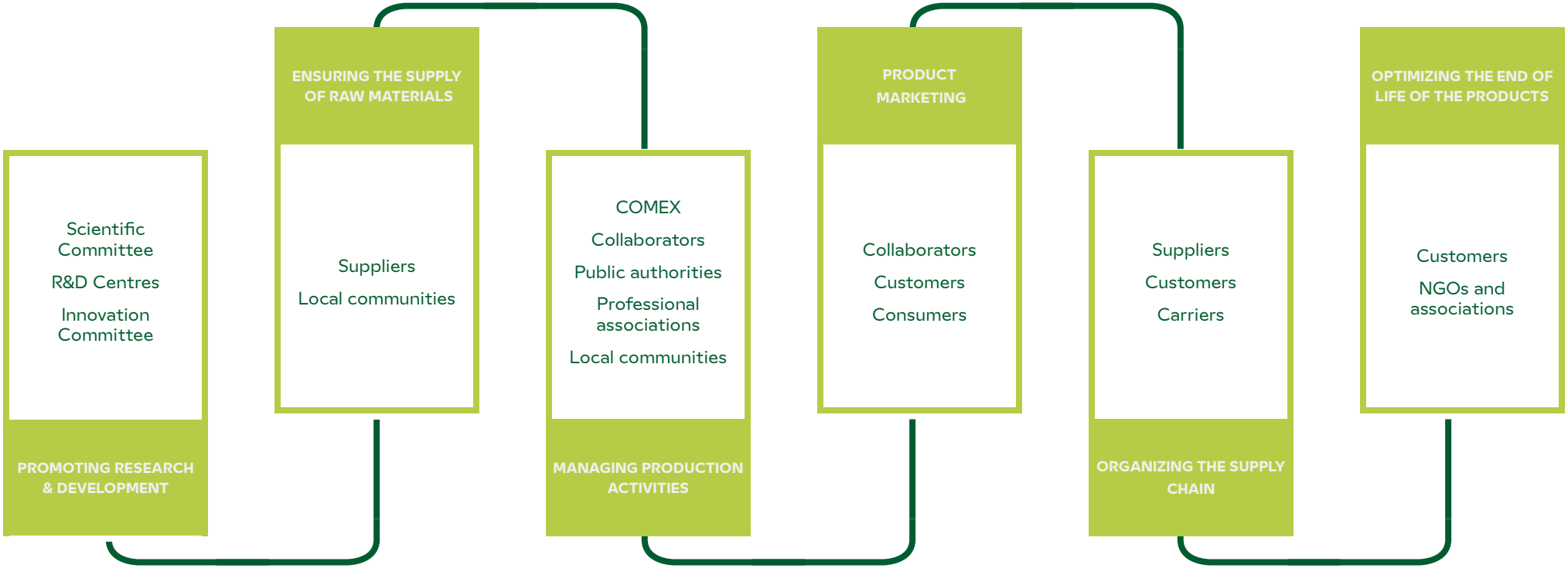
OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

8 STRATEGIC SDGs



6 RELEVANT SDGs





GRI 103-2

2.2 CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

The following table shows how MANE's CSR commitments allow it to contribute directly to these global objectives. We have identified the most important SDG targets and aligned with our activities and objectives.

1. ACT AND OPERATE ETHICALLY AND RESPONSIVELY

16	16.5	Substantially reduce corruption and bribery in all their forms
16	16.6	Develop effective, accountable and transparent institutions at all levels
16	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels

2. ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

2	2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
6	6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
6	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
7	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
7	7.3	By 2030, double the global rate of improvement in energy efficiency
8	8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead
12	12.2	By 2030, achieve the sustainable management and efficient use of natural resources
12	12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
12	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
12	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
13	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13	13.2	Integrate climate change measures into national policies, strategies and planning
13	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
15	15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
15	15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
15	15.4	By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development
15	15.6	Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed

3. CARE ABOUT OUR COLLABORATORS

3	3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
4	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
5	5.1	End all forms of discrimination against all women and girls everywhere
8	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
8	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
10	10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
12	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

4. PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

9	9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
9	9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
17	17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
17	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

GRI 102-15 / 102-30

2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

MANE's global presence, and the diversity of its activities, exposes the Group to social, environmental and societal risks, both internally and in connection with its business relationships and products.

For the Group, a risk is the possibility of an event occurring that could affect the company's objectives, particularly those concerning its financial situation and reputation.

The Group operates in a competitive and constantly changing economic and technological environment. In 2020, the Covid-19 health crisis transformed this environment and brought to light the potential economic, social and health risks that companies can face in a pandemic.

In its 2020 DPEF (Non-financial Performance Statement), MANE therefore undertook a review of its map of non-financial risks and its materiality analysis in a fast-changing context with the aim of aligning its CSR strategy and viewing it in the current context.

With this in mind, the CSR risks that could impact MANE are clearly identified by the Group and dealt with so as to reduce their scope and occurrence as much as possible. To that end, the departments concerned have been involved in considering and shaping these risks (Human Resources, Environment, Health, Safety & Security, Purchasing, Regulatory Affairs & Product Safety, Compliance, Governance, Audit & Risks, IT).

A complete list of potential extra-financial risks has been drawn up on the basis of the various themes addressed in:

- the international ISO 26000 and GRI standards
- French Decree No. 2017-1265 of August 9, 2017 relating to the publication of extra-financial information
- external publications from our customers and peers and
- risk analysis carried out on our internal processes as part of the transition to ISO 9001 and ISO 14001 version 2015

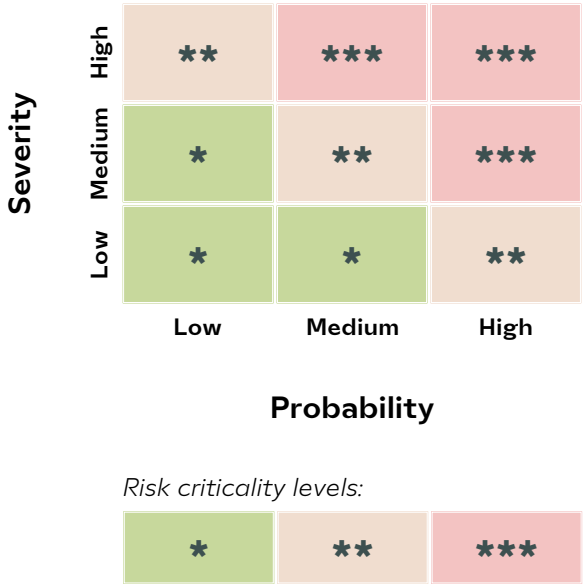
The following table represents the main non-financial risks to which MANE is exposed, the description of their potential impacts for the company, as well as the policies and procedures applied by the company to prevent and mitigate their occurrence. The descriptions and results of these policies, including the associated key performance indicators, are provided throughout this report.

This exercise aims not only to identify the risks, but also to prioritise them according to their criticality level to guide our actions and determine our priorities. To this end, we have rated two criteria:

1. Probability, on the horizontal axis, which indicates the likelihood of the risk occurring
2. Seriousness, on the vertical axis, which indicates the level of significance of the potential impact of the risk

The intersection between the levels of probability and seriousness gives the following picture of the criticality level of the risk.

Mapping of non-financial risks



Risk criticality levels:

*	**	***

The risk analysis is reviewed annually during the management review of the CSR Committee.

2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

Types of risk	Description of the risk identified	Description of potential impacts on the company's operations, strategy and financial planning	Probability	Severity	Criticality of the risk	Description of the company's policies and/or due diligence procedures implemented to prevent, identify and mitigate the occurrence of the mentioned risk
HUMAN RIGHTS	Violations of basic human rights and labour rights	▪ Criminal and administrative penalties ▪ Damage to the company's reputation and image ▪ Disruption to the supply chain	Low	High	**	▪ Implementation of ethics awareness and training for Group employees on issues and risks related to human rights and business ethics in the performance of their duties
	Human rights violations in the supply chain		Medium	High	***	▪ Implementation of a responsible purchasing policy including a CSR evaluation process for suppliers to prevent and manage human rights-related risks
	Personal data breaches (non-compliance with the GDPR)		Low	Low	*	▪ Implementation of a GDPR compliance programme and appointment of a point of contact/Data Protection Officer
RISKS RELATED TO COMPLIANCE AND BUSINESS ETHICS	Regulatory non-compliance	▪ Criminal and administrative penalties ▪ Damage to the company's reputation and image	Low	High	**	▪ Implementation of a regulatory monitoring process
	Violations of internal ethics rules by employees in the performance of their duties		Low	High	**	▪ Implementation of ethics awareness and training for Group employees on issues and risks related to human rights and business ethics in the performance of their duties ▪ Implementation of a strengthened anti-corruption framework to identify Group activities most exposed to the risk of corruption and anti-corruption awareness and training for the most exposed employees ▪ Drafting of a conflict of interest declaration form
	Risk of corruption and fraud by employees in the performance of their duties		Medium	High	***	
SOCIAL RISKS	Talent shortage	▪ Difficulties in recruiting at the required level	Low	Medium	*	▪ Implementation of the MANE Academy management skills development programme (developed in partnership with IMD Business School) for 110 Group employees in 2019/2020 ▪ New class scheduled for 2021/2022
	Risk of headhunting of employees by the competition	▪ Leaking of industrial knowledge and expertise ▪ Loss of skills and expertise	Low	Medium	*	▪ Implementation of confidentiality clauses in employment contracts for the most exposed positions (R&D, sales, etc.)
	Large number of baby boomer retirements in developed countries (between 2006 and 2025)		Low	Medium	*	▪ Collective agreement to implement the 'generation contract' for the sustainable integration of young people into employment, the recruitment and retention of older people and the transfer of skills and expertise in the company
	Lack of competitiveness in light of the new expectations of millennials (Generation Y) in terms of work organisation	▪ Difficulties in recruiting at the required level ▪ Lack of motivation and loss of interest of employees ▪ Turnover	Low	Low	*	▪ Collective agreements on quality of life at work

2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

Types of risk	Description of the risk identified	Description of potential impacts on the company's operations, strategy and financial planning	Probability	Severity	Criticality of the risk	Description of the company's policies and/or due diligence procedures implemented to prevent, identify and mitigate the occurrence of the mentioned risk
SOCIAL RISKS	Non-compliance with the equal pay principle	▪ Criminal and administrative penalties ▪ Damage to the company's reputation and image	Low	Medium	*	▪ Agreement relating to gender equality in the workplace and work-life balance ▪ GEEIS certification of V. MANE FILS and MANE Ibérica ▪ Implementation of an awareness and training module via e-learning for employees on gender equality in the workplace
RISKS RELATED TO HYGIENE, HEALTH, SAFETY AND WELL-BEING AT WORK	Occupational risks related to the general work environment	▪ Effects on employee health and safety: accidents at work, occupational diseases	Medium	High	***	▪ Implementation of occupational health and safety management systems (including a prevention strategy and occupational risk assessment) ▪ ISO 45001 certification of MANE Shanghai, MANE KANCOR and MANE Mexico
	Occupational stress inherent in activities themselves or generated by the organisation of work or relationships	▪ Unhealthy work environment ▪ Lack of motivation and loss of interest of employees ▪ Absenteeism ▪ Turnover	Low	Medium	*	▪ Survey to assess occupational stress (carried out since 2011 and repeated every five years in France). ▪ Training and awareness for managers on stress prevention and training for medical staff to better identify these risks
RISKS RELATED TO THE SAFETY AND SECURITY OF INDUSTRIAL SITES	Risk of major industrial accidents	▪ Effects on the health and safety of employees and local communities ▪ Damage to the company's reputation and image ▪ Operating loss	Medium	High	***	▪ Implementation of a Major Accident Prevention Policy and occupational health and safety management systems
	Risk of physical or cyber intrusion, malicious acts and acts of terrorism		Low	High	**	▪ Implementation of a malicious act prevention policy (anti-intrusion systems, identity checks, cyber security) ▪ Strengthening of security at Seveso sites in France ▪ Safety audits, intrusion simulation exercises
RISKS OF ENVIRONMENTAL IMPACTS DURING PRODUCTION	Odour pollution	▪ Complaints from local residents ▪ Criminal and administrative penalties ▪ Loss of operating permit	Medium	Medium	**	▪ Priority on odour control and creation of a dedicated position in the research department
	Risk of pollution	▪ Release of effluent and emissions, waste generation, accidental chemical spillage	Low	High	**	▪ Implementation of environmental management systems (including a pollution prevention and mitigation programme) ▪ ISO 14001 certification of sites
CLIMATE RELATED RISKS	See climate risk analysis in the chapter on climate change (pages 67/68)					
SUPPLIER RISKS	Non-compliance with CSR principles by suppliers	▪ Damage to reputation ▪ Disruption in the supply chain ▪ Environmental pollution ▪ Depletion of natural resources	Medium	Medium	**	▪ Implementation of a responsible purchasing policy including a CSR evaluation process for suppliers to prevent and manage potential CSR-related risks
	Risk of negative effects of the activities of our suppliers on biodiversity (deforestation, depletion of natural resources, etc.)		Low	Medium	*	

2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

Types of risk	Description of the risk identified	Description of potential impacts on the company's operations, strategy and financial planning	Probability	Severity	Criticality of the risk	Description of the company's policies and/or due diligence procedures implemented to prevent, identify and mitigate the occurrence of the mentioned risk
RISKS RELATED TO PRODUCT SAFETY AND COMPLIANCE	Risks related to changing and increasingly challenging consumer expectations with regard to the ingredients used in cosmetics and foodstuffs	▪ Strong customer demand for natural and sustainable products (e.g. RSPO, Rainforest Alliance and UEBT certification, organic, etc.) ▪ Strong customer demand for healthier products (less fat, less salt, less sugar, less meat) ▪ Loss of turnover with our customers if we cannot respond to changing consumer expectations	Medium	Medium	**	▪ Implementation of a sustainable palm oil purchasing policy ▪ Development of sustainable sourcing projects ▪ Creation of a new position of Sustainable Purchasing Coordinator in the purchasing department ▪ Development of sustainable consumer product ranges (for example, products with lower sugar and salt content) ▪ Implementation of the protein transition programme (R&D to suggest alternatives to animal proteins)
	Health risks related to products (for example, hazardousness of products, unintended presence of allergens and contaminants in products, etc.)	▪ Effects on consumer health and safety ▪ Product recalls ▪ Administrative and criminal penalties related to REACH ▪ Production disruptions	Low	High	**	▪ Product safety assessment (toxicology studies) ▪ Implementation of an organisation and process dedicated to ensuring compliance with obligations arising from the REACH regulation ▪ Implementation of food quality and safety management systems and a Food Allergens Policy ▪ IFS/BRC and ISO 22000 certification
CYBER SECURITY RISKS	Physical risks to hardware and the network	▪ Fire, intentional destruction, external environmental disruptions (air conditioning mishap, power failure, lightning), breakdowns (central unit, disks, etc.)	Low	High	***	▪ Implementation of an IT security procedure ▪ Security audits carried out by independent specialist service providers ▪ Drafting of terms of use for the information systems ▪ Ensuring that the information systems comply with the GDPR
	Logical risks to programs and data	▪ Overwriting of data, hacking, viruses, unauthorised access, data theft, misuse of systems, software error during testing, various malfunctions	Low	High	**	
RISKS ASSOCIATED WITH THE COVID-19 PANDEMIC	Epidemic risk	▪ Infection/contamination: effects on employee health and safety ▪ Disruption to the company (absence management, changes to working conditions to limit travel: working from home, virtual meetings)	Medium	High	***	▪ Updating of the Single Risk Assessment Document (DUER) to include Covid-19-related risks ▪ Implementation of protective measures in the company to ensure employee health and safety (surgical and fabric masks, safety goggles, hand sanitiser, management of the flow of people, temperature checks, cleaning/disinfection of surfaces and ventilation, implementation of maximum occupancy guidelines in all areas, including canteens and meeting rooms, etc.) ▪ HR briefing notes to ensure that employees have the right level of information and support ▪ Collective agreement to regulate working from home
	Plant closures as a result of lockdown measures put in place by governments	▪ Production disruptions ▪ Interruptions to supply chains under pressure ▪ Inability to meet delivery times for finished products	Medium	High	***	▪ Drafting of a business continuity plan (BCP) ▪ Reorganisation of production to offer products required to respond to the health crisis (MANE swung into action to produce 53 tonnes of hand sanitiser to alleviate the shortage at the start of the crisis)

2.4 OPPORTUNITIES

Although vast, the Earth's resources are limited. Increasingly, we must become better managers of our natural assets and economic activity must be conducted in a way that does not compromise the ability of future generations to thrive. The challenge is to develop innovations and policies that enable humanity to meet current and future needs in terms of the environment, human health, the economy and society. The chemical sector plays an essential role because it provides products, materials and technologies that reduce our consumption of energy and natural resources to protect human health and our environment.

Chemistry – in laboratories – is a science for the development of sustainable technologies and innovations. Sustainable development requires policy changes from a linear economy to a circular economy, where the products are designed to allow waste to serve as resources for other industries. Environmental considerations and economic growth are not mutually exclusive.

Chemistry must continue to play a leadership role in forging the science and technology that will provide humanity with a sustainable path to the future. Chemistry offers vast market opportunities related to the achievement of the United Nations Sustainable Development Goals and several paths are emerging before us:

- Preserve environmental protections based on science
- Promote the adoption of more sustainable technologies
- Promote more responsible materials in supplies
- Invest in basic research to enable long-term advances
- Promote the preferential hiring of scientists and engineers trained in the principles and practices of sustainability
- Develop a circular economy to reuse the materials of products after the end of their first life
- Take into account the preservation of ecosystem services to maintain our biodiversity

To manage opportunities, MANE takes into account future possibilities in its approach to materiality. MANE has a team in charge of sustainable development that focuses on developing action plans based on the probability and impact of opportunities in financial and image matters.

These actions are validated by General Management because maintaining our reputation as an environmentally friendly company is essential to the future success of our business. For example, MANE aims to make its climate change management policy a source of market differentiation and a privileged relationship with its customers.



GRI 102-21 / 102-29 / 102-40 / 102-42 - 102-44 / 102-46 / 102-47 / 103-1

2.5 CSR CHALLENGES

IDENTIFICATION OF 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.

The following table lists the stakeholders with whom MANE maintains relationships. There are listed, for each category of stakeholders, the methods taken to inform them, dialogue with them or consult them, or the agreements, partnerships or collaborations established with some of them.

Mapping of our stakeholders



2.5 CSR CHALLENGES

DIALOGUE WITH STAKEHOLDERS

The table below lists the main concerns of our stakeholders and the mechanisms of dialogue put in place as well as the responses provided by MANE.

Stakeholders	Main expectations and concerns	Mechanisms of information and dialogue	Responses provided by the Group
CUSTOMERS	▪ Protecting consumer health and safety ▪ Duty of diligence ▪ Sustainable and equitable use of biodiversity ▪ Fair practices ▪ Innovation ▪ Communication and transparency	▪ Annual satisfaction surveys ▪ Questionnaires ▪ Information exchange meetings ▪ Customer audits ▪ Sharing of our CSR information through our memberships to ECOVADIS, SEDEX and CDP platforms ▪ CSR report containing the extra-financial performance statement	▪ Answers to numerous customer requests in a traced manner via the Quality Department ▪ Evaluating product safety (toxicology) ▪ Compliance with REACH regulations ▪ Quality and food safety policies ▪ Management certification systems (ISO 9001, IFS& BRC, FSSC 22000, etc.) ▪ Monitoring customer satisfaction ▪ Collaborative partnerships and responsible purchasing ▪ GREEN MOTION™ by MANE
COLLABORATORS	▪ Respecting human rights and international labour standards ▪ Working conditions and occupational health and safety (OHS) ▪ Wages and incentive schemes ▪ Developing employability ▪ Equal treatment ▪ Respect of the GDPR	▪ Quality of life at work surveys ▪ Dynamic display in all MANE sites ▪ Occupational health ▪ Employee representative bodies ▪ Consultations of the CSE (social and economic committee) ▪ Group Intranet ▪ Yearly appraisals	▪ HR and OHS policies ▪ Group Code of Ethics ▪ Collective agreements signed ▪ Strategic planning for employment and skills ▪ 2% of payroll dedicated to training ▪ Disability policy and Corporate diversity charter ▪ Implementation of a GDPR compliance program
SUPPLIERS	▪ Long-term partnerships ▪ Fair practices ▪ Respect of payment deadlines ▪ Support in the CSR assessment of their practices ▪ Sharing CSR practices	▪ Information and awareness of suppliers on CSR through our Purchasing and Sustainable Development Charter ▪ Exchange meetings ▪ Supplier assessment and audit ▪ Support and external CSR assessment by EcoVadis	▪ Buyers' Code of Ethics ▪ Responsible purchasing ▪ Anti-corruption training for buyers

2.5 CSR CHALLENGES

DIALOGUE WITH STAKEHOLDERS

Stakeholders	Main expectations and concerns	Mechanisms of information and dialogue	Responses provided by the Group
LOCAL COMMUNITIES, NGOS AND ASSOCIATIONS	▪ Job creation ▪ Social investments ▪ Preventing significant industrial hazards ▪ Preventing pollution ▪ Sustainable use of natural resources ▪ Protecting consumer health and safety	▪ Discussions about solicitation ▪ Publishing the CSR report (yearly)	▪ Partnership or sponsorship activities ▪ Visiting manufacturing sites ▪ Participating in employment forums and exhibitions ▪ School-company partnerships ▪ Internships
PUBLIC AUTHORITIES	▪ Compliance with regulations ▪ Communication and transparency	▪ Information and discussion meetings to explain Group activities	▪ Regulatory compliance
LOCAL RESIDENTS	▪ Preventing significant industrial hazards ▪ Odour and noise nuisance ▪ Preventing pollution	▪ Information leaflet on industrial hazards for local residents	▪ Environmental and sustainable development policies ▪ Major accident prevention policies ▪ Implementation of measures to reduce noise and odour pollution and prevent pollution in the environmental management programs of the Group's various industrial entities
COMPETITORS / PROFESSIONAL ASSOCIATIONS	▪ Knowledge sharing ▪ Fair competition ▪ Respecting intellectual property	▪ Information exchange meetings ▪ Flavours Days	▪ Active involvement of MANE in several professional associations and federations ▪ Participation in collective initiatives

2.5 CSR CHALLENGES

MATERIALITY ANALYSIS

In addition to the extra-financial risk analysis, we are carrying out a materiality analysis to identify the priority CSR issues facing MANE.

Since CSR issues cover many areas, not all of which have the same impact on the company and its stakeholders, the materiality analysis enables us to prioritise the CSR issues to be included in the Group's strategy and our CSR report.

Completed for the first time in 2012, the materiality matrix is examined every year during the CSR management review and revised if necessary, enabling the CSR committee to guide the Group's actions as and when required according to the priorities identified.

In 2020, MANE began a process to update its strategy in light of the expectations of its stakeholders and also to adapt to changes in its environment and markets.

To this end, MANE worked closely with a consultancy firm specialising in CSR, which provided its support and expertise to implement a new materiality study. A methodological approach based on their materiality tool includes various stages in a process built on the recommendations of the most recognised international standards.

Following benchmarking focusing on around a hundred initial topics, the 21 most relevant issues for the industry were finally chosen by the CSR management team and the President to be submitted to stakeholders for consultation. They all contribute to one or more SDGs.

Over 4,000 stakeholders were invited to take part in the survey on the prioritisation of issues facing MANE, including the following categories:

Internal stakeholders:

- Employees
- Governance
- Social partners

External stakeholders:

- Customers
- Suppliers
- Service providers
- Organisations, regulators and authorities
- Professional associations
- Associations and NGOs

A campaign was organised to encourage these internal and external partners to participate with the aim of inviting them to prioritise the issues facing MANE, according to their view of the significance they should be given.

A digital consultation platform was set up to gather their opinions, with a choice of French or English and a customised login according to their category.

In the end, we achieved a participation rate of 41% for all stakeholders consulted.

41%

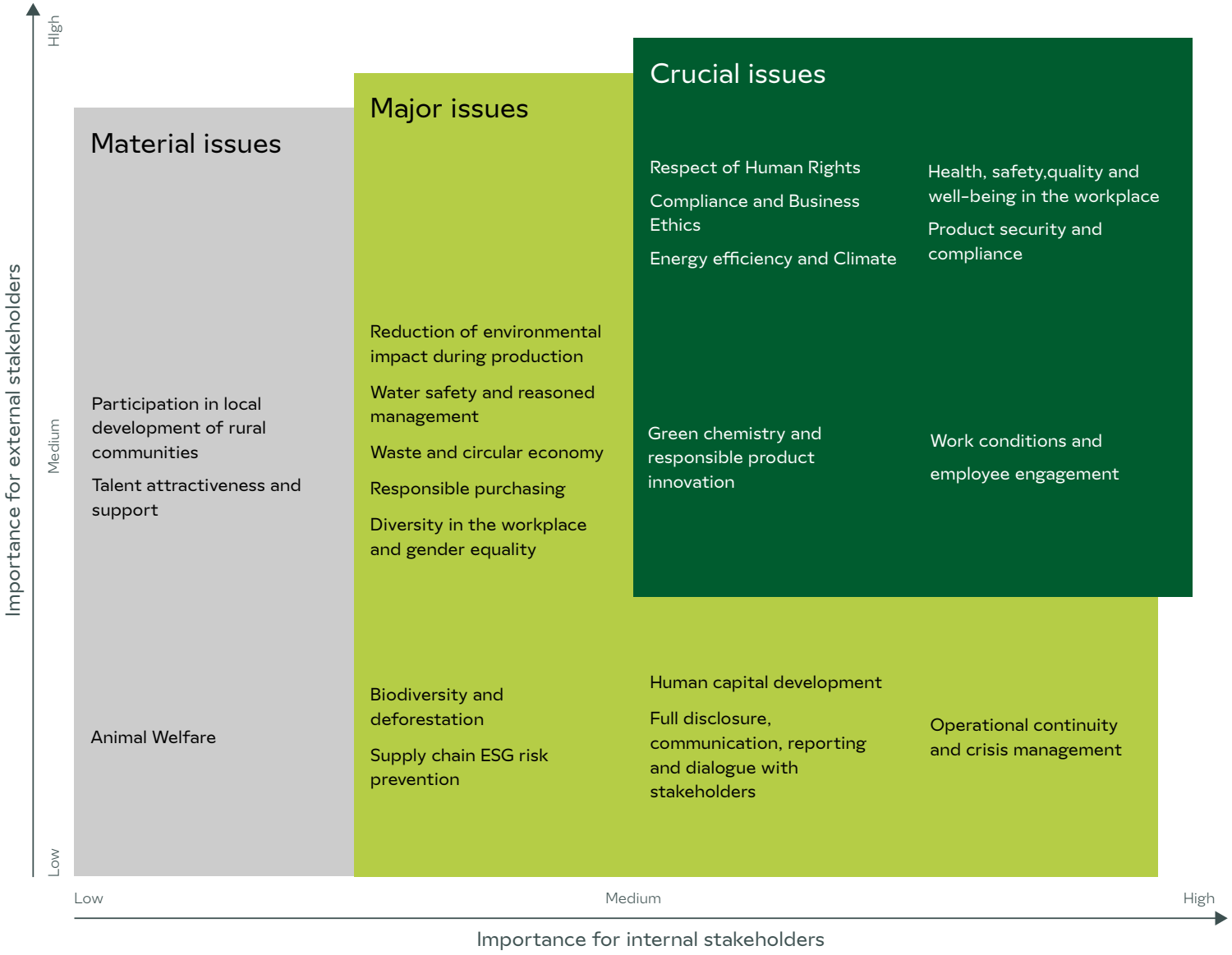
stakeholder participation

The materiality matrix set out below represents a subject's level of relevance in relation to its importance to MANE (horizontal axis) and its importance to our stakeholders (vertical axis).



2.5 CSR CHALLENGES

MATERIALITY MATRIX



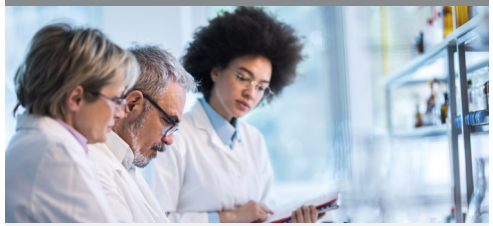
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2.6 SUSTAINABLE DEVELOPMENT POLICY

Based on the significant issues and risks identified in recent updates of our materiality and extra-financial risk analyses, we have redefined MANE's priority CSR commitments, which we have formalized in the Group's Sustainable Development Policy based on 4 pillars.

FOUR STRATEGIC CSR COMMITMENTS

Act and operate ethically and responsively



- Respect Human Rights
- Ensure compliance and ethical business practices

Ensure responsible management of our product



- Ensure product safety and compliance
- Reduce pollution and spills
- Improve the energy efficiency of our facilities and fight against climate change
- Integrate the concept of Green Chemistry into R&D
- Reduce environmental impacts during production
- Guarantee the safety and rational management of water
- Effectively manage our waste to promote the circular economy
- Preserve biodiversity and fight against deforestation

Care about our collaborators



- 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
- Promote our ability to attract and support talents

Promote sustainability along our value chain



- 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 rural communities

CORRESPONDENCE TABLE - RISKS / ISSUES / COMMITMENTS / LOCATION

Types of risk	CSR issues in the materiality matrix	Strategic CSR issues of our Sustainable Development Policy	In this report
Human rights risks	▪ Respect of Human Rights	**1. Act and operate ethically and responsively** ▪ Respect Human Rights	46
Risks related to compliance and business ethics	▪ Compliance and Business Ethics	**1. Act and operate ethically and responsively** ▪ Ensure compliance and ethical business practices	41 to 45
Social risks	▪ Work conditions and employee engagement ▪ Diversity in the workplace and gender equality ▪ Human capital development ▪ Talent attractiveness and support	**3. Care about our collaborators** ▪ 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 ▪ Promote our ability to attract and support talents	82 to 90
Risks related to hygiene, health, safety and well-being at work	▪ Health, safety, quality and well-being in the workplace	**3. Care about our collaborators** ▪ Guarantee hygiene, health, safety and well-being at work	90 to 94
Risks related to the safety and security of industrial sites	▪ Reduction of environmental impact during production ▪ Reduction of pollution and spills	**2. Ensure responsible management of our product** ▪ Reduce environmental impacts during production ▪ Reduce pollution and spills	49 to 57
Risks of environmental impacts during production	▪ Reduction of environmental impact during production ▪ Green chemistry and responsible product innovation ▪ Water safety and reasoned management ▪ Waste and circular economy	**2. Ensure responsible management of our product** ▪ Ensure product safety and compliance ▪ Integrate the concept of Green Chemistry into R&D ▪ Reduce environmental impacts during production ▪ Guarantee the safety and rational management of water ▪ Effectively managing our waste to promote the circular economy	50 to 64

CORRESPONDENCE TABLE - RISKS / ISSUES / COMMITMENTS / LOCATION

Types of risk	CSR issues in the materiality matrix	Strategic CSR issues of our Sustainable Development Policy	In this report
Climate related risks	▪ Energy efficiency and Climate	**2. Ensure responsible management of our product** ▪ Improve the energy efficiency of our facilities and fight against climate change	65 to 77
Supplier risks	▪ Responsible purchasing ▪ Supply chain ESG risk prevention ▪ Participation in local development of rural communities ▪ Biodiversity and deforestation	**1. Act and operate ethically and responsively** ▪ Respect Human Rights **4. Promote sustainability along our value chain** ▪ Implement a responsible purchasing approach ▪ Prevent and manage ESG risks in the supply chain ▪ Participate in the local development of rural communities	46 97 to 108
Risks related to product safety and compliance	▪ Product security and compliance ▪ Animal welfare	**2. Ensure responsible management of our product** ▪ Ensure product safety and compliance	79 to 80
Cyber security risks	▪ Operational continuity and crisis management	**1. Act and operate ethically and responsively** ▪ Respect Human Rights	47
Risks associated with the Covid-19 pandemic	▪ Health, safety, quality and well-being in the workplace ▪ Operational continuity and crisis management	**3. Care about our collaborators** ▪ Guarantee hygiene, health, safety and well-being at work	91

3 DEPLOYMENT OF OUR CSR COMMITMENTS



GRI 102-11 / 102-16 / 205-1 – 205-3 / 206-1 / 207-1 /207-2

3.1 ACT AND OPERATE ETHICALLY AND RESPONSIVELY



For MANE, being a socially responsible company also means acting in an ethical and transparent manner. To achieve this, MANE constantly reviews and strengthens the systems it is putting in place to promote fair business practices both within its entities and with its partners.

MANE VALUES

MANE's commitment to ethics is expressed in the desire to comply with laws and regulations, and in the ambition to operate with honesty, integrity and fairness.

SUSTAINABLE DEVELOPMENT GOALS

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

ETHICS

CODE OF ETHICS

GROUP CODE OF ETHICS

82%

of collaborators have signed the Group's Code of Ethics

Cornerstone since 2013 of its ethics approach, the MANE Code of Ethics is the Group's benchmark document setting out the values and principles that govern the Group's activities and those of its partners. The Code of Ethics helps MANE employees adopt, support and apply, while carrying out their duties, a set of fundamental values in the fields of human rights, work and environmental standards and the fight against corruption.

The 11 principles of the Code of Ethics are as follows:

1. Transparency
2. Upholding laws and regulations
3. Respecting Human Rights
4. Upholding labour laws
   - 4.1. Freedom of assembly and the right to collective bargaining
   - 4.2. The eradication of all forms of forced or compulsory labour
   - 4.3. Child labour
   - 4.4. Discrimination
   - 4.5. Health and safety
5. Working together with mutual respect
6. Respecting the Environment
7. Ensuring respect for property rights
8. Confidentiality
9. Anti-corruption
10. Conflict of interest
11. Abiding by competition law

The Group's Code of Ethics is publicly available in English at the following link:

https://www.mane.com/our-ethics

Published for the first time in 2013, the Code of Ethics was reviewed in 2017, following consultation and approval by the MANE FRANCE Works Council (WC) and Occupational Health and Safety Committee (OHSC), in accordance with the regulations applicable in France.

This latest version introduces the idea of conflicts of interest and a whistleblowing hotline allowing any employee faced with a difficult situation or infraction to notify the Group's Ethics Committee and receive advice and support on how best to proceed.

To enable all employees to understand the Code of Ethics, it has been translated into 30 languages: Afrikaans, Arabic, Chinese, English, , French, German, Gujarati, Hindi, Indonesian, Italian, Japanese, Kannada, Kazakh, Korean, Malayalam, Marathi, Polish, Portuguese, Romanian, Russian, Sotho, Spanish, Tamil, Telugu, Thai, Turkish, Ukrainian, Vietnamese, Xhosa and Zulu.

These translations are available on the Group Intranet, and cover all of the languages spoken by our employees.

In July 2020, the President and the CSR committee decided that the Code of Ethics must be signed by all Group employees to ensure adherence to its principles.

Signature of the Group's Code of Ethics	2020
Number of collaborators who have signed the Group Code of Ethics	**5,552**
% of target population	**82%**

CEO & CFO AND PURCHASING CODES OF ETHICS

For positions that are particularly exposed to risks related to business ethics, the Group also has two other specific Codes of Ethics, included as annexes to the Group Code of Ethics.

MANE has thus drafted a Purchasing Code of Ethics aimed at all Group employees who may be required to make purchasing decisions in the performance of their duties. The aim is to better govern their relationships with suppliers and subcontractors. Designed as a practical tool, it describes prohibited conduct and the basic rules on confidentiality, conflicts of interest and anti-corruption (in particular for gifts and invitations).

There is also a Code of Ethics for Group CEOs and CFOs. This is signed every year by the managers and staff concerned, at the request of the compliance, governance, audit and risks department following the audit of the annual accounts.

In 2020, we expanded the target population for the signing of the Purchasing Code of Ethics. We deliberately chose to include purchasers of raw materials in the purchasing department and all other employees who may be required to make purchasing decisions in the performance of their duties (for example, staff in the IT department, technical purchasing department, research department, etc.).

Signature of the CEO & CFO and Purchasing Codes of Ethics	2018	2019	2020
Total number of CEO, CFO or collaborators involved in purchasing decisions	133	151	**395**
Number of CEO, CFO or collaborators involved in purchasing decisions who signed their specific Code of Ethics (CEO/CFO or Purchasing)	133	151	**366**
% of target population	100%	100%	**93%**

ETHICS

ETHICS TRAINING

In addition to the Code of Ethics, in order for employees to know and understand the ethical principles to follow in the performance of their duties, an e-learning training course has been developed and made available on the Group Intranet, along with a quiz to test employees' knowledge. All the topics covered in the Code of Ethics are set out and illustrated in detail to enable employees to better understand desired and prohibited conduct.

Thus, whether in the examples given in the training tool or in the quiz, employees are put in around twenty different situations to give them a clear picture of the risks they could face (for example, potential conflicts of interest, potential psychological or sexual harassment, requests for bribes or gifts from business partners in the course of business transactions, etc.).

In the multiple-choice quiz, employees must select the answer that best reflects how they think they should react in each of these situations, and they are immediately told whether or not the answer is correct with detailed explanations provided (legislative framework, recommendations on the procedure to follow or how to respond, etc.).

The training tool is available in French, English and Spanish, which are the native languages of 60% of staff.

Ethics training	2020
Number of collaborators who participated in the e-learning training and quiz on the Code of Ethics	3,808
% of target population	56%

ETHICS COMMITTEE

The ethics process within the Group is overseen by the Ethics Committee. Set up in 2017, it is made up of two internal members, chosen according to their experience, profile and expertise. The Committee reports on its work directly to the President to whom it reports.

The aim of the Ethics Committee is to examine any issue relating to ethics:

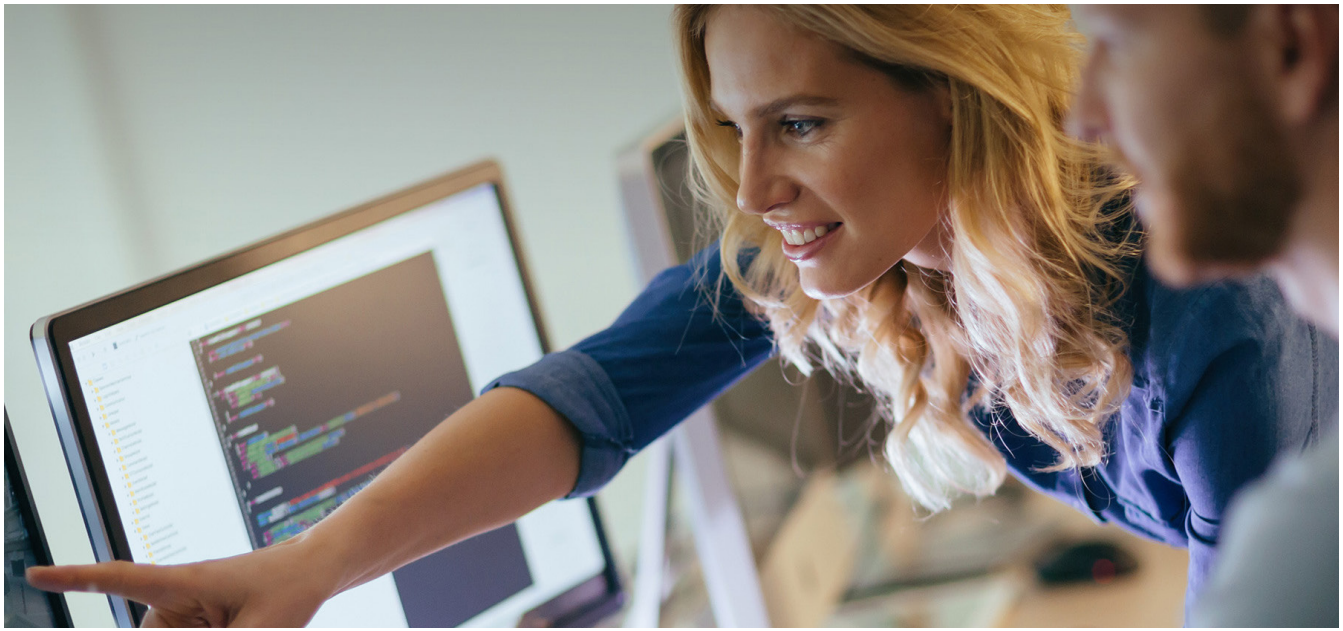
- preventive analysis of ethical risks
- recommendations
- investigations and disciplinary measures linked to alerts received through the ethics hotline.

It is important to note that the Ethics Committee respects privacy and never discloses the identity of whistle-blowers.

CONFLICTS OF INTEREST

In the performance of their duties, all employees must act in the interest of the company and avoid any situation or activity that may lead to potential conflicts of interest, in particular with regard to personal and/or family interests that may affect their independent judgement and decision-making and conflict with their work carried out within the company.

As set out in the Group Code of Ethics, MANE employees must inform their immediate superior of any situation they are involved in that may create a conflict of interest. Employees in this situation are asked to complete and submit a specific Conflict of Interest Declaration using a form available on the company Intranet. This information is also forwarded to the Ethics Committee for their information.



ETHICS

ETHICS ALERT SYSTEM

Group employees can directly consult the Ethics Committee for any question relating to the application of the Code of Ethics which cannot be answered by their hierarchy or Group internal experts, or to report any known or suspected violation of the Code of Ethics, via email address:

ethics@mane.com

The Group undertakes to guarantee the anonymity of the whistle-blower and shall ensure that anyone who reports, in good faith, a known or suspected violation of the Code of Ethics does not suffer reprisals, harassment or discrimination in the workplace as a result of reporting a violation.

Reporting of ethical incidents	2018	2019	2020
Number of incidents reported through the alert procedure	3	4	**4**
Number of confirmed incidents or legal actions	2	3	**1**



ANTI-CORRUPTION

ANTI-CORRUPTION SCHEME

With the "Sapin II" law relating to transparency, anti-corruption and economic modernisation of 9 December 2016, France introduced into its anti-corruption legislation the requirement to implement measures to prevent and detect corruption in companies with more than 500 employees and a turnover of more than 100 million euros.

In order to meet this new legal obligation in France, as well as all national and international regulations in the field of the fight against corruption, MANE strengthened its ethics framework in 2017. Thus, the Group implemented an anti-corruption process that uses policies and procedures to formalise MANE's commitment to fighting corruption.

The anti-corruption program includes the 8 points required by article 17 of the Sapin II law:

1. **The Group Code of Ethics** and its variations that define and illustrate the various types of behaviour to be banned as likely to characterise corruption. The Group Code of Ethics is incorporated into the existing regulatory framework
2. **An internal ethics alert mechanism** designed to allow the collection of alerts from employees relating to conduct or situations that violate the Group Code of Ethics
3. **A map of corruption risks** designed to identify and prioritise the Group's risk of exposure to corruption, particularly in relation to the geographical areas in which the Group operates
4. **Procedures to assess** the situation of business partners in relation to the risk map
5. **Internal or external accounting control procedures** intended to ensure that the accounts are not used to hide facts of corruption
6. **An internal training program and quiz** for executives and employees most exposed to the risks of corruption
7. **A disciplinary system** allowing Group employees to be sanctioned if they violate the Group Code of Ethics
8. **An internal monitoring and evaluation system for the measures implemented**. An assessment of the implementation of the anti-corruption system is presented each year by the Ethics Committee to the President

In addition to this formalized approach to the prevention of corruption risks, the Group Compliance, Governance, Audit and Risks Department and the IT Department regularly issue internal notes to raise awareness of the risks of fraud and cybercrime (viruses, ransomware, emails spoofing) to the attention of Group collaborators. The purpose of these alerts is also to inform them of the instructions to follow.

MAP OF CORRUPTION RISKS

As part of the anti-corruption programme, we have implemented a process to identify, assess, prioritise and manage the risks inherent in the organisation's activities.

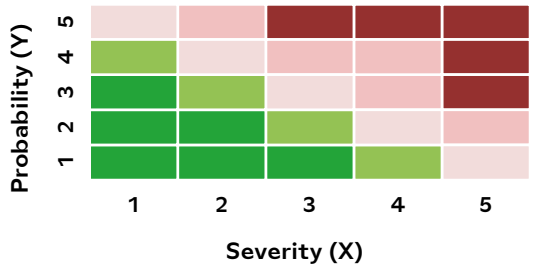
This exercise aims to identify which Group entities are most exposed to the risk of corruption by combining two sources of information:

- Seriousness, on the horizontal axis, which indicates the level of importance of the entity in terms of turnover
- Probability, on the vertical axis, which indicates the corruption risk level of the country where the entity operates

For the second criterion, we refer to the Corruption Perceptions Index of the NGO Transparency International, which has assessed corruption levels by country since 1995, based on opinion polls.

The intersection between the level of seriousness and the level of probability (assessed on a scale of 1 to 5) gives the following picture of the criticality level of the risk:

Risk mapping



Risk criticality levels:



ANTI-CORRUPTION

This risk analysis gives us the following prioritisation:

Exposure of Group entities to the risk of corruption

Level of exposure to corruption risk	% of total Group turnover exposed	Number of entities concerned
Very low	5%	8
Low	8%	13
Average	46%	5
High	41%	5
Very high	0%	0

For the five Group entities where the level of risk of exposure is high (in Indonesia, Mexico, India, Thailand and France), targeted local actions have been put in place. Firstly, we targeted these countries as a priority for translations of the Code of Ethics. All of these countries now have a translation of the Code of Ethics in the local language.

Next, in addition to French and English, the anti-corruption training tool was translated into Spanish to enable MANE Mexico employees to understand the principles of the Code of Ethics and to disseminate the good practices arising from its application. As for the quiz, this has been translated into French, English, Spanish, Portuguese and Indonesian.

Given the high level of exposure to the risk of corruption for these entities, we also chose to maximise the target population of these sites regarding the signing of the Purchasing Code of Ethics and the anti-corruption quiz to train and raise awareness among as many people as possible. We thus increased the number of people targeted from 151 in 2019 to 395 in 2020.

The map of corruption risks is updated every year and presented to management and members of the CSR committee during the annual CSR management review. It is subject to analysis and discussion to decide which actions to take to prevent the risk of corruption.

ANTI-CORRUPTION TRAINING PROGRAM

MANE launched an accessible e-learning course in 2018 on awareness of the challenges and risks of corruption intended for the most exposed employees. This training helps to refine their knowledge, strengthen their vigilance and illustrates the different types of behaviour to be prohibited as being likely to characterize acts of corruption.

Anti-corruption training	2018	2019	2020
Total number of Group collaborators who participated in the e-learning training and quiz on anti-corruption	26	150	**810***
Total number of CEO, CFO or collaborators involved in purchasing decisions	133	151	**395**
Number of collaborators most exposed to corruption risks who participated in the e-learning training and quiz on anti-corruption	26	151	**226***
% of target population	20%	100%	**57%**

* Number of employees who have participated in the anti-corruption training campaign and quiz at least once since this training course was introduced in 2018. Data calculated as at 31/03/2021.

In total, by the end of March 2021, 810 Group employees had participated in this training campaign, which is 12% of the total workforce (employees in all countries: France 37%, China 15%, Mexico 14%, United States 8%, Indonesia 4%, etc.) and various departments: Production 18%, Purchasing 10%, Sales 10%, R&D 8%, IT 6%, Maintenance 6%, General Management 5%, Finance 5%, etc.).

MANE's Ethics Committee has identified a group of 395 managers and staff most exposed to the risk of corruption (6% of the Group's workforce). Among these people, 57% had participated in the e-learning anti-corruption training course and quiz by the end of March 2021.

Introduced in 2018, this training campaign is gradually including new employees hired and identified as being exposed to the risk of corruption as a result of their job.

HUMAN RIGHTS

RESPECT FOR HUMAN RIGHTS

MANE complies with all applicable laws and respects internationally recognized human rights, wherever it operates, regardless of the human rights of states.

THE UNITED NATIONS GLOBAL COMPACT

MANE has been a member since 2003 of the United Nations Global Compact, an initiative launched in 2000 to encourage companies to adopt fundamental values according to 10 principles inspired by the universal declaration of human rights, the declaration of the Organization International Labor Organization on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention against Corruption.

ILO TRIPARTITE DECLARATION

The Group also undertakes to respect and promote the fundamental conventions of the International Labor Organization (ILO). These commitments are included internally in the Group Code of Ethics and ensure compliance with conventions beyond country commitments.

SUPPLIER ASSESSMENT PROCEDURE

In order to ensure that we are not complicit in human rights violations in our supply chain, risks related to human rights violations are taken into account as an integral part of our responsible purchasing policy.

We have implemented a supplier risk assessment and management procedure that includes taking into account a group of 'potential' risks related to CSR and human rights violations by our suppliers.

With regard to risks related to human rights violations, we use the Human Freedom Index drawn up every year since 2008 by a consortium of think tanks including the CATO Institute, the Fraser Institute and the Friedrich Naumann Foundation for Freedom. This index, which analyses 162 countries, is based on 79 indicators in 12 specific areas, including freedom of movement; freedom of association, assembly and civil society; freedom of expression and information; freedom of religion, and free trade. MANE uses these country indexes to identify whether there is a likely human rights-related risk for each of its suppliers. The level of probability of the risk assessed in this way is then included in the overall supplier risk analysis and guides the Group's purchasing and auditing decision according to the priorities identified.

MANE also encourages its suppliers to respect human rights through the signing of its Purchasing and Sustainable Development Guidelines, one of the six principles of which is respect for human rights. These guidelines are the basis of our CSR evaluation and monitoring process for suppliers. Each of the six principles of the guidelines is divided into specific issues during supplier evaluations and audits. Checks on the practices put in place by the supplier to manage human rights-related risks are therefore an integral part of supplier evaluations and audits.

For more information, see the chapter on our "Relationships with suppliers".

GDPR COMPLIANCE PROGRAM

The General Data Protection Regulation (GDPR) is a European regulatory text which governs the processing and protection of personal data. It entered into force on May 25, 2018 and was designed around three objectives:

1. Strengthen the rights of individuals
2. Empower actors processing data
3. Give credibility to the regulation thanks to enhanced cooperation between data protection authorities

MANE has appointed a data protection officer whose main mission is to set up the GDPR project within the Group. This person is involved in all issues related to the protection of personal data and can be brought to offer advice, information and recommendations when necessary.

The implementation of the GDPR at MANE is materialized by:

- the development of a code of conduct relating specifically to the protection of personal data
- and the implementation of internal procedures to comply with the new regulations, such as a procedure for declaring a personal data security breach, a procedure for validating the processing of personal data files and the creation of '' a form for exercising rights relating to personal data held by MANE

HUMAN RIGHTS

IT SECURITY

In order to manage IT risks, our company has put in place a formalized information security procedure. It is a set of measures put in place by the IT department to ensure the security of the IT system. The security of information systems is the confidentiality, integrity and availability of IT resources. Among the actions implemented:

- Periodic security audits are carried out by independent specialized providers to assess the level of security of our information systems. The findings have been the subject of targeted action since January 2004
- A charter for the use of information systems specifies each collaborator's duties and rights vis-à-vis the company's IT resources
- Awareness messages are regularly relayed internally to prevent breaches of information security and confidential information (alerts on the risks of fraud and cybercrime and on the instructions to follow)

The IT Department Management also works jointly with the Legal Department to bring the Group's information systems into compliance with the requirements of the General Data Protection Regulations (GDPR) with, for example, the implementation of a calendar of data retention.

COMPLIANCE WITH TAX LAWS

MANE helps to support the countries in which it operates by paying the taxes and duties arising from its activities. The risk department also assesses the risk of tax non-compliance and has set out a policy to ensure compliance with tax regulations.



3.1 ACT AND OPERATE ETHICALLY AND RESPONSIVELY

PERFORMANCE INDICATORS

GRI	Indicators	Unit	2018	2019	2020
205-01	Countries covered by a translated version of the Group Code of ethics	Number	24	25	**30**
205-02	Number of collaborators who signed the Group's Code of Ethics	Number			**5,552**
205-02	Number of collaborators most exposed to corruption risks who signed their specific Code of Ethics (CEO/ CFO or Purchasing)	Number	133	151	**366**
205-02	Number of collaborators who participated in the e-learning training and quiz on the Code of Ethics	Number			**3,808**
205-02	Number of collaborators most exposed to corruption risks who participated in the e-learning training and quiz on anti-corruption	Number	133	151	**226***
205-03	Number of incidents reported through the alert procedure	Number	3	4	**4**
205-03	Number of confirmed incidents or legal actions	Number	2	3	**1**

* Number of employees who have participated in the anti-corruption training campaign and quiz at least once since this training course was introduced in 2018 among the target population present at the end of the period. Data calculated as at 31/03/2021.

GRI 301-1 - 301-3 / 302-1 – 302-5 / 303-1 – 303-5 / 304-1 – 304-4 / 305-1 - 305-7 / 306-1 – 306-5 / 307-1 / 308-1 – 308-2 / 416-1 / 416-1 – 416-2 / 417-1 – 417-3 / 418-1 / 419-1

3.2 ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS


Thierry Bouet

At MANE, we believe reducing the environmental impact of our activities and protecting the communities in which we do business are integral parts of our company's performance and social acceptability.

ENVIRONMENTAL POLICY

MANE works, at all of its industrial sites, to reduce the environmental impact of its activities, in particular through the following actions:

- Develop products and processes that are more respectful of the environment and humankind
- Design and distribute environmentally friendly technologies
- Improve energy efficiency and the use of renewable energies
- Prevent and reduce air emissions and effluents
- Prevent, reduce and recycle waste
- Optimise consumption of water and raw materials
- Conserve and ensure the sustainable and equitable use of biodiversity



ENVIRONMENTAL MANAGEMENT

CONTINUOUS IMPROVEMENT

MANE is strongly committed to reducing its environmental impact across its entire value chain. On the basis in particular of the identified environmental risks (see chapter "Extra-financial risks of the Group"), MANE is implementing a continuous improvement approach in line with its priority challenges in the field of environmental protection.

This long-standing approach (MANE obtained its first ISO 14001 certification in 1999) contributes to the responsible production of the Group's products, and is fully integrated into the UN Sustainable Development Goal No. 12 “Responsible consumption and production”.

Thanks to robust reporting, MANE is able to report on the major impacts of its direct activities across the Group: waste, water, energy and CO_2 emissions.

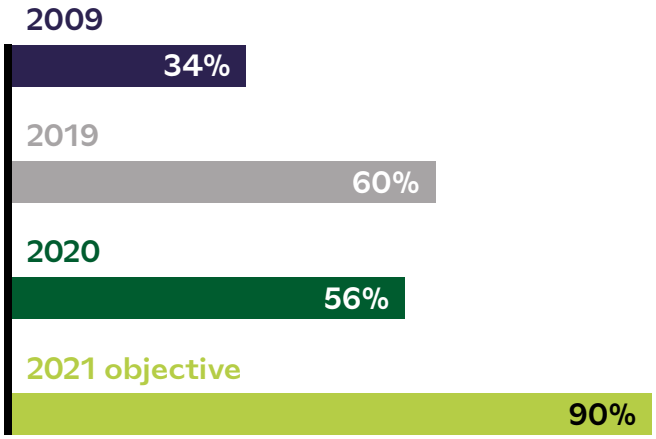
As part of this progressive continuous improvement approach, the Group has set ambitious objectives from 2009 to 2021 to reduce its environmental footprint (see chapter "Dashboard of the Group's CSR approach"). Each year, the achievement rates of these objectives are calculated based on the environmental performance actually observed on each of the sites included in the scope of CSR reporting, then reviewed each year by the members of the CSR Committee. Depending on the results, areas for improvement are identified and then relayed to the industrial entities concerned.

ISO 14001 CERTIFICATION

In order to formalize their actions, nine of the Group's industrial sites have implemented an ISO 14001-certified Environmental Management System (EMS), which represents a coverage rate of 56% of the total tonnage shipped by the Group at the end of 2020. These are MANE's production sites in France (Le Bar-sur-Loup, Quéven and Sablé-sur-Sarthe), China, Colombia, Indonesia, Mexico and Thailand and MANE KANCOR in India. Our goal for 2021 is to reach 90% of the tonnage shipped by factories certified ISO 14001.

In 2021, the future certifications will cover the MANE sites in the United States (MANE Inc. in the State of Ohio), in Spain and DELI SPICES in South Africa. Knowing that in 2020 these factories achieved 31% of the Group's tonnage shipped, we should almost reach our target in 2021.

Share of tonnage shipped by ISO 14001 certified sites





ENVIRONMENTAL MANAGEMENT

GREEN MOTION™ BY MANE

Research and Development (R&D) has always been at the heart of MANE's innovation strategy. In 2020, the Group invests 8.1% of its yearly turnover in R&D activities. MANE's commitment to sustainable innovation involves designing environmentally friendly products and chemical processes in order to reduce or eliminate the use of hazardous substances.

In 2011, MANE designed its own assessment tool, GREEN MOTION™, based on the 12 principles of green chemistry introduced by P. Anastas and J. Warner. The tool is based on a global and multi-criteria approach that calculates the overall impact of manufactured ingredients on the environment on a scale of 0 to 100. This simple yet relevant method uses a range of criteria grouped into seven basic concepts, such as E factor, atom economy, mass of chemical reactions, source of raw materials, risks and toxicity of reagents, and type of solvents and manufactured products.

In 2013, we extended the methodology to fragrance and flavour formulas using an internal software program that encourages and supports perfumers and flavourists to develop "greener" products.

The tool is available at the following link following registration:

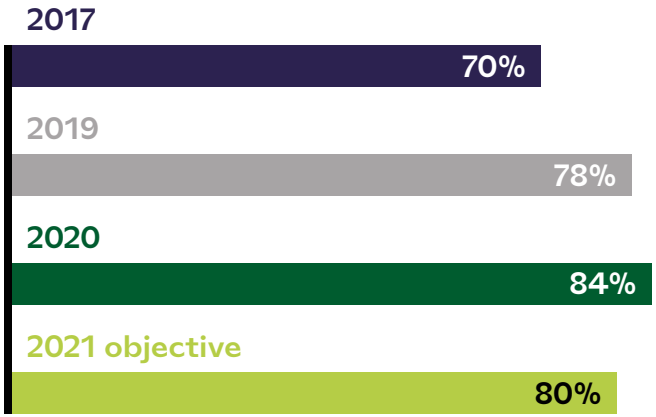
https://greenmotion.mane.com/login

To receive the GREEN MOTION™ assessment results published in the Journal of Green Chemistry, send a request to

tony.phan@mane.com

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

Share of the quantities produced of natural extracts and synthetic molecules with a GREEN MOTION™ > 50%





ENVIRONMENTAL PROTECTION TRAINING

MANE has invested in training programmes designed to incorporate environmental protection into all its activities. These training policies are an integral part of the environmental and energy management systems being implemented.

For example, in France, all new employees participate in a two-day training session covering safety, environment, energy and occupational risk prevention, as soon as they start working for the company. Employees are then encouraged to follow training modules chosen according to their responsibilities and the risks linked to their roles, throughout their professional career.

Moreover, as regulatory pressure on environmental issues intensifies, especially in terms of nomenclature for registered environmental facilities (ICPE) and the Seveso 3 directive, the Group has initiated training and information sharing activities for employees affected by regulations on the classification, labelling and packaging of substances and mixtures.

Dedicated poster, communication and IT system campaigns are also being developed internally in order to ensure employees are aware of efficient actions, labelling regulations, chemical hazards, policies, indicators etc.

ENVIRONMENTAL MANAGEMENT

PREVENTION OF ENVIRONMENTAL RISKS

6.7 M€

of environmental investments in 27 manufacturing sites

The budget allocated to preventing environmental hazards has been incorporated into the investment and operational expenses used to implement the Group's environmental policy. It is therefore detailed in the environmental management programmes that list significant environmental impacts, targets and associated methods.

Investment and operational expenses for preventing environmental hazards and pollution are linked to the following priorities:

- Waste treatment and disposal
- External certification of management systems
- Education and training on the environment
- Decreasing water consumption (implementing closed systems, automatic Cleaning In Place (CIP) systems, etc.)
- Ensuring continuous, effective operation of internal effluent treatment systems (replacing membranes, preventive maintenance, repairs, etc.)
- Decreasing air emissions (installing or replacing VOC traps, vent condensers, smoothing filters, dust extractors, etc.)
- Improving understanding and monitoring of energy consumption (information tools, meters, energy diagnostics, installing detection/timer systems, etc.)
- Improving energy performance (renovating or replacing production equipment, refrigeration units, heating rooms, lighting, energy recovery, etc.)
- Decreasing noise pollution (installing silencers on air extractors, soundproofing, etc.)
- Ensuring industrial safety of sites (using specialised external companies, CCTV monitoring, fire detection systems, storage for certain agents next to sites, etc.)

Studies and inspection services performed by independent organisations have also been funded to ensure sites comply with standards and regulations and to identify areas for improvement.



POLLUTION PREVENTION

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.

REDUCTION 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 CO_2 is an alternative to organic solvents. This is a clean technology which can be used for extractions without the need for organic solvents and without generating effluent.

TREATING 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 production sites in France have implemented a Solvent Management Plan to identify sources of VOC emissions and quantify releases to the atmosphere in order to find improvement solutions adapted to the positions transmitters concerned.

The two sites in Bar-sur-Loup are subject to local authority decrees fixing their annual emissions targets at 8% of the quantity of solvents used during the year for the Notre-Dame site, and 5% and 10% for new and old facilities respectively at the La Sarrée site. In 2020, we were significantly below these regulatory limits with an average of 3.6% at Notre-Dame and 4.6% at La Sarrée.

ASSESSING THE RISK OF CHEMICAL EXPOSURE

MANE has developed a method for modelling the risk of employee chemical exposure that is more relevant than the ECETOC (TRA) tool commonly used in the fragrance and flavour industry. The method proposed by MANE is a preventive tool that supports the decision-making process in order to reduce the risk of dangerous exposure, install appropriate individual and/or collective protective equipment and provide targeted training for employees. This model can also help to design exposure control measures for the following areas: facility structure, work organisation, material storage, individual respiratory protection, ventilation, packaging choices, 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.

This assessment tool was discussed in the PLOS ONE journal.

Study reference: Angelini E, Camerini G, Diop M, Roche P, Rodi T, Schippa C, et al. (2016) Respiratory Health – Exposure Measurements and Modelling in the Fragrance and Flavour Industry. PloS One, 11(2): e84138.

https://doi.org/10.1371/journal.pone.0148769



POLLUTION PREVENTION

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 sewage 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:

1. Improving purification yields for our treatment plants
2. Reducing as much as possible the volume and pollutant load of released effluent

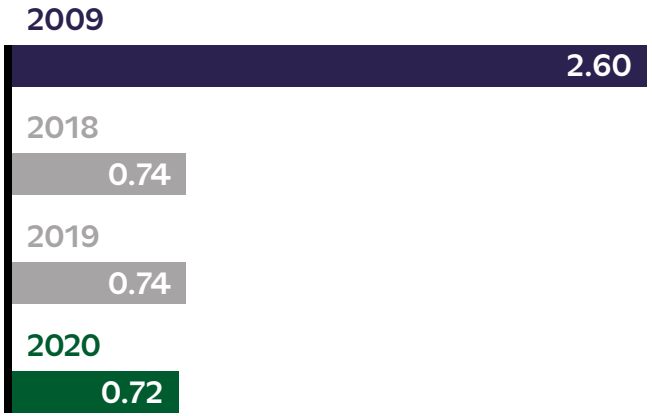
BAR-SUR-LOUP (France)

In Bar-sur-Loup, effluent from our production sites at Notre Dame and La Sarrée is released into the environment following purification at our internal waste water treatment plant. This is the Group's only site that releases its purified effluents into the environment. To this end, we have put in place a system to monitor and control the quality of the effluent before it is released. Chemical Oxygen Demand (COD) is the main indicator of effluent quality.

Over the last few years, we have invested significantly to improve the purification yield of our wastewater treatment plant at Bar-sur-Loup. As a result, we reduced the pollutant load of our effluent by 72% between 2009 and 2020. This result also reflects strict ongoing upstream checks on our releases, particularly around our encapsulation plants, with, for example, better separation and recovery of edible oils.

In 2020, 114,203 m^3 of effluents were released into the natural environment after being treated internally by the MANE wastewater treatment plant in Bar-sur-Loup. In 2020, the pollution reduction rate was 98.8% for COD, 99.4% for Biochemical Oxygen Demand (BOD5) and 99.4% for Suspended Matter (SM).

Quality of effluents discharged into the natural environment after internal treatment (kg COD per tonne of product)



Quality of effluents	2009	2018	2019	2020
In tonnes of COD	25.4	12.1	11.3	**11.9**
In kg per tonne of product	2.60	0.74	0.74	**0.72**

ELSEWHERE IN THE WORLD

Our plant in Indonesia (in Cibitung) has also had a water treatment plant built on its site, enabling it to treat effluent before releasing it into the local sewage system.

In Byadgi, the MANE KANCOR water treatment plant even treats effluent to an acceptable quality that enables it to reuse treated water internally and save water. In 2020, 26,546 m^3 of water was reused internally in this way.

The MANE Colombia plant in Guarne has also had a water treatment plant installed on site so that treated waste water can be recycled.

In Hyderabad, the MANE India site has put in place a range of internal treatments of waste water. The collected and treated water is reused on site for gardening and growing plants (4,650 m^3 in 2020).

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

In 2020, 368,607 m^3 of effluent was released into the local sewage systems by MANE subsidiaries located outside France, following quality checks and in accordance with local regulations.

Quality of effluents discharged (Group-wide)

Quality of effluents	2018	2019	2020
In tonnes of COD	606	655	**737**
In kg per tonne of product	7.1	7.3	**7.7**

POLLUTION PREVENTION

WASTE

The Group generates various 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.

The Group's waste management policy aims to:

1. Reduce the volume of hazardous waste generated
2. Recover an increasing proportion of generated waste
3. Ensure employees are aware of selective waste sorting

WASTE REDUCTION

Many efforts are made in the Group's factories to minimize the generation of waste. We reduced the total amount of waste (hazardous and non-hazardous) in absolute terms by 3% between 2019 and 2020, from 17,028 to 16,591 tonnes.

We have also reduced the amount of waste generated per tonne of product by 11% over the last eleven years.

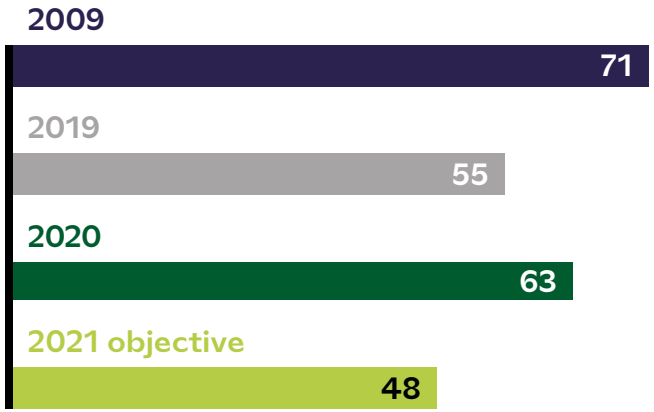
It should be noted, however, that having declined steadily since 2009, the rate of hazardous waste generated per tonne of product has been increasing again since 2018.

This increase is largely explained by the implementation of new capsule production and coating processes on the encapsulated aromas produced at La Sarrée, in France. What is more, the resulting waste is complex to deal with. Consideration is therefore underway to reduce them and encourage their internal processing.

Here are some examples of what we have accomplished so far:

- Our Indian manufacturing sites (Angamaly and Byadgi) extract spices and condiments. The resulting plant waste is locally treated and thermally recovered before being used as fuel for on-site boilers
- With help from our suppliers in Indonesia, we have changed the packaging and delivery methods for some large volume products to reduce the quantity of metal waste (for example, by asking for deliveries in 20-tonne ISO tank containers rather than 200-litre metal drums)
- In France, vegetable waste from extraction activities and sludge from the wastewater treatment plant are sent to an external partner to be converted into compost. All our paper and cardboard waste is sorted and recycled as are our metal drums and non-soiled plastic packaging. As long as they are in good condition, our wood pallets are reused before being recycled
- In Mexico, improvements in waste sorting in recent years led to an increase in the proportion of waste recovered from 63% to 99% between 2009 and 2020
- In the United States, our manufacturing site in Lebanon, Ohio, increased its waste recovery rate from 45% to 67% between 2016 and 2020 by directing part of its waste to a local incineration plant with energy recovery
- MANE has also set up a centralised Intranet site so that all used industrial and laboratory equipment that is still in good condition and not being used, can be made available to technical departments, R&D and production teams from across the Group. In this way, the equipment can be reused internally, wherever it is needed, giving the used equipment a second life.

Hazardous waste generated (kg/t)



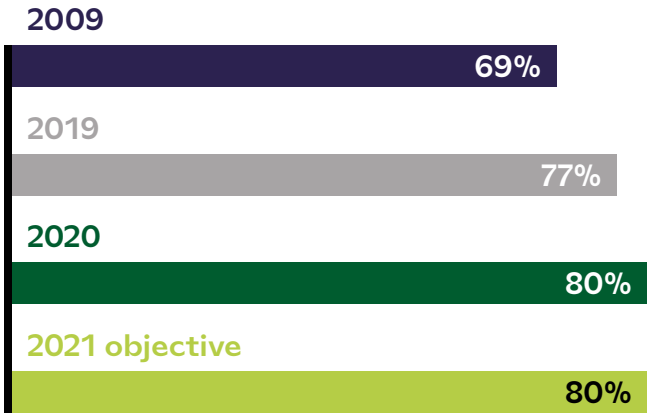
Waste generated (t)	2009	2018	2019	2020
Hazardous waste	2,228	4,314	4,961	**6,016**
Non-hazardous waste	3,477	12,284	12,067	**10,575**
Total	5,705	16,598	17,028	**16,591**

POLLUTION PREVENTION

WASTE RECOVERY

The design and manufacturing of MANE products must minimize as much as possible their impact on the environment, by enabling and promoting the recovery of waste from industrial sites. The Group thus endeavours to encourage and facilitate recycling as well as energy recovery by incineration of waste by establishing partnerships with external providers for the recovery of this waste.

Share of hazardous and non-hazardous waste recovered*



* Recovered = recycled + incinerated waste with energy recovery

Waste by treatment method	2020
Recycled waste	43%
Incinerated waste with energy recovery	37%
Incinerated waste without energy recovery	6%
Waste landfilled	12%
Others	2%

In 2020, 16,591 tonnes of waste were generated by the Group, of which 80% was recovered - an improvement of 11% between 2009 and 2020. We have therefore met our 2021 target a year ahead of schedule.

Although our main goal is to minimise the waste we generate, we have also been working for many years on recovery streams.

- First, we use our own waste, such as by-products or spent raw materials. A good example is our Vanilla Oil Pure Jungle Essence™ made from a by-product of our Vanilla Bourbon Pure Jungle Essence™
- We are also working on the recovery of waste from other industries to offer value-added extracts. The key lime supply chain is a good example of this. Lime essential oil is a by-product of the juice industry, which processes several hundreds of thousands of tonnes of fruit every year. Using our purification expertise, we recover the essential oil collected during the pressing process to meet fragrance and flavour specifications
- Finally, new flavours emerge from the extraction of green waste. This is the case for our essential cypress oil. After treating cypress branches from MANE family properties for many years, we joined forces with local gardeners to ensure a constant quality and volume of this precious recycled resource.

ACTION TO FIGHT AGAINST FOOD WASTE

Although it does not involve our primary industries, several measures have been implemented at the staff canteen in Bar-sur-Loup.

Examples include:

- offering “standard” plates with average portions to limit the amount of food that is not eaten and wasted
- using a computer tool to calculate the daily take-up rate
- re-offering meals that are not been eaten the first time, subject to compliance with health and safety requirements (this amount is then deducted from the number of meals calculated for the next day)
- implementing partial self-service, allowing each employee to create their own meal by choosing what they want (for salads and fruit)
- automatic refiltering of frying oil in the kitchens after each use, thus reducing consumption
- sorting and promoting foods with short use-by dates (cheese, for example) to encourage consumption of these products and reduce waste

POLLUTION PREVENTION

ODOUR POLLUTION

MANE manufactures aromatic products that can occasionally result in odour pollution for its local residents. Sometimes, when manufacturing flavours using garlic, blackcurrant or durian (a tropical South-East Asian fruit known for its peculiar smell), strong odours can be produced that, if conditions are not appropriate, can be detected by local residents. Some chemical synthesis activities can also produce noticeable odours for local residents. MANE has therefore implemented a range of measures to limit the olfactory impact of its activities. These include using bleach and/or caustic soda traps that can capture certain smells. As a last resort, certain by-products are treated in specialised centres.

The Quéven site in France mainly manufactures savoury flavours. Several years ago, in response to complaints from its local residents, it carried out an odour dispersion study to improve its assessment of odour pollution. This targeted study helped us to focus our actions appropriately to reduce the odour impact of the site's activities. For example, a new treatment system for the drying unit was installed. Additionally, the site improved its treatment of waste gasses using a spray tower (air scrubber) by implementing an innovative process that destroys molecules before the air is released without the use of chemicals.

The problem of odour pollution can also be linked to our internal wastewater treatment plants. At Bar-sur-Loup, for example, we store treatment sludge for as short a time as possible as this can occasionally generate unpleasant odours. We have also installed an activated charcoal trap system to treat emissions from the belt press filter and the thickener.

At our new 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 is the largest biofilter used by the Group and can treat all extracted air from weighing stations in the fragrance and flavour production unit to reduce odour pollution.

NOISE POLLUTION

MANE activities do not lead to any significant noise pollution. Nevertheless, certain activities can be the source of noise pollution, particularly for employees working close to our industrial machinery. This problem has therefore been taken into account in the context of stress at work.

MANE works to identify the workstations and employees affected by noise exposure and implements appropriate preventive and protective measures, including personal protective equipment, installing silencers on air extractors, installing systems to absorb the noise of hammering on the ceilings of maintenance workshops, implementing noise protection around cooling towers, adding timers to air extractors so they do not run overnight when possible, improving the fittings for rain water gratings, etc.

We also measure noise levels on the edge of the property from time to time to control any noise pollution that local residents may experience. At each of its sites, the Group is committed to dealing promptly with any complaints that may be made by its immediate neighbours.

GROUND POLLUTION

Each of MANE's sites have implemented automatic retention methods and tailored maintenance programmes to ensure its effluent collection networks remain sealed and to collect any accidental spills in areas where potentially hazardous products are stored or handled, in order to avoid any ground contamination.

Spillage simulation exercises are organised throughout the year to ensure employees are adequately trained in case a major accident should occur and to highlight developments and adaptations that need to be made to safety plans to reinforce their validity.



SUSTAINABLE USE OF RESOURCES

WATER

CEO WATER MANDATE

To go further in its environmental commitment in the field of water, MANE has made a commitment to sustainable water management by signing the CEO Water Mandate, a United Nations Global Compact initiative that gets company bosses involved in water, sanitation and Sustainable Development Goals (SDGs).

Signatories of the CEO Water Mandate are committed to making constant progress in the following six areas of commitment:

1. Direct operations
2. Supply chain and catchment basin management
3. Collective action
4. Public policy
5. Community engagement
6. Transparency

to understand and manage their own water-related risks.

As part of this new commitment, MANE set out a new Water Policy at Group level in 2020.

NEW WATER POLICY

Water is a precious natural resource that is essential for life and the wellbeing of human communities. The demand for freshwater is increasing globally, therefore its availability and quality are declining. Already a major issue in some parts of the world today, it could be amplified by different factors like climate change, biodiversity loss or population growth.

For MANE, water is a critical resource in our operations and for our activities along the value chain. Water is a vital component of our processes at various stages of them (supply chain, production and consumption). We use it for natural raw material extraction processes (steam distillation and hydrodistillation), but it is also crucial for the operation and cleaning of production tools in order to comply with strict hygiene standards in the area of food safety.

As a signatory of the United Nations Global Compact since 2003 and in order to contribute to the UN Sustainable Development Goals (SDG), MANE is committed to preserving water quality and availability by promoting a sustainable use of water across all its operations and value chains. MANE's activities may potentially have an impact on, as well as be dependent on, water resources. To reduce risk exposure, MANE has adopted a water stewardship approach. Water risks are caused not only by our own water use and discharges, but depend also on the topography of the places on which MANE factories operate. We have identified water challenges such as: water quality, water quantity, water governance, water-related ecosystems and biodiversity protection, access to safe water, sanitation, hygiene and extreme weather events.

To respond to these priority water challenges, MANE has identified the most relevant SDG targets aligned with its activities and objectives in terms of water management, listed below:

- Target 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- Target 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
- Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

The CEO Water Mandate is a UN Global Compact initiative that mobilizes business leaders on water, sanitation, and the Sustainable Development Goals. For a continuous progress to understand and manage our own water risks, we endorse the principles proposed by this framework.

SUSTAINABLE USE OF RESOURCES

So, at MANE we are committed to:

1) Integrating water management issues into our corporate strategy and governance by:

- Managing the challenges and risks related to water in compliance with the laws and the Group's Code of Ethics and within the framework of procedures put in place accordingly
- Regularly discussing the water issue at the highest management level to quickly implement relevant measures within the Group

2) Measuring and monitoring water management practices by:

- Setting ambitious group-wide water-related objectives as well as within production sites
- Optimizing our water consumption with precision meters and staff awareness to reduce the volume of water used and to prevent possible leaks
- Annually reporting our performance in sustainable water management through the CDP Water Security questionnaire

3) Driving operational efficiency and reducing pollutions by:

- Implementing recycling and reused water projects in our production sites
- Reducing as much as possible the volume and polluting load of discharged effluents by our production sites
- Improving the purification performance of our wastewater treatment units to minimize the potential pollution of water-related ecosystems that could be caused by our activities

4) Identifying and understanding our water supply impact in accordance with local constraints by:

- Identifying our production sites located in areas with high risk of water stress according to the Aqueduct Water Risk Atlas and
- Focusing particularly on the water consumptions of these sites to improve the efficiency of water use, reduce water use and implement recycling processes

5) Promoting water management good practices throughout our value chain by including criteria on water related performance in our supplier assessments and by encouraging water management improvement initiatives

6) Providing adequate water, sanitation and hygiene (WASH) services in the workplace for all collaborators and visitors

GOVERNANCE

Our water policy is integrated into the Environmental Management Systems (EMS) of each of our industrial sites, most of which are ISO 14001 certified (or in the process of being certified by 2021). In this context, each Group entity strives to continuously improve its water management system by making numerous efforts to reduce and optimize water consumption. The identified improvement actions are included in the local environmental management programs.

As with all of the CSR indicators implemented as part of our Sustainable Development Policy, the Group has set a target of reducing water consumption per tonne of product by 15% by 2021 (compared to 2009).

Each year, the rate of achievement of this objective is calculated on the Group scope, based on the water consumption observed at each industrial site, then analyzed in a management review by the President and the members of the CSR Committee.

Based on the information and an analysis of the results provided by the CSR management team, targeted areas for improvement by site are identified if necessary, before being reported within the Group to the operational departments concerned.

Since 2018, this monitoring has enabled the Group to meet its 2021 reduction target three years ahead of schedule. In 2020, we greatly exceeded this target, since the Group reduced its total water consumption per tonne of product shipped by 25% compared to 2009.

NEW TARGETS FOR 2030

As part of its commitment to CEO Water Mandate and the new water policy set out in 2020, the Group has set new targets for 2030, which include taking specific account of water stress areas for MANE.

Thus, during the CSR management review in June 2020, the CSR committee decided to set the following targets for the Group:

- Reduce the Group's water consumption per tonne of product by 20% compared to 2018
- Reduce the water consumption of Group sites located in a high-water stress area by 25% per tonne of product compared to 2018

SUSTAINABLE USE OF RESOURCES

OUR CDP WATER SECURITY SCORE

MANE has responded since 2015 to the CDP's annual Water Security campaign.

CDP Water Security Scores

	2018	2019	2020
TOTAL SCORE	**B**	**B**	**B**
Business impacts	B-	A	**A**
Business strategy	B	B-	**A**
Governance	C	D	**B**
Integrated approaches	B	D-	**B**
Targets and goals	B	A	**A-**
Value chain engagement	C	B-	**B-**
Water accounting	B	B	**B**
Water policies	B	A-	**A**
Water risk assessment	B-	B-	**B**
Water-related opportunities	B	B-	**A**
Water-related risks exposure	B	B-	**B-**

In 2020, the Group was awarded a score of B for the third year in a row. We have made progress on all the issues covered by the score, with particularly good improvement in the areas of governance and integrated approaches.

Drawing on this progress, we are continuing to take action in the area of water management.

WATER CONSUMPTION

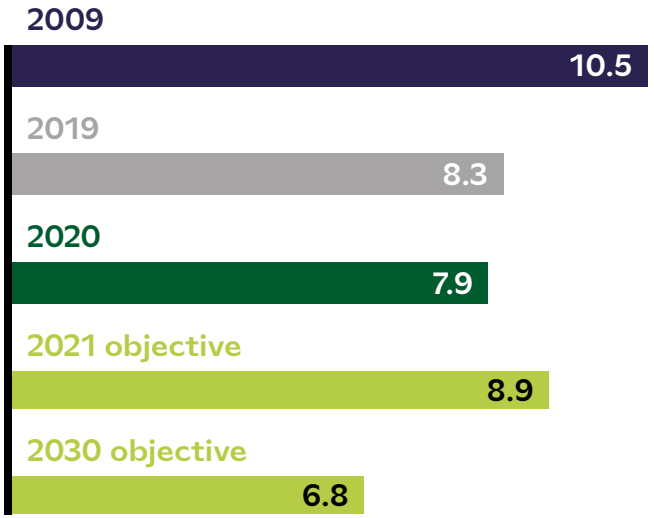
-25%

of water consumption per tonne of product since 2009

To reduce its water consumption, MANE works along two axes:

- Optimization of water consumption through, in particular, the implementation of specific measures and raising staff awareness aimed at reducing water consumption (sobriety, closed circuits, automated cleaning systems in place), and monitoring equipment consumption with the installation of remote meter reading to detect leaks and abnormal consumption in real time
- The implementation of water recycling and reuse projects on production sites

Water consumption (m^3/t)



Water consumption	2009	2018	2019	2020
In m^3	329,068	730,605	749,888	**749,968**
In m^3 per tonne	10.5	8.5	8.3	**7.9**

In 2020, 748,968 m^3 of water was consumed at all of the Group's industrial sites, a 6% decrease since 2019 in consumption per tonne of product.

This performance is mainly due to significant reductions at three MANE Inc. sites in the United States (which represent 30% of the Group's consumption in absolute terms) and the MANE Notre-Dame and La Sarrée sites in France (27%). These sites decreased their water consumption per tonne of product by 24% and 9% respectively between 2019 and 2020 thanks to water optimization actions implemented.

Examples of actions to reduce water consumption within the Group:

- In 2019, the MANE site in Colombia implemented a system for collecting and treating rainwater from roofs, which enabled them to reduce their water consumption in absolute terms by 57% compared to 2018
- MANE KANCOR has its own wastewater treatment plant at its site in Byadgi, which enables it to treat its effluents to an acceptable level of quality and to reuse them, once treated, internally. This site was thus able to reduce its water consumption per tonne of product by 42% between 2015 and 2020
- In Indonesia, several measures have been taken recently, such as installing a system at Cibitung in 2016 to allow internal reuse of treated effluent and reducing water flow in some facilities. PT MANE Indonesia has thus reduced its water consumption per tonne of product by 9% between 2016 and 2020

SUSTAINABLE USE OF RESOURCES

WATER SUPPLY IN ACCORDANCE WITH LOCAL CONSTRAINTS

In order to take local water supply constraints into account, MANE carries out and updates every year a water stress risk analysis of all its industrial sites in order to identify among its implantation basins those located in water stressed areas where the demand for water exceeds the available water resources available.

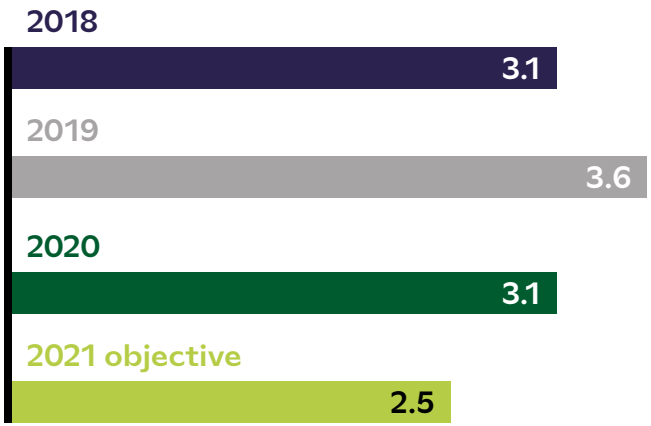
To do this, we use the Aqueduct Water Risk Atlas tool from the World Resources Institute (WRI) which publishes a global water stress index (consumption vs. resource) for around one hundred river basins located in over 180 countries. The index ranges from 0 to 5 (with 5 being the highest level of risk).

Exposure of Group entities to water stress risk

Level of exposure to water stress	% of the Group's water consumption	Number of sites involved
1. Low	52%	4
2. Low-medium	0%	0
3. Medium-high	34%	6
4. High	9%	4
5. Very high	5%	4

Eight industrial sites of the Group are located in areas where the level of water stress is high (40-80%) or very high (> 80%) according to the WRI Aqueduct Water Risk Atlas.

Water consumption of entities located in regions with high or very high water stress



Water consumption of entities located in regions with high or very high water stress	2018	2019	2020
In m^3	93,930	117,912	**107,794**
In m^3 per tonne	3.1	3.6	**3.1**

Group entities	Water consumption (m^3)	% Group	Water stress
MANE MEXICO	19,504	3%	Very high
DELI SPICES FACTORY	5,589	1%	
MANE KANCOR INGREDIENTS (site de Bareilly)	8,967	1%	
MANE INDIA	4,656	1%	
MANE KANCOR INGREDIENTS (site de Byadgi)	40,401	5%	High
MANE SHANGHAI	17,438	2%	
V. MANE FILS (site de Sablé-sur-Sarthe)	6,393	1%	
MANE USA	4,846	1%	
TOTAL	**107,794**	**14%**	

These factories consumed 107,794 m^3 of water in 2020, or the equivalent of 14% of the Group's total consumption. Between 2019 and 2020, the total water consumption of these 8 entities fell from 117,912 to 107,794 m^3 of water, a decrease of 9% in absolute value.

Local actions are carried out to reduce the withdrawal of drinking water from the local distribution network.

For example, in Hyderabad, the wastewater from the MANE India site is collected, treated on site and then reused for gardening and growing plants. In 2020, this site reduced its water consumption per tonne of product by 20% compared to 2018.

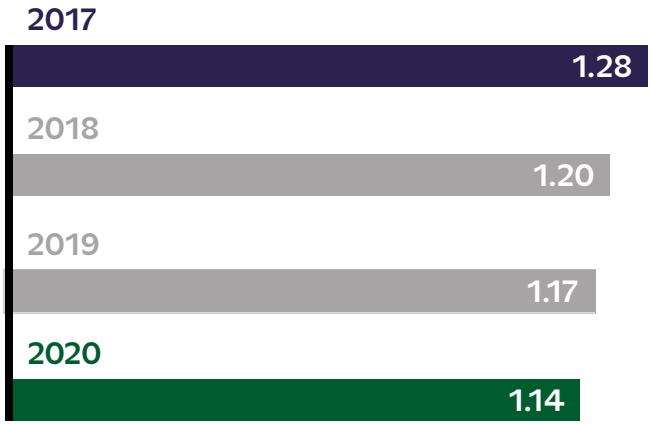
At its manufacturing site in Bareilly in India, MANE KANCOR reduced its water consumption per tonne of product by 28% between 2018 and 2020. This is the result of the implementation of a system to collect condensation water from the distillation column, enabling it to be reused in the manufacturing process.

SUSTAINABLE USE OF RESOURCES

RAW MATERIALS

The raw materials consumed by the Group are generally naturally sourced (essential oils, flowers, fruits, rubber and resin, cocoa, vanilla, sugar, seafood, etc.) or chemical synthesis products, including solvents primarily used to synthesise active products.

Consumption of raw materials (t / tonnes of products))



Consumption of raw materials	2017	2019	2020
In tonnes	101,945	104,799	**108,324**
In tonnes per tonne of product	1.28	1.17	**1.14**

In 2020, MANE consumed over 108,324 tonnes of raw materials, representing an increase of only 3% in absolute terms compared to 2019, while at the same time MANE increased the total tonnage of products shipped by 6%. We have thus reduced the consumption of raw materials per tonne of product by 3% between 2019 and 2020 and by 11% since 2017.

ENERGY

ENERGY MANAGEMENT

MANE's industrial activities use energy in different forms:

- natural gas (44% of total consumption)
- electricity (42%)
- energy produced internally from recycling plant waste (12%) and
- domestic heating oil (2%)

Natural gas is used mainly for steam boilers that help with the heating and flow of reactors and fractionating columns, and for the burners of the spray towers.

ENERGY POLICY

Within the framework of the ISO 50001-certified Energy Management Systems (EMS) in place at our sites in France (Bar-sur-Loup and Quéven) and Angamaly, in 2017 we drafted an energy policy for more efficient energy use.

Due to their energy-intensive extraction and encapsulation activities, these manufacturing sites account for 55% of the Group's total energy consumption in absolute terms, despite accounting for only 30% of shipped tonnage. We therefore prioritised these sites in our efforts to reduce energy consumption.

As part of our energy policy, we are committed to:

- Constantly improving the energy management system (EMS) and energy performance
- Training and raising awareness among our employees of their roles and responsibilities
- Providing the relevant information, resources and means necessary for the achievement of energy goals
- Ensuring transparency with regard to our energy performance while promoting dialogue with stakeholders
- Promoting the implementation and improvement of good energy practices within our sphere of influence, in particular with our suppliers and subcontractors.

In order to guide our actions, we are implementing and maintaining an energy management programme focused on the following objectives:

- Continuous improvement of energy performance
- Considering energy performance when creating/designing products, projects, processes and services
- Procuring products and services in a responsible and energy-efficient manner
- Reducing costs related to specific uses at each site and the company's energy consumption

Elsewhere, yearly investments are made at our manufacturing sites to acquire more energy efficient equipment (replacing refrigerated units with newer models, lighting, automating heating systems, installing insulation blankets at critical points along the thermal fluid network, etc.), and to revamp our manufacturing equipment to decrease consumption.

In 2020, the Group invested over 6.7 million euros in environmental projects. With regard to investments directly related to the optimisation of energy consumption, 200,000 euros was invested in the MANE France industrial site in Bar-sur-Loup.

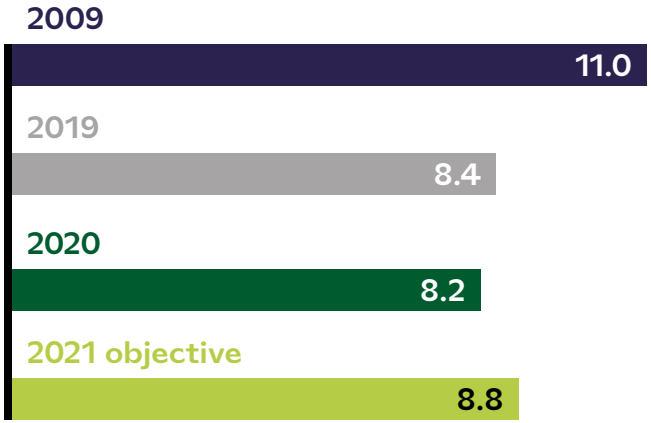
SUSTAINABLE USE OF RESOURCES

ENERGY CONSUMPTION

-25%

of energy consumption per tonne of product since 2009

Energy consumption (GJ/t)



Energy consumption	2009	2018	2019	2020
In gigajoules (GJ)				
Natural gas	196,989	327,341	348,105	**346,637**
Electricity	135,371	318,804	338,355	**331,068**
Self-generated energy	0	55,783	48,742	**91,865**
Domestic heating oil	10,708	13,059	16,755	**12,604**
Total	343,068	714,986	751,957	**782,174**
In GJ per tonne of product	11.0	8.3	8.4	**8.2**

The reduction measures we have implemented over several years have helped to significantly improve the energy efficiency of our manufacturing sites. In 2020, the Group reduced its total energy consumption by 25% (in GJ/tonne of product) compared to 2009, which represents a saving of 2.8 GJ per tonne of product. We have therefore already exceeded our target of a 20% reduction by 2021, and this since 2017.

RENEWABLE ENERGY

46%

of electricity from renewable sources

In addition to our actions to reduce emissions at source, we have also chosen to use energy from renewable sources at our main production sites.

In recent years, MANE has signed several supply contracts for electricity from fully renewable sources (with Guarantee of Origin certificates).

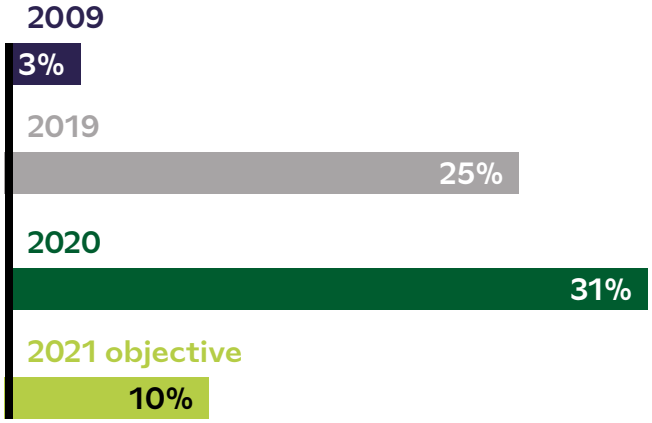
In 2020, these contracts covered 100% of the electrical consumption of the 3 sites of V. MANE FILS (La Bar-sur-Loup, Quéven and Sablé-sur-Sarthe), of MANE Ibérica and of MANE USA, i.e. at Group level, the equivalent of 46% of consumption electricity from renewable sources.

The Group also has two biomass boilers which generated 12% of total energy consumption in 2020 by thermally recovering desolventised plant residues from extraction processes.

In 2019, MANE Thailand installed 385 KWp (kilowatt peak) solar photovoltaic panels on its roof. In 2020, the equivalent of 25% of the plant's total energy consumption was self-generated.

In 2020, 31% of the Group's total energy consumption was from renewable sources, a 6% increase on 2019 and 21% above our 2021 target.

Share of total energy* consumption from renewable sources



* Energy = electricity + natural gas + fuel oil + self-generated energy

SUSTAINABLE USE OF RESOURCES

LEED® CERTIFIED BUILDINGS

LEED®, Leadership in Energy and Environmental Design, is a green building certification introduced in the United States in 2000 by the US Green Building Council.

Six categories concerning and involving human health and environmental quality are assessed based on scientific criteria:

1. Sustainable Sites
2. Water Efficiency
3. Energy and Atmosphere
4. Materials and Resources
5. Indoor Environmental Quality
6. Innovation in Design

A maximum of 100 points can be scored with six extra points for innovation and four for regional priorities. This certification has four levels according to the points scored:

- Certified (40-49 points)
- Silver (50-59 points)
- Gold (60-79 points)
- Platinum (80 + points)

NEW MANE RECEPTION FACILITY IN LA SARRÉE, FRANCE

In April 2018, MANE was awarded LEED® Gold certification, in recognition of the sustainable construction of its new reception facility in La Sarrée, Bar-sur-Loup, with a score of 62/110.

NEW MANE SITE IN GUARNE, COLOMBIA

In January 2018, MANE Colombia opened its new manufacturing and R&D facility in Guarne in the north-west of the country, around thirty kilometres from the former site.

In April 2020, MANE Colombia received official confirmation of the LEED® Gold certification of its new site, with a total of 61 points.



CLIMATE CHANGE

GROUP CLIMATE COMMITMENT

As a player in the fragrance and flavour industry, we recognise that climate issues, starting with climate change, constitute both risks and opportunities that influence the company's strategy.

We believe that changes in the climate over long periods of time can significantly affect our company's performance, in particular the availability of natural resources and production capacity.

In order to reduce the risks and seize the opportunities that lie ahead, it is in MANE's interests to contribute to the transition to a low-carbon economy.

To confirm its action in the fight against climate change, MANE has voluntarily engaged in three major international initiatives:

- Caring for Climate (in 2007)
- Paris Pledge for Action (in 2015)
- Science Based Targets (in 2019)

CARING FOR CLIMATE

By signing the United Nations Caring for Climate pledge, MANE is committed to setting greenhouse gas (GHG) emissions reduction targets, developing strategies and practices, and working with other companies and governments to disclose its emissions each year.

PARIS PLEDGE FOR ACTION

By signing the Paris Pledge for Action, MANE is committed to ensuring that the target level set by the Paris Climate Agreement is met or exceeded in order to limit the rise in temperature to less than 2° Celsius by the end of the 21st century.

SCIENCE BASED TARGETS

In 2019, MANE joined the Science Based Targets initiative, initiated by the CDP, the World Resources Institute (WRI), WWF and the United Nations Global Compact. By joining this initiative, MANE undertakes to reduce its CO_2 emissions across its entire value chain (Scopes 1, 2 and 3) by defining reduction objectives aligned with the level of ambition set out in the Paris Agreement.

ALIGNMENT WITH THE TCFD

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

This year, in order to improve our climate reporting, we chose to follow the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures) on the following four main areas:

- Governance
- Strategy
- Risk management
- Indicators & targets

Arising from the G20 Financial Stability Board, the TCFD is used as a reference for companies' communications on climate.

GOVERNANCE

The Chairman of the Board of Directors of MANE is responsible for MANE's climate and energy policy and oversight of the risks and opportunities related to climate change. Members of the Board of Directors are regularly informed of the implementation of strategic actions by the Group in this area.

In 2019, by signing the letter of commitment and participating in the Science Based Targets initiative, the President demonstrated his desire to give new impetus to the Group's climate and energy policy, which led the company to set new and ambitious targets for 2030.

The climate and energy policy is an integral part of the Group's CSR strategy, which falls under the direct responsibility of the President of the Group. It is the President who approves the Sustainable Development Policy on the basis of a proposal from the CSR committee, via the CSR management team.

The President also chairs the Group's CSR committee, which is made up of nine representatives from the 39 countries where the Group operates:

- President
- EMEA Director
- Chief Human Resources Officer
- Global Purchasing Director
- Group Compliance, Governance, Audit and Risks Director
- Environment / CSR / Health, Safety & Security Director
- Group CSR Director
- EMEA Quality Director
- Global Regulatory Affairs & Product Safety Director

The CSR committee is led by the CSR management team, responsible for the implementation of the CSR strategy within the Group. Based on analysis provided by the CSR management team, it sets out the Group's strategic direction on CSR. The CSR committee ensures that the company's CSR commitments are properly taken into account by all Group entities.

CLIMATE CHANGE

Since 2009, within the framework of MANE's Sustainable Development Policy with quantified targets, energy & CO_2 indicators have been monitored to enable us to measure the progress made and tailor the Group's actions.

Since 2018, the President of the Group has also helped to assess and manage climate change-related risks through the extra-financial risk analysis carried out under the DPEF.

During the annual CSR management review, progress against our targets and the extra-financial risks identified are studied in detail by the President and members of the CSR committee. This is based on consolidation across the Group of information on its CSR commitments provided by all subsidiaries (around twenty manufacturing sites accounting for 97% of the Group's total turnover).

The results of this exercise guide and feed into the climate and energy recommendations made to the President to tailor the Group's actions.

Various governance mechanisms also contribute to the adaptation and operational implementation of climate commitments within the Group. The role of the Chairman of the Board of Directors is to ensure that meetings are held regularly and in the presence of members of the Group Executive Board (GEB) and Executive Committee (COMEX). Comprehensive monitoring of climate issues is carried out based on consolidated information from across the Group provided by the CSR management team, enabling members of the CDI and COMEX to:

- Review and guide the strategy
- Review and guide the main action plans
- Review and guide annual budgets
- Review and guide risk management policies and
- Monitor and oversee the progress made against targets for addressing climate issues

Every year, the President reviews and approves the CSR Report, which looks at the company's achievements, strategy and targets during the last fiscal year. The 2020 report includes a review of the implementation of the programme and the progress made in achieving the climate targets. CSR information and declaration procedures are reviewed annually by an external auditor to provide an assurance report. The findings are reported to the Board of Directors.

FOCUS ON FRANCE

It should be noted that for the three MANE manufacturing sites in France (Bar-sur-Loup, Quéven and Sablé-sur-Sarthe), a specific management review on energy management has been organised every year since 2017, under the ISO 50001-certified energy management system. These industrial sites are the most energy-intensive in the Group (39% of the Group's total energy consumption), due to certain energy-consuming manufacturing processes that our subsidiaries do not use.

We are therefore paying particular attention to these three plants in order to improve energy efficiency and reduce GHG emissions. A targeted action programme on significant energy use has been put in place and is updated regularly by the MANE France environment department.

RESEARCH AND DEVELOPMENT

R&D has always been at the heart of MANE's innovation strategy. The Chairman of the Board of Directors chairs and participates directly in the research programmes of the Scientific Innovation Committee, including consideration of GHG emissions. In 2020, the President approved the decision to invest 8.1% of annual turnover in R&D activities, including climate-related development projects. MANE's commitment to sustainable innovation involves designing environmentally friendly products and chemical processes in order to reduce the carbon intensity of our products.

STRATEGY

MANE has carried out an analysis enabling it to identify short, medium and long-term climate risks and opportunities.

This analysis also includes a description of the impact of these risks and opportunities on the company's activities, strategy and financial planning, as well as actions to build resilience implemented in response to these risks and requirements.

Data from the analysis are compiled in the following tables:

Risk criticality levels:

*	**	***

CLIMATE CHANGE

CLIMATE RISK ANALYSIS

Risks	Types of risk	Impacts	Timeline	Probability	Severity	Criticality of the risk	Responses to risks
INCREASING REGULATORY PRESSURE ON GHG EMISSIONS	**TRANSITION RISK** Regulatory and legal	▪ New climate laws ▪ Carbon tax ➔ increase in energy bills + rise in operating costs	Short-term	High	Medium	***	▪ Low-carbon energy substitution plan ▪ Implementation of environmental or energy management systems to reduce energy consumption ▪ Ongoing discussions on the introduction of an internal carbon price (to assess whether an investment would still be profitable if carbon pricing were applied to GHG emissions generated by the project)
NON-COMPLIANCE	**TRANSITION RISK** Regulatory and legal	▪ Financial impact: fines, administrative and criminal penalties, etc.	Short-term	Low	Medium	*	▪ Ongoing regulatory monitoring ▪ Consolidated annual CSR reporting (verified by an independent third-party organisation)
INCREASING CUSTOMER AND CONSUMER EXPECTATIONS IN TERMS OF LOW-CARBON PRODUCTS	**TRANSITION RISK** Technological	▪ Increase in the expenditure required to support R&D in designing low-carbon products ▪ Increase in human resources requirements and the necessary means to respond to growing customer demands as part of their carbon neutrality goals	Short-term	Medium	High	***	▪ Discussions to begin on the consideration of GHG, energy and water issues in decisions on R&D investment and the adoption of new technologies ▪ Discussions to begin on implementing CapEx, OpEx and savings indicators relating to investment in low-carbon alternatives (R&D, equipment, products) ▪ Setting of new science-based targets for 2030 and ongoing discussions on a formal low-carbon transition strategy at Group level ▪ Ongoing discussions on setting up a specific Steering Committee on energy, GHG emissions and water at Group level ▪ Participation in the CDP Climate Change campaign since 2012 and CDP Water Security since 2015 (CDP Forest scheduled for 2021/2022) ▪ MANE is committed to carrying out an ACT (Assessing low-Carbon Transition) assessment in 2021
	TRANSITION RISK Market	▪ Inability to respond to growing customer demands as part of their carbon neutrality goals ➔ Loss of competitiveness ▪ Loss of turnover on energy-intensive products ▪ Loss of turnover due to changing demands	Medium-term	Medium	High	***	
INSUFFICIENT TECHNOLOGICAL UPGRADING OF INDUSTRIAL PLANTS	**TRANSITION RISK** Technological	▪ Loss of productivity and operational performance of plants ▪ Increase in the Group's carbon footprint ➔ loss of turnover on high-carbon products	Medium-term	Low	Medium	*	▪ Implementation of best available techniques (BAT) when technically or economically feasible ▪ Implementation of an energy management system (ISO 50001-certified) at the Group's most energy-intensive sites and development of the energy management programme to identify the technological upgrades to be prioritised at industrial plants
DAMAGE TO THE BRAND'S IMAGE	**TRANSITION RISK** Reputational	▪ Risk of a bad reputation that may damage MANE's brand image and business relationships (poor performance in reducing GHG emissions could damage MANE's reputation) ▪ Risk that may reduce demand for products and thereby create potential financial losses	Medium-term	Medium	High	***	▪ MANE has many ongoing projects to reduce its carbon footprint and develop renewable energy. ISO 50001 certification and measures implemented are enabling the Group to reduce its GHG emissions. ▪ Reporting clear indicators for all of our environmental activities to our customers ➔ consolidated annual CSR report (verified by an independent third-party organisation)

CLIMATE CHANGE

CLIMATE RISK ANALYSIS

Risks	Types of risk	Impacts	Timeline	Probability	Severity	Criticality of the risk	Responses to risks
VULNERABILITY TO EXTREME WEATHER EVENTS	**PHYSICAL RISK** Acute	▪ Extreme weather events may damage the company's infrastructure. Two Group entities have been identified as being exposed to a high climate risk. These are MANE's sites in Indonesia and MANE KANCOR's sites in India. Indonesia and India are highly vulnerable to natural risks, in particular earthquakes, floods, landslides and tsunamis	Short-term	Low	High	**	▪ Completion of a climate risk analysis focusing on Group entities and suppliers of raw materials purchased by MANE to identify the activities most exposed to climate risks ▪ Implementation of a BCP (business continuity plan) focusing on the most exposed sites
		▪ Climate variability (floods, droughts, hurricanes, etc.) may affect crops from which raw materials of natural origin are extracted and result in reduced availability. Some of these are very sensitive to weather conditions. The two raw materials most exposed to climate risks are mint essential oils (India) and vanilla pods (Madagascar). MANE is heavily dependent on these crops for its supplies. In case of extreme events, yields could be affected, leading to higher prices or supply disruptions. The cost of transporting raw materials may also increase	Short-term	Low	High	**	▪ Development over many years of special partnerships with suppliers of mint (purchased by KANCOR) and vanilla (Floribis has been MANE's exclusive partner for 20 years) ▪ Implementation of a plan by the purchasing department to secure ingredients, which includes climate risks ▪ Purchase of significant stocks of strategic raw materials ▪ Crop development in partnership
VULNERABILITY TO EXTREME WEATHER EVENTS	**PHYSICAL RISK** Chronic	▪ Power cuts caused by exceptional weather conditions, such as heatwaves, fires or storms destroying power lines → Manufacturing outage	Short-term	Low	Medium	*	▪ Implementation of a BCP (business continuity plan) ▪ Installation of portable generators
		▪ Scarcity of water resources due to high exposure to climate risks → Manufacturing outage or supply disruptions caused by droughts or heatwaves (for example, water restriction orders, shutdown of nuclear power plants due to droughts, etc.) ▪ Water stress increases manufacturing costs	Medium-term	Medium	Medium	**	▪ Completion of a water stress risk analysis (WRI Aqueduct Water Risk Atlas tool) for all Group industrial sites in order to identify Group entities in high water stress regions → 14% of the Group's total water consumption is taken from high water stress regions ▪ Drafting in 2020 of a Group water policy including consideration of the risk of water stress and the setting of specific consumption reduction targets for Group entities in high water stress regions

CLIMATE CHANGE

ANALYSIS OF OPPORTUNITIES RELATED TO CLIMATE CHANGE

At MANE, we believe that transitioning to a low-carbon economy can create tremendous opportunities and innovative solutions to add new value to our economic model. Actions to identify these opportunities are taken at Group level and approved by management because maintaining our reputation as a company committed to climate issues is critical to our future success. MANE hopes that its climate change management policy will set it apart on the market and lead to special relationships with its customers.

Opportunities arising from climate change	Impacts on the company's business and strategy	Description of the company's policies and/or procedures to address the identified opportunities
▪ Self-generation of renewable energy ▪ Profitability of investments in renewable energy (In a growing number of markets, solar and wind technologies are becoming competitive compared to fossil fuels)	▪ Energy independence of sites ▪ Savings on energy bills	▪ A low-carbon energy substitution plan has been in place since 2009. At the end of 2020, 31% of the total energy consumed by the Group was from renewable sources (green electricity contracts in France, Spain and the United States, installation of solar panels in Thailand, installation of biomass boilers in India)
▪ Optimising resource efficiency	▪ Savings on water and energy bills ▪ Reduction in the exposure of plants to the risk of water stress	▪ Implementation of environmental and energy management systems for more efficient use of resources (water, energy, materials) by promoting sustainable manufacturing methods
▪ Growth opportunities in low-carbon innovations ▪ Opening of new markets and business opportunities related to the sale of low-carbon products	▪ Opportunities to increase turnover on the sale of low-carbon products	▪ Ongoing discussions on the R&D investment strategy to reduce the carbon footprint of our products and activities
▪ Anti-climate change actions have a positive impact on internal and external reputation and may give us an edge over our competitors	▪ Opportunities to increase turnover on the sale of low-carbon products	▪ Investment in low-carbon R&D

CLIMATE CHANGE

RISK MANAGEMENT

To identify the actions most exposed to climate risks, we have implemented a risk identification and assessment procedure enabling us to map the risks. We decided to use two scopes for this analysis:

a) one focusing on Group entities and

b) the other focusing on suppliers of raw materials purchased by MANE

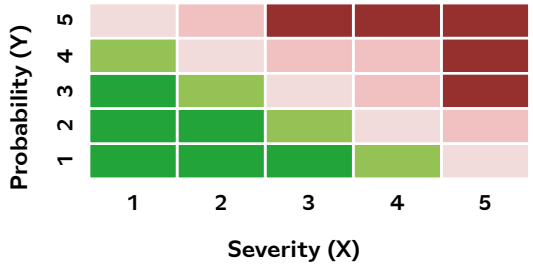
The analysis combines two sources of information:

1. Seriousness, on the horizontal (X) axis, which indicates the level of significance of the activity in terms of the entity's turnover or the amount of purchases made from the supplier
2. Probability, on the vertical (Y) axis, which indicates the level of exposure to climate risks of the country where the organisation assessed is located, based on:
   - the WRI (World Risk Index) calculated by the United Nations Institute for Environment and Human Security (UNU-EHS) which reflects the risk, as a percentage, of a country being exposed to natural disasters and
   - the Germanwatch CRI (Global Climate Risk Index), which indicates a country's level of exposure and vulnerability to extreme events

The WRI and CRI indexes are designed to be understood by organisations as a warning to prepare for more frequent and/or severe events in future.

The intersection between the level of seriousness and probability (assessed on a scale of 1 to 5) gives the following picture of the criticality level of the risk of exposure.

Risk mapping



Risk criticality levels:



a) Group entities

The first risk analysis focusing on Group entities highlighted the following priorities:

Exposure of Group entities to climate risk

Level of exposure to climate risk	% of total Group sales exposed	Number of entities involved
Very low	7%	15
Low	3%	4
Medium	79%	10
High	**12%**	**2**
Very high	0%	0

Two entities have been identified as being exposed to a high climate risk. These are MANE's sites in Indonesia and MANE KANCOR's sites in India, which alone account for 12% of the Group's turnover. Indonesia and India are highly vulnerable to natural risks, in particular those caused by earthquakes, floods, landslides and tsunamis.

In 2020, in the exceptional circumstances caused by the Covid-19 health crisis, the Group was forced temporarily to close some of its industrial sites to comply with national lockdown policies. As part of the management of this crisis, MANE has had to carry out a more comprehensive review of its business continuity plan (BCP).

In general, the Group's BCP aims to anticipate events that seriously disrupt the normal operation of the company and implement a strategy to limit its impact. The new BCP, strengthened in the context of great uncertainty related to the health crisis that is affecting business continuity, is therefore also perfectly suited to managing climate risks and their potential impact on the company's business. The BCP anticipates and plans for continuity of operations in case of a manufacturing outage by transferring some of this manufacturing from the affected site to another Group site.

CLIMATE CHANGE

b) Suppliers of raw materials

The second risk analysis focusing on suppliers of raw materials and packaging to the Group highlighted the following priorities:

Exposure of the Group's suppliers to climate risk

Level of exposure to climate risk	% of the Group's exposed purchases	Number of suppliers involved
Very low	62.6%	222
Low	5.5%	32
Medium	3.7%	7
High	7.4%	1
Very high	9.7%	1

Our methodology: analysis of a panel of 250+ strategic suppliers representing 90% of purchases

The two raw materials most exposed to climate risks are mint essential oils (purchased in India) and vanilla pods (in Madagascar). However, it should be noted that management of these risks is overseen directly by MANE since purchases are made through special partnerships in place for many years. MANE thus acquired KANCOR, which was its long-standing supplier of mint essential oils. As for vanilla pods, these are purchased from Floribis, our exclusive partner for 20 years. These partnerships ensure long-term security of supplies and enable us to maintain control over risk management.

In addition to this macro-mapping of supplier-related climate risks, consideration of climate is also an integral part of MANE's responsible purchasing policy. It is one of the supplier evaluation criteria. As part of the overall evaluation of their CSR performance (focusing on 4 aspects: ethical, environmental, social and responsible purchasing), we assess them on their energy and water management. Thus, we question and assess our suppliers on the implementation of:

- an energy management system aimed at identifying and prioritising actions for more efficient energy use
- formal monitoring of their GHG emissions to identify targeted actions to reduce them
- formal monitoring of their water consumption to optimise and reduce consumption

For suppliers who have not already undergone an external CSR evaluation (EcoVadis, SMETA, etc.), a scoring guide is provided to help them rate their practices on a score of 0 to 100. The guide is designed to inform them of the expected requirements and practices on each of the issues assessed. This evaluation can therefore help them to better understand climate and water issues.

MANE's purchasing department takes the results of this analysis and these evaluations into account to guide its purchasing actions; for example, it may require buyers to seek alternative solutions to avoid relying on a single source for certain strategic raw materials exposed to climate risks.

In general, climate risks can have a significant impact on our purchasing activities, particularly at the agricultural level. Raw materials from renewable sources can suffer from the effects of climate change, whether in terms of fluctuations in price, yield or quality. For this reason, climate risks are also included in the plan by the purchasing department to secure ingredients.



CLIMATE CHANGE

INDICATORS AND RESULTS

1. 2009-2021 OBJECTIVE

Under its CSR policy, MANE committed to reducing its greenhouse gas (GHG) emissions per tonne of product in scopes 1 and 2 by 15% between 2009 and 2021.

Scope 1 covers direct emissions from burning fossil fuels, such as gas, oil, coal, etc.

Scope 2 covers indirect emissions related to the consumption of electricity, heat or steam required for product manufacturing.

2. 2018-2030 OBJECTIVES

As part of our SBT commitment, we reviewed our targets (originally dated from 2017 to 2025) and set new targets for 2030:

- Reduce GHG emissions (scopes 1 and 2) per tonne of product by 57% between 2018 and 2030
- Reduce GHG emissions (scope 3) per tonne of product by 38% between 2018 and 2030

Scope 3 covers indirect emissions, such as the extraction of materials purchased by the company to manufacture products or emissions related to transporting employees and customers coming to buy products. This is the largest share of the company's emissions.

3. SCOPE 1 & 2 EMISSIONS

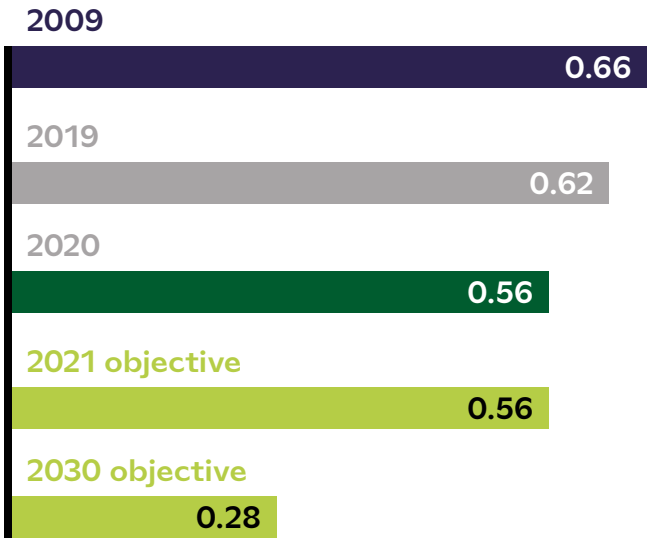
-16%

CO_2 emissions from scope 1 & 2 per tonne of product since 2009

To reduce its dependence on fossil fuels and gradually reduce its direct emissions from scopes 1 & 2, MANE gives priority to actions to reduce its energy consumption.

This approach is justified since 94% of the CO_2 emissions from scopes 1 and 2 are due to the energy consumption at its sites, the rest being attributable to refrigerant leaks. Another field of action concerns the search for alternatives to fossil fuels.

CO_2 emissions (Scopes 1 et 2) (tCO2e/t product)



CO_2 emissions (Scopes 1 & 2)	2009	2018	2019	2020
In tonnes of CO_2 equivalent	20,681	55,666*	55,562	**53,055**
In tCO_2e per tonne of product	0.660	0.649	0.618	**0.556**

Our methodology: The emission factors used to estimate CO_2 emissions relating to electricity consumption and refrigerant leakage are taken from:
(1) For electricity: the BaseCarbone® database of the ADEME (French Environment and Energy Management Agency)
(2) For natural gas: the Base Carbone® database of the ADEME for France, the website of the Environmental Protection Agency (EPA) for the United States and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories for other countries.
(3) For domestic heating oil: the Base Carbone® of the ADEME
(4) For refrigerants: the Fifth Assessment Report of the IPCC
* The emission factors linked to electricity consumption have been revised for the year 2018, which explains the correction from 56,337 to 55,666 compared to what was published in our CSR report last year.

We reduced our scope 1 and 2 CO_2 emissions per tonne of product by 10% between 2019 and 2020, thanks in large part to the MANE Inc. site in the United States, which increased its share of electricity from renewable sources from 6% to 25%.

Breakdown of CO_2 emissions by site (Scopes 1 and 2)

CO_2 emissions by site (Scopes 1 and 2)	In tonnes of CO_2 equivalent	In %
MANE INC.	17,358	**33%**
PT MANE INDONESIA	10,422	**20%**
V. MANE FILS	10,192	**19%**
MANE KANCOR INGREDIENTS	7,578	**14%**
MANE MEXICO	2,590	**5%**
MANE SHANGHAI	2,328	**4%**
Others	2,586	**5%**
Total Group	53,055	**100%**

CLIMATE CHANGE

It should be noted that over half of the Group's emissions are from MANE's plants in the state of Ohio in the United States (33% of emissions in absolute terms) and Indonesia (20%), even though these sites account for only 26% of the total tonnage shipped. In these two countries, electricity emission factors are also much higher than in France (around 10 times higher), since the electricity generated comes mainly from fossil fuels.

Since 2009, we have improved the energy efficiency of our industrial sites by 25% (reduction from 11.0 to 8.2 GJ/t) and, at the same time, we have increased the share of energy from renewable sources by 28%. This enabled the Group to reduce its scope 1 and 2 GHG emissions by 16% between 2009 and 2021. We have therefore exceeded our 2021 target.

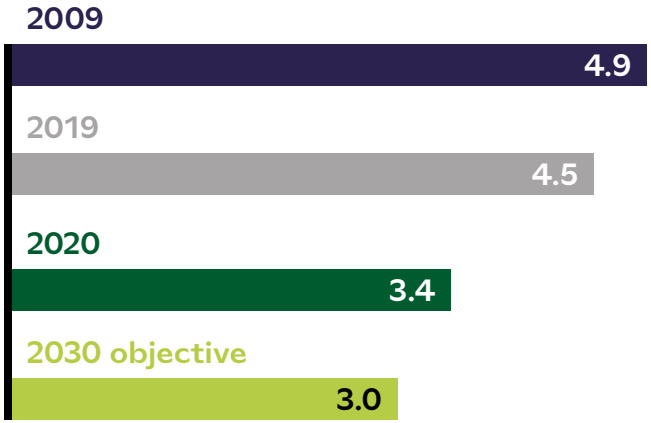
4. SCOPE 3 EMISSIONS

MANE has been carrying out a global carbon assessment of its activities since 2016 in order to identify the significant greenhouse gas emission activities across its entire value chain (direct and indirect emissions).

The results of this carbon assessment demonstrate the importance of raw materials in its carbon footprint.

CO_2 emissions (Scope 3)	2018	2019	2020
In tonnes of CO_2 equivalent	420,819	399,896	**326,584**
In tCO_2e per tonne of product	4.9	4.5	**3.4**

CO_2 emissions (Scope 3) (tCO_2e/t of products)



Distribution of MANE's CO_2 emissions across the entire value chain

CO_2 emissions	In tonnes of CO_2 equivalent	In %
Scopes 1 & 2	**53,055**	**14%**
Scope 3	**326,584**	**86%**
▪ Purchase of raw materials or services	274,373	72%
▪ Transport of downstream goods	19,102	5%
▪ Upstream goods transport	10,398	3%
▪ Energy-related emissions not included in items 1 to 7	14,879	4%
▪ Employee travel from home to work	4,838	1%
▪ Waste	2,768	1%
▪ Business trips	225	0%
Total Scopes 1, 2 & 3	**379,639**	**100%**

Methodological note: Scope 3 is calculated according to Art. 75 of the ENE law and on the basis of the 2015 ADEME sectoral guide for carrying out a greenhouse gas emissions report.

The item "Purchases of products or services" covers purchases of raw materials and packaging. Associated emissions are calculated by type of product for 80% of volumes based on emission factors such as Ecoinvent, Base Carbone Ademe, IPCC 2007 in particular. Total emissions are estimated by extrapolation on the basis of emissions calculated on 80% of the volumes.

The "Upstream merchandise transportation" item covers raw materials purchased without packaging. The "Downstream merchandise transportation" item covers the products shipped, excluding packaging. The emissions associated with these two items are calculated according to the type of transport and the city of origin / departure, based on emission factors from Base Carbone Ademe and transport providers in particular.

We reduced our scope 3 CO_2 emissions per tonne of product by 30% between 2018 and 2020, thanks in large part to upstream and downstream actions put in place to optimise freight transport.

The Group is currently working on action plans to reduce its scope 3 GHG emissions, which are therefore indirectly linked to the activity of its sites.

Given the major impact of purchases of raw materials and packaging and upstream and downstream transport on the Group's overall carbon footprint (80%), the reduction in CO_2 emissions linked to these items will be decisive in achieving objectives defined within the framework of the Science Based Targets initiative.

CLIMATE CHANGE

5. OUR CDP CLIMATE CHANGE SCORE

MANE has completed the CDP climate change questionnaire since 2012. The CDP assesses our company's impact on climate change, based on the responses to the questionnaire. In 2020, the CDP awarded us an A- for the second year in a row for our actions on climate change, which is higher than the European regional average of a C, and higher than the chemicals industry average of a B. This score puts us in the top 'leadership' category, recognising the implementation of current best practice.

CDP Climate Change Scores

	CDP 2018	CDP 2019	CDP 2020
TOTAL SCORE	**B**	**A-**	**A-**
Business Impact & Financial planning	B-	B-	**A-**
Emissions reduction initiatives	C	B	**A-**
Energy	B	C	**B**
Governance	B	A-	**A**
Opportunity disclosure	B	B	**B-**
Risk disclosure	B	C	**A**
Risk management process	B	A	**B**
Scopes 1 & 2 emissions	B	D	**A-**
Scope 3 emissions	B	B	**B**
Targets	C	B	**B**
Value chain engagement	B-	A-	**B**

Although our overall score has been an A- since 2019, we have improved our score in all categories. Drawing on this progress, we are continuing to take action to reduce our impact on climate change.

6. VOLUNTARY OFFSETTING

At the same time, the MANE Group has also chosen to invest in carbon offsetting projects to speed up the dissemination of low-carbon technologies.

Hydroelectric power plan project in Madagascar

In 2018, the Group committed to contributing financially to a hydroelectric power plant project in Madagascar. MANE approached the company Tozzi Green (via the Aera Group), from which it purchased 230,000 carbon credits over 3 years: 30,000 tCO_2 in 2019, 90,000 tCO_2 in 2020 and 110,000 tCO2 in 2021 (one carbon credit corresponds to 1 tonne of CO_2 equivalent avoided by the project). Tozzi Green purchased two hydroelectric power plants (Sahnivotry – 15 MW and Maroansetra – 2.4 MW), which it designed, modernised and improved. These facilities produce energy to meet local energy demand.

Reforestation project in Madagascar

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

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

Plantation operations began at the end of 2018. The aim of this project is to generate 31,296 carbon credits by 2020, 20% of which will be allocated to MANE (calculated on a pro rata basis in proportion to its financial contribution to the project). However, in 2020, planting was later than originally scheduled due to the Covid-19 pandemic and the health emergency declared by the Madagascan government.

Despite the health crisis, the team managed to restore over 76 hectares, over half of which were in the mangroves, until the announcement of lockdown in the country in March 2020. At the end of 2020, 220,000 plants from over 20 different species had been planted, both in the mangroves and in the forests. Another 135,000 plants are growing in the nursery until they mature and it is the right season to plant them in their respective environments (mangrove and forest).

CLIMATE CHANGE

Mane Colombia certified carbon neutral

For many years, MANE's site in Colombia has been committed to reducing and offsetting its greenhouse gas emissions.

Since 2019, the site has also had the carbon neutrality of its activities certified. Through this voluntary process, the Guarne manufacturing site guarantees the full carbon neutrality of the scope 1 and 2 CO_2 emissions of its activities (under standard ISO 14064-1).

As part of this certification, MANE Colombia has implemented several actions such as:

- Bioclimatic design of facilities (LEED Gold certification of the new plant)
- Mechanical ventilation through adiabatic systems that do not use refrigerant gas
- Use of thermal solar panels to heat the water used in the company
- Use of low-energy lights with LED technology
- Installation of automated light control systems such as dimmers and presence sensors
- Implementation of mobility plans

In addition to these internal reduction actions, MANE Colombia offsets its remaining 'irreducible' scope 1 and 2 emissions by purchasing offsetting certificates issued by BancO2 to fund the 'Manejo Sostenible de los Bosques' project. This project in the eastern region of Antioquia is part of a range of actions aimed at conserving the equivalent of 12,325 hectares of forests over 141 estates. The project involves paying farming families living on these estates for the environmental services provided, to encourage them to avoid deforestation and forest degradation while guaranteeing them continued income generation.



CLIMATE CHANGE

Our low carbon projects		Description
ENERGY	**Self-generation of renewable energy**	▪ Installation of biomass boilers at MANE KANCOR industrial sites in Byadgi and Angamaly in India, enabling them to self-generate the equivalent of 80% of their total energy consumption (energy recovery of desolventised plant waste from extraction processes) ▪ Installation of photovoltaic solar panels on the roof of the MANE plant in Thailand, enabling it to self-generate the equivalent of 25% of its total energy consumption
ENERGY	**Green electricity**	▪ In recent years, the Group has signed several supply contracts for electricity from fully renewable sources (with guarantee of origin certificates) ➔ In 2020, these contracts covered the equivalent of 46% of the Group's total electricity consumption
ENERGY	**Promotion of clean energy**	▪ Financial commitment to a project to build two hydroelectric power plants in Madagascar (Sahanivotry and Maroantsetra) with the purchase of 230,000 carbon credits over 3 years from Tozzi Green ➔ helps reduce Jirama's costs by generating clean, sustainable and environmentally friendly energy
ENERGY	**Low-carbon energy transition**	▪ Many Group sites have installed new industrial equipment enabling them to replace domestic heating oil with natural gas, which has a lower emissions factor (for example, MANE KANCOR Bareilly in 2020, MANE Ibérica in 2016, and PT MANE Indonesia in 2014)
BUILDINGS	**New environmentally friendly buildings**	▪ New V. MANE FILS reception facility in La Sarrée, France, LEED® Gold-certified in April 2018 ▪ New MANE Colombia plant in Guarne, LEED® Gold-certified in April 2020 ▪ Project to build a new innovation centre in La Sarrée, France, which will include low-carbon solutions: heating and cooling using vertical geothermal probe fields and generating electricity using solar panels
TRANSPORTATION	**Optimisation of logistics flows**	▪ Use of the TK'Blue rating to measure the environmental performance of our carriers to optimise logistics flows from an environmental point of view
TRANSPORTATION	**Company fleets**	▪ Purchase of hybrid company cars
INDUSTRY	**Energy efficiency of industrial sites**	▪ Implementation of environmental or energy management systems at the Group's industrial sites, which has enabled us to: – Develop energy management programmes to identify the technological upgrades to prioritise at industrial plants – Reduce the Group's total energy consumption per tonne of product by 25% and CO_2 emissions per tonne of product by 16% between 2009 and 2020
INDUSTRY	**Aquafine™**	▪ Design of a water-based microemulsion fragrance manufacturing process to reduce the carbon footprint to 22 times fewer CO_2 emissions compared to the traditional alcohol-based process
INDUSTRY	**GreenMotion™**	▪ Development of a tool to assess the overall level of compliance with the 12 principles of green chemistry of all ingredients manufactured by MANE. The Green Motion™ tool assesses the impact of ingredients on health, safety and the environment on a scale of 0 to 100, helping chemists and formulators to develop more environmentally friendly solutions. https://www.mane.com/innovation/green-motion (see chapter on GreenMotion™ by MANE)

CLIMATE CHANGE

Our low carbon projects		Description
INDUSTRY	**Carbon neutral certification**	▪ The MANE Colombia site has for many years taken action to offset its GHG emissions by supporting the BanCO$_2$ programme. To take this further, since 2019, the site has had its scope 1 and 2 carbon neutrality certified every year. In addition to emissions reduction actions implemented in the plant, 'irreducible' emissions have been offset by funding a project carried out in the eastern region of Antioquia. This is one of a range of actions aiming to avoid deforestation and forest degradation by paying for the environmental services of farming families
WASTE	**Waste recovery**	▪ In 2009, we set ourselves a target to recover over 80% of our waste by 2021. We reached this target in 2020, with 43% of waste recycled and 37% incinerated with energy recovery. For example, plant grains from extraction activities and sludge from water treatment plants are sent to external partners who recover them through composting. Paper and card waste is sorted and recycled, as well as all uncontaminated metal containers and plastic packaging. Our wooden pallets are all reused if in good condition; otherwise, they are recycled
WASTE	**Upcycled ingredients**	▪ Implementation of 'upcycling' recovery streams: ▪ By using our own waste, such as by-products or spent raw materials from our manufacturing processes, as raw materials to manufacture other products (for example, our Vanilla Oil Pure Jungle Essence™ manufactured from our Vanilla Bourbon Pure Jungle Essence™) ▪ By working on the recovery of waste from other industries to offer value-added extracts (for example, lime essential oil is a by-product of the fruit juice industry that we recover thanks to our purification expertise to meet fragrance and flavour specifications) ▪ By creating new flavours from the extraction of recycled green waste (for example, our treated cypress essential oil from cypress branches comes from the hedge clippings of local gardeners) ▪ https://www.mane.com/media/upcycling-by-mane-we-do-it-greener
FORESTRY & AGRICULTURE	**Sustainable palm oil purchasing policy**	▪ Development of a sustainable palm oil purchasing policy to commit to buying only RSPO Mass Balance-certified palm oil and its derivatives by 2021 (global palm oil production has been identified as the main driver of deforestation)
FORESTRY & AGRICULTURE	**Raw materials certified environmentally friendly**	▪ Purchase of natural raw materials certified organic, Rainforest Alliance, FairWild, Fair for Life etc., benchmarks that promote environmentally friendly and socially responsible agricultural practices
FORESTRY & AGRICULTURE	**Restoration of the mangrove 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 was cleared of trees 10 years ago. 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 The aim of this project is to generate 31,296 carbon credits, 20% of which will be allocated to MANE, calculated on a prorata basis in proportion to its financial contribution to the project

BIODIVERSITY

BUSINESS AND BIODIVERSITY PLEDGE

During the Business and Biodiversity Forum held by the United Nation's Convention on Biological Diversity (COP13-CBD) that took place in December 2016 in Cancun (Mexico), MANE signed the Business and Biodiversity Pledge. This pledge provides an opportunity for business leaders to highlight the importance of biodiversity and ecosystem services for their respective companies and to affirm their commitment to taking positive measures to support it. Signing the pledge indicates a commitment to providing solutions for the conservation of biodiversity, its sustainable use and the fair and equitable sharing of benefits arising from the use of resources.

ABS REGULATION

As part of its natural raw material purchasing activities, MANE may need to purchase ingredients subject to the regulation on access and benefit-sharing (ABS). The regulation on ABS organises relationships between suppliers and users of genetic resources and associated traditional knowledge. It thereby offers greater legal certainty to each stakeholder. Its main aims are to fight biopiracy (collection and use of biological materials for commercial, industrial, scientific or personal use without obtaining the necessary permits), to ensure the conservation of biodiversity and local knowledge and to guarantee sustainable use, while ensuring equal sharing of the economic advantages.

Adopted in October 2010, the Nagoya Protocol on access and benefit-sharing (ABS) entered into force on 12 October 2014. It provides a transparent legal framework for the effective implementation of one of the three aims of the Agreement on biodiversity: the fair and equitable sharing of the benefits arising from the use of genetic resources.

In this context, several countries that have ratified the Nagoya Protocol have adopted national regulations implementing the Protocol. In France, for example, it was transposed into law with the adoption of LAW no. 2016-1087 of 8 August 2016 for the restoration of biodiversity, nature and landscapes. But it is important to note that other countries, that have not ratified the Nagoya Protocol, have also adopted their own regulations relating to ABS, such as Brazil with Law 13.123 of 20 May 2015.

In this context, MANE continuously monitors developments in national laws on ABS with the cross-disciplinary involvement of all affected departments (R&D, Environment/CSR, Purchasing, Regulatory Affairs, Sales, etc.). To that end, background work has been carried out in order to trace and incorporate in IT systems the geographical origins of natural raw materials purchased (see chapter "Raw material traceability"). In addition, the Group has set up an internal organisation to ensure that, throughout the product development process, its activities comply with laws on ABS according to the geographical origin of natural raw materials.



CONSUMER HEALTH AND SAFETY

FOOD SAFETY FOR FLAVOURS

Consumers today are particularly concerned with food safety, due to increasing concerns caused by various recent health crises. Ensuring the quality and safety of our food flavours is therefore crucial for our food processing customers. The aim is to protect consumer health and safety.

Our approach covers the whole logistics chain, starting with suppliers. We incorporate very strict controls in our purchasing and audit processes, enabling us to select safe and high-quality raw materials. Product/process audits are carried out at the supplier's premises to ensure they are able to meet MANE's quality and safety requirements and to identify possible areas of weakness.

All our production sites (in France and abroad) have put in place quality and food safety management systems, which set out the procedures and methods to be followed at each stage of production (receipt, quality control during production, final check) to ensure the manufacturing and quality control of our products meets strict standards. Long before the finished products leave our sites, we test them to make sure they can be used safely. The tests carried out on finished products generally include physicochemical, microbiological and organoleptic tests. This ensures that the finished products we supply to our customers are safe and of uniform quality, meeting consumer safety requirements. The majority of the Group's food flavour manufacturing sites are ISO 9001, IFS & BRC, FSCC 22000 or ISO 22000-certified, depending on location.

ASSESSING PRODUCT SAFETY

As early as possible, during the development stage for new products, we assess the potential toxicological risks posed by the products we manufacture. The development process for any new research project is subject to a meticulous safety assessment process. Production cannot begin prior to approval by a scientific committee made up of members with various backgrounds. In addition, the raw materials used to manufacture products must meet strict specifications drawn up by the Group's Product Safety and Regulatory Affairs Department.

MANE is also conscious of animal welfare and complies with current regulations. MANE does not test compositions of its finished products (mixtures) on animals, either for fragrances or flavours. Furthermore, no animal testing is carried out or ordered by MANE for its manufactured ingredients, unless this is specifically required by national, regional or international regulations.

In addition, MANE encourages the development, use and regulatory acceptance of alternatives to conventional animal testing, in particular in the area of fragrance products. In this regard, MANE supports and participates in research projects on alternative tests in order to obtain the relevant and required information on its products and to ensure consumer health and safety. In this way, we are involved in research projects run by ImmunoSearch (MANE has been a shareholder since 2007), a company that develops high-quality in-vitro toxicology tests to assess the potential for irritation, sensitisation or genotoxicity in perfume and cosmetic ingredients, thus avoiding animal testing.

REACH COMPLIANCE

MANE manufactures and imports chemicals substances into the European Union. As such, MANE is concerned and must comply with the obligations of the REACH Regulation (concerning the registration, evaluation and authorization of chemical substances) for its portfolio of natural and synthetic raw materials. The protection of Humans and the Environment which is the subject of the text is one of the pillars of the Group.

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 working groups on the subject within the International Fragrance Association (IFRA) as well as the European Federation of Essential Oils (EFEO).

With regard to the "Registration" process, MANE has registered more than 100 substances in compliance with the 2010, 2013 and 2018 deadlines, taking into account the exemptions from which MANE may benefit, in particular through use. The registration process is an ongoing process and as such, MANE is working proactively on updating the submitted files. In this context, MANE joined in 2019 the REACH registration dossiers improvement project launched by CEFIC (The European Chemical Industry Council) in cooperation with ECHA (European Chemical Agency).

(https://echa.europa.eu/fr/-/keep-your-registration-up-to-date).

Tonnages are monitored using tools developed in-house, in particular a REACH "dashboard", which makes it possible to check the MANE portfolio's compliance with our obligations. This work is done in close collaboration with the Purchasing and Production Services. MANE also ensures that its suppliers comply with their obligations by asking them for safety data sheets or their REACH status.All of this information is documented using various media, saved and shared on the intranet.

CONSUMER HEALTH AND SAFETY

SUSTAINABLE CONSUMPTION

We believe our role in sustainable consumption relates to the products and services we offer, their life cycle and the nature of the information we provide to our customers. From this perspective, although the first step for MANE is to develop products that provide greater environmental benefits, it is also necessary to give customers all the social and environmental information about our products to enable them to make informed purchases. With GREEN MOTION™, our tool to assess the environmental impact of the ingredients manufactured, MANE gives its customers the chance to find out about the environmental profile of products and makes them aware of the choice of more “green” formulae.

HEALTH AND WELL-BEING

In terms of nutrition, consumers want healthier and nutritionally beneficial products. Our customers in the food industry are looking to reduce the sugar and salt content of their products. The challenge is to do this without drastically altering the taste consumers are used to. To this end, MANE has developed a range of products, SENSE CAPTURE™, to help its customers adapt to these behavioural changes and new consumer expectations.

To ensure the result meets the taste expectations of consumers in terms of organoleptic quality, MANE offers natural food flavours to decrease quantities of sugar (SENSE CAPTURE™ STEVIA) and salt (SENSE CAPTURE™ SALT) without changing the taste of the "lighter" products. A further solution offered to our customers is the inclusion of vegetable proteins in meat products with Sense Capture Protein.

PROTEIN TRANSITION

MANE also offers solutions to replace animal proteins with plant-based alternatives. Consumers concerned about the future of the planet are changing their eating habits to reduce their environmental footprint, especially when it comes to proteins.

This change in eating habits is also called ‘protein transition’: producing animal proteins in a more sustainable way or replacing them with proteins from plant or other sources in all or some of their food.

Although health, animal welfare and financial reasons are at the heart of the replacement of animal proteins in our meals, environmental aspects are also becoming more and more important. 30% of European consumers say that they eat savoury processed vegetarian/vegan food for ethical reasons related to the environment[1].

Consequently, consumers tend to consume less meat and fewer dairy products, replacing them with more plant-based alternatives, which are presumed to be better for either their health or the environment.

Companies in MANE have been involved in plant science since 1981, replacing animal proteins in meat products. We then extended our expertise to other segments and categories of food products such as fresh dairy products and ice creams.

MANE’s protein transition programme manages all research projects on proteins and the challenges they pose in terms of taste. This programme not only considers plant proteins, but also anticipates the use of other alternative proteins such as insects, in vitro proteins and mushroom proteins.

Taste is the most important factor in deciding whether or not to buy a product again. Consumers will only turn to more sustainable proteins if they like the taste of the food and drinks containing them.

The flavourings and natural flavourings made by the company are especially suitable for these new products and can be vegetarian or vegan. MANE also uses its expertise to optimise plant-based flavour combinations for the best sensory profile of the finished product.

With its Sense Capture™ Mask range, MANE focuses on masking flavours. This range is perfectly suited to the sensory challenges associated with products that are high in protein or have unpleasant tastes such as those detected in many plant-based products, both sweet and savoury. Sense Capture™ Protein is the perfect flavour solution, reducing off-notes from the use of plant-based proteins and astringent or bitter tastes.

Pure Capture™ BH, for its part, provides the roasted look much sought after in meat substitutes to recreate the taste of fried meat products.

Finally, MANE’s ingredients allow for simplicity in the ingredient statements of finished products, such as concentrated vegetable juices and spice extracts.

For more information on these products, please follow the link below: https://www.mane.com/flavours/health-and-wellness

[1] MANE M2P study carried out in France, Germany, the United Kingdom, Spain and Italy in 2020, based on over 2900 interviews.

3.2 ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

PERFORMANCE INDICATORS

GRI	Indicator	Unit	2009	2018	2019	2020
307-1	Product tonnage shipped by ISO 14001 certified sites by 2021	%	34%	59%	60%	**56%**
201-2	Natural extracts and synthetic molecules with a GREEN MOTION™ score of 50/100 or more	%		70%	78%	**84%**
301-1	Consumption of materials	Tonnes (T)		102,633	104,799	**108,324**
301-1	Consumption of materials per tonne of product [1]	T/t		1,20	1,17	**1,14**
302-1	Electricity consumption	GJ	135,371	318,804	338,355	**331,068**
302-1	Natural gas consumption	GJ	196,989	327,341	348,105	**346,637**
302-1	Fuel consumption	GJ	10,708	13,059	16,755	**12,604**
302-1	Self-generated energy consumption	GJ		55,783	48,742	**91,865**
302-1	Energy total consumption	GJ	343,068	714,986	751,957	**782,174**
302-3	Energy consumption per tonne of product [1] [√]	GJ/t	11.0	8.3	8.4	**8.2**
302-4	Reduction of energy consumption per tonne of product [1] compared to 2009	GJ/t		-24%	-24%	**-25%**
302-1	Renewable energy consumption	GJ	11,234	98,482	188,267	**243,104**
302-1	Proportion of total energy consumption from renewable sources	%	3	14	25	**31**
303-1	Water consumption	M^3	329,068	730,605	749,888	**749,968**
303-1	Water consumption per tonne of product [1] [√]	M^3/t	10.5	8.5	8.3	**7.9**
303-2	Water consumption in areas where water stress is high or very high	M^3		93,930	117,912	**107,794**
303-2	Water consumption in areas where water stress is high or very high per tonne of product1	M^3/t		3.1	3.6	**3.1**
305-1 305-2	GHG emissions from scopes 1 et 2 [√]	TCO_2e	20,681	55,666*	55,562	**53,055**
305-3	GHG emissions from scope 3	TCO_2e		420,819	399,896	**326,584**
305-4	GHG emissions from scopes 1 et 2 per tonne of product [1] [√]	TCO_2e/t	0.660	0.649	0.618	**0.556**
305-4	GHG emissions from scope 3 per tonne of product [1]	TCO_2e/t		4.9	4.5	**3.4**
305-6	Refrigerant losses	Kg		1,713	1,472	**1,528**
305-6	Emissions from refrigerant losses	TCO_2e		3,680	2,799	**3,147**
306-2	Non-hazardous waste generated	T	3,477	12,284	12,067	**10,575**
306-2	Hazardous waste generated	T	2,228	4,314	4,961	**6,016**
306-4	Hazardous waste produced per tonne of product [1]	Kg/t	71	50	55	**63**
306-4	Proportion of hazardous and non-hazardous waste recovered	%	69%	74%	77%	**80%**
306-4	Effluent discharges	M^3		476,433	486,519	**482,820**
306-3	Quality of effluents per tonne of product [1]	Kg DCO/t		7.1	7.3	**7.7**

[1] : Tonnes of products include products and packaging shipped

[√]: Indicators verified by the independent third-party organisation to provide reasonable assurance.

* The emission factors linked to electricity consumption have been revised for the year 2018, which explains the correction from 56,337 to 55,666 compared to what was published in our CSR report last year

GRI 102-8 / 102-41 / 401-1 – 401-3 / 403-1 – 403-10 / 404-1 – 404-3 / 405-1 / 406-1 / 407-1

3.3 CARE ABOUT OUR COLLABORATORS



We believe the success of the MANE Group is built above all on the expertise of its employees. Employees are the Group's main source of wealth and enable it to be a major participant in the fragrance and flavour industry. Our aim is to encourage them to thrive in the workplace whilst offering them a safe and healthy working environment.

HUMAN RESOURCES POLICY

MANE's Human Resources policy is based on four guidelines and four main principles that apply from the time of hiring throughout each employee's career with the company:

- Guarantee and promote a culture of professional excellence
- Develop our collaborators' professional skills
- Assert our role as a company that cares about People and the Environment
- Offer living conditions that encourage high-quality work



GUARANTEE AND PROMOTE A CULTURE OF PROFESSIONAL EXCELLENCE

The expertise of its employees is the main source of wealth in a creative and manufacturing company such as ours. MANE aims to recognise their commitment and worth by helping them grow through their work. We support internal professional and geographical mobility, personalised development plans and a fair wage policy in order to provide motivation for personal and professional development.

EMPLOYMENT

6,770
collaborators

As of 31 December 2020, the Group's total workforce (permanent and fixed-term contracts) consisted of 6,770 employees, an increase of 2% compared to 2019.

The four countries with the largest number of employees are France with 1,799, the United States (942), India (780) and Indonesia (611). Together, they account for 61% of the Group's total workforce. MANE continues to increase its presence in the rest of the world and specifically in South Africa, Mexico and China, which represented 17% of the total workforce at the end of 2020.

Employees by geographical area

Region	2020
EMEA	**42%**
ASIA	**31%**
THE AMERICAS	**27%**

Methodological note for the social data

The scope of consolidation for the social data set out below relates to employees as of 31 December 2020 across all MANE Group sites in the following countries. This sample represents 84% of the Group's total workforce.

Distribution of geographical areas

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

Distribution by gender and geographical area

	Men	Women
EMEA	59%	41%
ASIA	66%	34%
THE AMERICAS	58%	42%
World	**61%**	**39%**

Distribution by age and geographical area

	< 30	30-50	> 50
EMEA	24%	53%	23%
ASIA	31%	63%	6%
THE AMERICAS	18%	59%	23%
World	**24%**	**58%**	**18%**

Distribution by type of contract

	Permanent Contract	Fixed-term Contract
EMEA	93%	7%
ASIA	86%	14%
THE AMERICAS	99%	1%
World	**92%**	**8%**

92% of Group employees have permanent contracts, which is 1 percent increase compared to 2019. Most of the remaining 8% on non-permanent contracts are in China, in accordance with local regulations where the duration of contracts is limited to 3 years.

However, it should be noted that in China, employees who have been with the company for more than 10 years will be able to benefit from a permanent contract, as will employees who have completed more than two temporary contracts.

GUARANTEE AND PROMOTE A CULTURE OF PROFESSIONAL EXCELLENCE

RECRUITMENT AND DEPARTURES

702 hires

580 departures

207 jobs filled through internal mobility

MANE hired 702 employees in 2020, i.e. 28% fewer recruitments compared to 2019, due to the health crisis. The EMEA region is the Group's main recruiter with 44% of hires. This is followed by Asia (29%) and the Americas (27%).

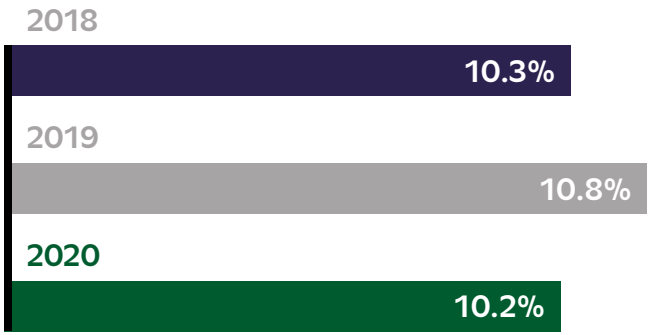
At the end of 2020, the number of departures stood at 580. Group-wide, staff turnover amounts to 10.2% on average. However, this average masks large disparities between countries with, for example, low rates of 5% in France (84 departures, including 19 dismissals) and 3% at MANE KANCOR in India, compared to high rates of 11% in China and 14% in the United States. However, in China, staff turnover fell from 24% in 2018 to 11% in 2020, a marked improvement given the issues facing our recruiting teams on the Chinese market (talent war and constant wage inflation).

In the United States, where there is a very low unemployment rate (below 4%), the context of full employment makes it difficult to create loyalty among employees.

In order to remain competitive and optimise its development in an increasingly demanding market, MANE is considering implementing a more relevant talent management policy in order to create loyalty and, above all, encourage engagement and motivation among current and future talent.

The Group is also working to adopt measures to develop its employer brand and carry out communication campaigns aimed at target schools. Particular attention is also being paid to the new demands of millennials, particularly by considering changes in management practices and the organisation of work (work-life balance).

Turnover of Group employees



	EMEA	Asia	Americas	World
Total number of hires	312	202	188	**702**
Total number of departures*	256	116	208	**580**
Including dismissals	50	6	76	**132**
Turnover**	11.8%	6.8%	11.8%	**10.2%**
▪ Men	12.2%	6.4%	12.4%	**10.4%**
▪ Women	11.3%	6.8%	11.3%	**10.3%**

Methodological note:

* Departures: dismissals, resignations, retirements and deaths (excluding the end of fixed-term contracts and probationary periods at the request of the employer)

** Turnover: total number of departures during the year divided by the total number of employees at the end of the year and multiplied by 100

WAGES

MANE believes that the Group's future depends on its ability to attract and retain talent. A fair, motivating and equitable wage system is one way of achieving this.

Our wage policy has two aims:

- Offer an appealing, stimulating and competitive wage system and working conditions that are in line with market practices
- Ensure internal fairness to motivate and involve employees

We do not discuss wage amounts or increases as we believe this information should remain confidential. However, in all the countries in which the Group is present, we respect the minimum wage set by local legislation. For example, in 2016 in France, the Group's management signed a collective agreement with employee representative bodies to ensure a minimum general increase in wages.

In France, MANE also links its employees to the company's results through a Company Savings Scheme (profit-sharing, incentives). The company then returns a share of any profit to its employees as a yearly bonus. The amount of the bonus and its distribution are decided by an internal agreement between managers and employee representative bodies. A Company Savings Scheme (CSS) has also been set up in France. This is a collective savings scheme, allowing employees to build a securities portfolio within the company. Voluntary employee contributions are topped up by company contributions (subscriptions).

DEVELOP OUR COLLABORATORS' PROFESSIONAL SKILLS

Thanks to a policy of initial and continuous training aimed at our employees and customers, we anticipate and support business developments and the specific needs of different groups. The MANE Academy Campus will soon offer motivating professional training. From the moment they enter the Group, a personalised integration process is implemented, adapted to the employee's profile, the diversity of roles and organisations and the specific nature of the business. This measure can take different forms.

TRAINING

80%
of the Group employees have received training

Given the highly competitive environment in which it finds itself, MANE believes that developing its workforce is essential in order to strengthen the employability of its employees as well as its competitiveness and appeal as a company. A successful company is one that knows how to maintain and enrich its knowledge and expertise.

In order to identify the continuous 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;
- Establish specifications for future training;
- Assess the professional skills of our employees.

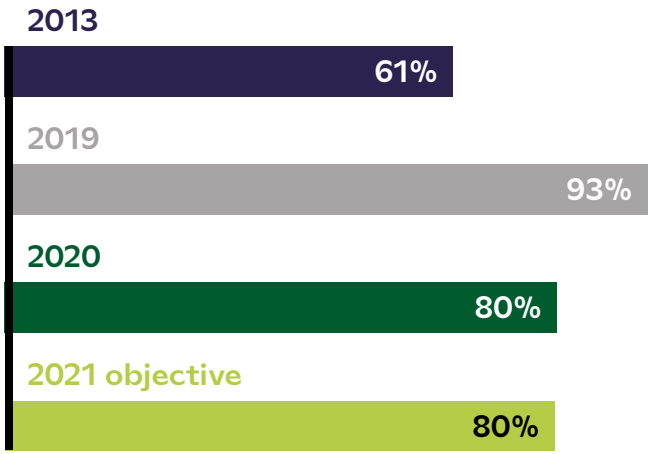
In-house training is also encouraged to support teaching and activities that use information specific to the company to address relevant issues. In France, we always offer all our new recruits - regardless of their employment contract (intern, apprentice, temp, permanent or fixed-term) - induction training for at least one day to introduce any key regulations that need to be followed for safety or quality, environmental, energy and occupational chemical risk management.

The Human Resources Department at MANE France has also implemented a strategic plan for employment and skills in order to anticipate short- and medium-term human resource needs. The aim is to better anticipate the effects on employment of economic, technological, social and demographic changes. The strategic plan for employment and skills will offer employees the opportunity to acquire new skills and adapt to changes in job requirements and expectations, often due to changes and developments in the job market and strategic corporate decisions.

1.5%
of payroll for training

The Group spends an average of 1,5% of its payroll on training (and in France: 2.5% compared to the 1% minimum legal requirement). We have also emphasised training for trainers. Training programmes covered, among others, the following topics: English language courses, movement and posture, managerial development of supervisory teams, ATPmetry (molecular biology technique), well-being, forklift handling, ISO 14001, etc.

Employees who received training



	2019	2020
Number of employees who received training during the year	5,236	**4,554**
Total training hours	108,826	**84,287**
Average hours per employee	19	**15**

Methodological note: Recognised training includes internal and external training.

In 2020, across the Group, 4,554 employees completed at least one internal or external training programme, which is 80% of the total workforce. We have therefore reached our 2021 target. The total average number of training hours is 15 hours per employee, an increase of 4 hours compared to 2019. This decrease in the number of training hours is a consequence of the Covid-19 health crisis, which has forced training programmes originally planned for 2020 to be put on hold in all Group entities.

DEVELOP OUR COLLABORATORS' PROFESSIONAL SKILLS

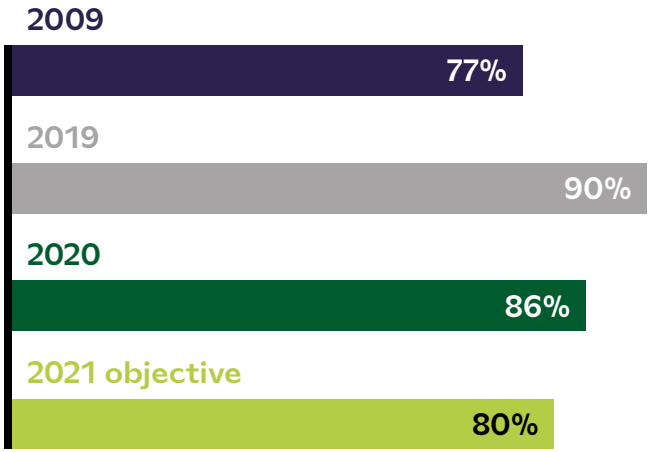
YEARLY APPRAISALS

86%

of Group employees

have had an annual performance review

Employees who received an interview



A yearly review of progress and targets allows employees to review the year and discuss their training needs with their line managers. This interview is a valuable discussion between managers and their employees, an exchange which aims to see lasting improvement in professional practices, results and behaviour.

In 2020, 86% of the Group's employees benefited from an interview or assessment over the course of the year. We have therefore exceeded our 2021 target by 6%.



ASSERT OUR ROLE AS A COMPANY THAT CARES ABOUT PEOPLE AND THE ENVIRONMENT

Since MANE is, by nature, a diverse and global company, its links to the local community are a strong priority within its Human Resources policy. This strong commitment involves respect for diversity, support for the most vulnerable employees and the development of a social dialogue. The promotion of social standards encourages equal opportunities for all our employees, wherever the company operates, to offer them decent living and working conditions and access to basic skills.

GENDER EQUALITY

The Group is careful to ensure men and women are treated equally. In 2017, the Board of Directors signed an agreement relating to equal opportunity and work-life balance with the following aims:

- Take action to encourage gender equality in recruitment and to address any workplace bias by encouraging both gender and disability diversity
- Encourage a better work-life balance
- Ensure both women and men can access professional training
- Promote and encourage women's access to management positions
- Pursue an equal pay policy

While the latest Global Wage Report 2018/2019 by the International Labour Organization (ILO) reports a global gender pay gap of around 20%, the gender pay gap for wages in the Group is, on average, 7% in favour of men.

FOCUS ON FRANCE

In accordance with the French Law "for the freedom to choose one's professional future", V. MANE FILS calculated the Gender Equality Index of its workforce. In 2020, the gender equality index score was 98/100.

MANE has also been awarded GEEIS (Gender Equality European & International Standard) certification by Bureau Veritas.

In France, the overall gender equality index score calculated by V. MANE FILS based on the following five indicators:

- The gender pay gap (40%)
- The gap in the distribution of individual pay increases (20%)
- The gap in the distribution of promotions (15%)
- The number of employees who received a pay increase on their return from maternity leave (15%)
- The number of people of the under-represented sex among the 10 highest earners (10%)

And the following three themes have been evaluated by Bureau Veritas:

- Steering tools
- HR and managerial practices
- The overall impact of European / international policy

This very good score reflects the Group's desire to take care not to create wage inequality between men and women.

Following on from the certification achieved by its French entity in 2019, MANE is proud to announce that MANE Ibérica, its Spanish subsidiary, was also awarded GEEIS certification by Bureau Veritas in October 2020.

In 2020, V. MANE FILS set up a training programme on gender equality in the workplace. MANE asked an external communications firm to design an e-learning module to raise awareness among employees in an original and fun way on gender equality in the workplace. In 2020, 73 people participated in this online learning session, representing 4% of the workforce.



ASSERT OUR ROLE AS A COMPANY THAT CARES ABOUT PEOPLE AND THE ENVIRONMENT

PEOPLE WITH DISABILITIES

The Board of Directors of MANE France has committed to a policy to support people with disabilities through employment. One of the major aspects of this commitment is to implement actions necessary for integration by, where necessary, adapting workstations in the company in order to create conditions that enable people with disabilities to remain in employment.

Our company is also committed, as far as possible, to commissioning services from ESATs (French organisations that help disabled people into work), examples of which include: maintenance of green spaces, bottling of perfume, removal, dismantling, processing and recycling of Waste Electrical and Electronic Equipment (WEEE), packing boxes, etc.

On 12 June 2018, the management and employee representatives of V. MANE FILS signed, for the third time, an agreement benefiting 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 2018-2021 agreement are as follows:

- Continue improving the employment rate of employees with disabilities and bring the employment rate up to 4%
- Strengthen our cooperation with companies in the sheltered employment sector by assigning duties to them
- Retain disabled employees
- Continue involvement with other sites outside 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, which have continued unabated despite the health crisis, in 2020 MANE made a strong commitment to disability issues, as demonstrated by the following actions:

1. Sponsoring the race organised by Special Olympics France for people with intellectual disabilities, since the creation of the event in 2011, with the women's team coming top as a bonus
2. First successful participation in the Hello Handicap virtual jobs fair, leading to the hiring of two people by prestigious partners such as LVMH, L'Oréal and Nestlé
3. A new recruitment partnership with JobinLive to proactively promote direct hiring
4. An employee awareness campaign to promote even greater understanding of disabilities in the company

ANTI-DISCRIMINATION POLICY

To formalise its commitment to fighting discrimination, the Human Resources Department of MANE France signed the Corporate Diversity Charter in 2008. Since its launch in 2004, this Charter has encouraged companies to guarantee the promotion of and respect for diversity among employees. In this way, MANE undertakes to fight against any form of discrimination and to implement measures to promote diversity.

In accordance with this Charter, we undertake to:

- Raise awareness among and train managers and employees involved in recruitment, training and career management in issues of non-discrimination and diversity
- Respect and apply the principle of non-discrimination in any form and at all stages of human resource management, specifically recruitment, training, professional advancement or job promotions for employees
- Attempt to reflect the diversity of French society and particularly its cultural and ethnic diversity within the workforce, across all qualification levels
- Keep all our employees informed of our commitment to promote non-discrimination and diversity and ensure they are up to date on the practical results of this commitment
- Ensure the development and implementation of the diversity policy is a topic for debate with staff representatives
- Include a chapter describing the company's commitment to non-discrimination and diversity in the annual report: actions taken, practices and results

In 2017, MANE went even further by updating its Human Resources Policy to allow employees to inform the Ethics Committee of any failings in terms of diversity, discrimination or equality of opportunity.

ASSERT OUR ROLE AS A COMPANY THAT CARES ABOUT PEOPLE AND THE ENVIRONMENT

INTERGENERATIONAL CONTRACT

Since 2013, MANE has been committed to the sustainable integration of young people and the transfer of knowledge between generations, with the aim of transferring the key skills required by the company. In September 2015, we received the 2015 intergenerational contract award from the then French President François Hollande. The MANE Group won in the category for companies with 300 or more employees. The main elements that caught the attention of the judging panel were the clear voluntary commitments in the area of recruitment and retention, the pragmatic nature of initiatives - particularly in terms of occupational risk prevention - and the willingness to transfer the key skills required by the company.

In 2017, MANE renewed its collective agreement for France for a further 3 years. The agreement includes measures promoting:

- Sustainable integration of young people into employment
- Employment of experienced workers
- Transfer of knowledge and skills

Implementation of the provisions of this agreement was extended through the agreement on wages of 27 March 2020.

V. MANE FILS set itself a target of awarding 40 permanent contracts under this agreement. At the end of the application of the agreement, 146 young people under the age of 26 (or disabled young people under the age of 30) were recruited on permanent contracts, more than triple the number we expected. The agreement also provided for the presence of 40 work-study contracts each year, all sectors combined. In 2020, 96 work study students were present in the company.



OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

It is on the ground, creating solutions every day to improve our employees' working conditions, that we demonstrate our excellence. Preventing occupational accidents and diseases, making employees and their managers aware of occupational health and safety, work-life balance: enjoying a high-quality working environment means our employees can effectively serve our industrial customers, as well as millions of consumers whom we serve indirectly every day, all over the world.

QUALITY OF WORK LIFE

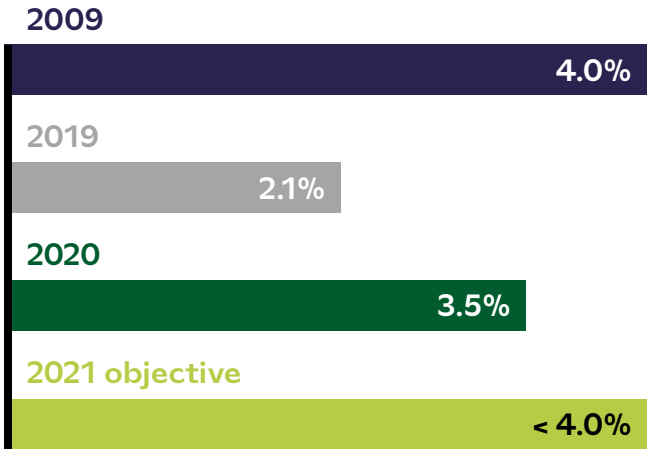
Ensuring quality of life at work is a challenge that not only involves preventing occupational stress and decreasing absenteeism but also developing the attractiveness of the company and improving employee creativity, commitment, motivation and loyalty. Many actions are carried out within the Group to improve the environment and working conditions. From 2011, MANE began an approach on the prevention of psychosocial risks, working conditions and more generally the quality of life at work, notably through a heavy investment in managerial training. Numerous qualitative actions and approaches have improved the environment and working conditions. In 2018, to go further in this approach, a collective agreement was signed with the trade union organizations of V. MANE FILS to decide on new commitments to allow everyone to reconcile professional and private life, including:

- Develop support for employee organisations by implementing remote working 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 provided by the company, implement a family carer policy and create part-time jobs for family carers

In 2020, the following collective agreements were concluded in France in the area of work organization:

- Agreement on wages, working time and added value-sharing of 27 March 2020
- Collective agreement on working from home of 7 August 2020

Absenteeism rate



Absenteeism rate	2020
EMEA	5.9%
ASIA	1.3%
THE AMERICAS	3.0%
World	3.5%

Methodological note: Absenteeism rate: Number of days absent over a 12-month period, compared to the number of working days expected for the employee over the same period.

In 2020, the Group absenteeism rate was 3.5%, a low rate that generally reflects the high workplace morale of our employees.

Our 2021 target is to keep absenteeism below 4%, a target that we have beat for many years.

OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

OCCUPATIONAL HEALTH AND SAFETY

MANAGEMENT OF THE COVID-19 CRISIS

2020 was dominated by the Covid-19 health crisis. This crisis has had a profound impact on work organisation and heightened the need to ensure the health and safety of our employees.

During this crisis, MANE has taken appropriate measures, particularly in the area of occupational health and safety, to protect employees and their families from Covid-19-related health risks.

Since the start of the crisis, we have followed the recommendations of the various countries in which we operate and implemented specific health protocols at each of our sites.

MANE has also updated its Single Risk Assessment Document (DUER) to assess exposure to Covid-19-related risks and provide for appropriate prevention measures.

Here are a few examples of the protective measures MANE has implemented:

- Communication campaigns to promote strict enforcement of preventive measures
- Employee temperature checks on entering the workplace
- Provision of masks, safety goggles and hand sanitiser
- Reorganisation of flow management
- Review of procedures for greeting visitors
- Strengthening of procedures for cleaning and disinfection of surfaces and ventilation
- Implementation of maximum occupancy guidelines in all areas, including canteens and meeting rooms
- Implementation of working from home for suitable positions

In addition, management and the human resources department have written regular briefing notes to ensure that employees have the right level of information and support during this crisis.

Covid-19 crisis units have been set up in various Group entities to make collective decisions on urgent measures to be put in place.

All of these measures have reduced the risk of contamination for our employees while continuing to meet our customers' needs.

It was important for us not only to anticipate, communicate and act on the protection of our employees, but also to ensure continuity of business. Therefore, another of our priorities has been to always respond to our customers and work with them to find the best solutions in this very difficult economic environment. Thus, our R&D teams continued to offer our customers innovative solutions, our production lines enabled us make deliveries to our customers, and all Group operations were maintained throughout the year in compliance with government instructions on lockdowns and company health protocols.

In addition, when it became difficult to obtain hand sanitiser at the start of the health crisis, MANE's production units swung into action to alleviate this shortage by reorganising their production chain to manufacture it. Some sites also donated these products to associations, local communities and hospitals as well as employees.

PREVENTION APPROACH

In order to prevent occupational hazards in the workplace, including those linked to stress, MANE is prepared to work with all relevant stakeholders. Managers and supervisors drive the policy and any resulting actions. The occupational health department and the Social and Economic Committee (Comité Social et Économique – CSE), which brings together since 2018 the three previously separate bodies representing employees at the workplace – the employee delegates (DP), the works council (CE) and the health and safety committee (CHSCT), are also stakeholders in the process, along with all our employees, whose role is to identify any risks and develop and implement the preventive action plan.

MANE's management of health and safety is based on risk assessment in the following areas:

- Occupational risk assessment to identify, assess and classify risks in order to implement relevant preventive measures. The results of this occupational risk assessment are recorded in a "single document" made available to members of the OHSC, employee representatives and the occupational physician
- Analysis and handling of accidents and near-accidents to identify the various contributing elements and implementation of appropriate corrective and preventive measures
- Safety behaviour visits

Noise, manual handling of loads and alternating shifts have been identified as being the main causes of stress in our company. MANE therefore takes all appropriate measures to prevent stress, such as, for example, adapting relevant workstations or reducing the noise level of machines.

Our manufacturing sites in Mexico, China and India (MANE KANCOR), representing 22% of the Group's employees, are OHSAS 18001 certified (occupational health and safety management standard).

OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

CHEMICAL RISK PREVENTION

In view of the activities of our company, the prevention of chemical risks is an integral part of our prevention approach. Chemical risks are the result of exposure to or use of hazardous chemicals that can cause adverse health effects.

At MANE, the prevention of chemical risks is based in particular on:

- The identification of dangerous products present in the company, whether these are products used as such or generated by an activity or process in the form of gas or dust and
- The exhaustive and rigorous risk assessment taking into account the seriousness of the risk, in particular on carcinogenic, mutagenic or toxic for reproduction (CMR) products

The results of this assessment are recorded in a file called a “single document” which is made available to occupational health and staff representative bodies. The single document contains: the evaluation framework, the risk analysis method chosen as well as the tools used, the classification method chosen, the inventory of risks identified and assessed and the actions to be implemented.

In general, 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 is also accompanied by the following additional measures:

- Information, awareness and training of employees
- Application of hygiene measures (individual and collective)
- Establishment of emergency procedures
- Health monitoring of exposed employees

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 Bar-sur-Loup which are classified ICPE (Installations Classées pour la Protection de l'Environnement) subject to authorization 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 authorization for Quéven and declaration for Sablé-sur-Sarthe.

This is the context in which we developed our Major Accident Prevention Policy, defining our industrial risk management roadmap. We make particular use of training, awareness and employee accountability as well as incorporating industrial safety at the earliest stage of site design, planning regular exercises to understand emergency situations and carrying out regular internal audits. Finally, and most importantly, we strive to communicate as transparently as possible in matters of industrial safety, both internally and externally, in order to maintain trust with employees, local residents and local authorities.

MALICIOUS INCIDENT POLICY

In a context of increased vigilance against malicious, criminal or terrorist risks, a global approach to security on our industrial sites is necessary. For this, MANE has implemented an Antiterrorism / Malicious Incident Policy on its EMEA sites in the following areas:

- Measures taken to ensure limited physical access to buildings, installations and stocking areas
- Control of traffic circulation in order to effect a rapid control inside the work sites
- Security based on company personnel in order to prevent malicious intrusion of persons
- Management of stocks to ensure security of products
- Security based on carriage in order to wrestle against theft risks and high-risk goods diversion
- Process to ensure the integrity of process procedures
- Security information required to prevent malicious computer database activities

OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

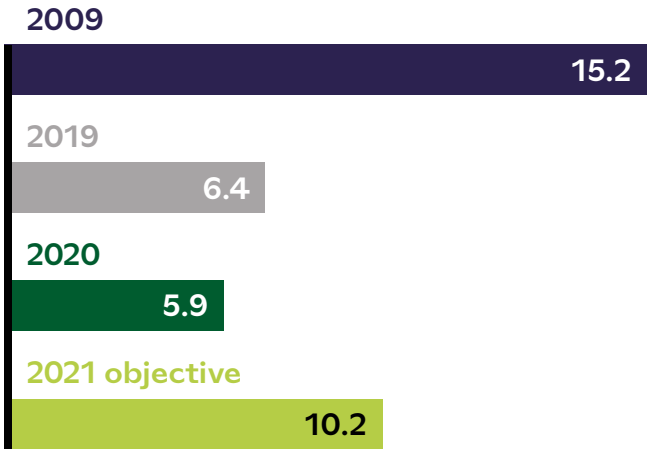
OCCUPATIONAL STRESS

Occupational stress is also incorporated into our prevention policy in the same way as other occupational hazards. Occupational stress 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 work situations can affect the health of our employees (depression, anxiety, burnout), occupational stress must be taken into account. It is therefore necessary to assess it, plan suitable preventive measures and prioritise collective measures to avoid these risks as early as possible.

In 2011, in partnership with the occupational health department, MANE hired an independent consulting firm for help in measuring employee stress levels in order to rank the main causes of stress and draw up a corrective or preventive action plan, as appropriate. In line with this approach, which has already been in place for many years, MANE continues to raise awareness and provide training on stress prevention for our managers and executives. We also provide training for medical staff on how to support people who may be experiencing difficulties. A survey aimed at preventing occupational stress is carried out every 5 years in France (it has already been carried out twice, in 2011 and 2016).

The next one is scheduled for 2021.

Frequency rate for accidents



	2009	2018	2019	2020
Number of accidents in the workplace	69	67	71	**63**
Number of occupational diseases	0	2	1	**2**
Number of days lost		1,078	1,367	**1,988**
Number of hours worked	4,536	10,649	11,020	**10,714**
Frequency rate*	15.2	6.3	6.4	**5.9**
Severity rate**		0.13	0.12	**0.19**

Methodological note:
* Frequency rate; number of workplace accidents leading to more than one day of lost time, occurring during a 12-month period, compared to a million hours worked
** Severity rate: number of days lost per 1,000 hours worked

Since 2020, thanks to a collaborative effort, the Group has recorded a considerable drop in the incidence of workplace accidents. At the end of 2020, a total of 63 accidents with leave were recorded.

The incidence of workplace accidents for Group employees was 5.9 accidents per million hours worked in 2020, which is a decrease of 61% compared to 2009. For the fifth year in a row, we have therefore exceeded our 2021 target to reduce incidence by 33%.

In 2020, the incidence of accidents on MANE sites in France was 10.6 accidents per million hours worked.



OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

SOCIAL DIALOGUE

The Group is 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 simply information exchange between the company and employee representatives to encourage 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 (CES), which since 2018 has merged all of the employee representative bodies: employee representatives, works council and occupational health, safety and working conditions committee.

SUMMARY OF COLLECTIVE AGREEMENTS

All MANE employees in France are covered by the National Collective Agreement for Chemical and related Industries dated 30 December 1952.

In 2020, three agreements were signed, focusing on the following areas:

- Agreement on wages, working time and added value-sharing of 27 March 2020
- Agreement on the management of paid leave during the Covid-19 pandemic of 1 April 2020
- Collective agreement on working from home of 7 August 2020



3.3 CARE ABOUT OUR COLLABORATORS

PERFORMANCE INDICATORS

GRI	Indicator	Unit	2009	2018	2019	2020
102-7	Group consolidated workforce	Number	2,738	6,346	6,626	**6,770**
102-7	Workforce included in the scope of consolidation of social data*	Number	2 ,514	5,452	5,645	**5,683**
401-1	Employees with a permanent contract	%	87%	91%	92%	**92%**
405-1	Women in the total workforce	%	43%	39%	40%	**39%**
401-1	Employees by age	< 30	35%	27%	26%	**24%**
401-1		30-50	52%	57%	57%	**58%**
401-1		> 50	13%	16%	16%	**18%**
401-1	Employees by geography	EMEA	45%	43%	42%	**42%**
401-1		Asia	23%	29%	29,5%	**31%**
401-1		The Americas	32%	28%	28,5%	**27%**
401-1	Hires	Number	496	1 047	975	**702**
401-1	Departures	Number	172	562	599	**580**
401-1	Turnover	%	6.8	10.3	10.6	**10.2**
403-8	Absenteeism	%	4.0	2.2	2.1	**3.5**
403-8	Employees working on a site being certified OHSAS 18001	%	0	20	21	**22**
403-9	Workplace accidents with leave	Number	69	67	71	**63**
403-9	Frequency rate for workplace accidents with leave	Rate	15	6.3	6.4	**5.9**
403-9	Death at work	Number	0	0	0	**0**
404-1	Hours of training	Hours (H)		107,024	108,826	**84,142**
404-1	Hours of training by employee	H / employees		20	19	**15**
404-2	Employees taking at least one training programme over the course of the year	%		88	93	**80**
404-3	Employees participating in an interview or assessment over the course of the year	%	77	85	89	**86**
404-3	Candidates hired through internal mobility	Number			263	**207**
407-1	Proportion of employees covered by collective bargaining agreements	%			40	**41**

* The scope of consolidation of social data published in this report includes the workforce as at 31 December 2020 of all MANE Group sites in the following countries: Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Switzerland, Thailand and the United States. This is a representative sample of 84% of the Group's total workforce.

3.4 PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN



At MANE, we believe growth is only sustainable if it is shared. Contributing to the local development of the areas in which the Group operates is a responsibility MANE 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.

Along our value creation chain, our approach to promoting CSR is based on the following axes which are applied within the company:

- Integrate CSR into customer relationship
- Guarantee and encourage responsible purchasing practices
- Contribute to the sustainable socio-economic development of the regions in which the Group operates by creating direct and indirect jobs and developing skills

SUSTAINABLE DEVELOPMENT GOALS







RELATIONSHIPS WITH CUSTOMERS

CSR IN CUSTOMER RELATIONS

Exchanges with our customers are a source of progress. The Group thus responds to the questionnaires of its customers who also audit its production sites, as well as to the Self-Assessment Questionnaire (SAQ) from SEDEX, to the Climate Change and Water Security questionnaires from the CDP and to the questionnaire for the CSR assessment carried out by ECOVADIS. The use of these collaborative platforms brings unity and transparency in the monitoring of our ethical, social and environmental commitment and gives us the opportunity to highlight our CSR approach with our customers.

Since 2012, we have shared our CSR scorecard (via ECOVADIS) with 51 of our customers, our SAQ and SMETA information (via SEDEX) with more than a hundred customers, and our CDP scores with 4 customers.

In recent years, CSR has also become a full-fledged scoring criterion in the annual assessments of our customers, along with purchasing, quality, logistics and innovation. The CSR approach as well as the supplier risk management methodology that we have implemented for several years (recognized by independent third parties) has enabled MANE to position itself quite honourably in the CSR category of the scorecards of its main customers.

Exchange meetings on the CSR approach at MANE or more specifically the management of supplier-related risks are also regularly organized with our customers in order to jointly decide on actions to be implemented according to their requirements and our proposals.

HEALTHY AND SAFE PRODUCTS

MANE is committed to a close and trusting relationship with its customers. As previously described in the "Consumer health and safety" chapter, offering them ever healthier, safer and quality products is a challenge that is based on the following axes:

- Food safety for flavours
- Assessing product safety (toxicology)
- REACH compliance
- Sustainable consumption

CUSTOMER SATISFACTION

90%

of our customers are satisfied at Group level

Customer satisfaction reveals the degree of attention paid by MANE to customer needs and preferences and is essential to the sustainability of its success. Each year, as part of the ISO 9001 quality management systems implemented by the various Group entities, a satisfaction survey is sent to a representative panel of customers. The objective of these surveys is to determine customer satisfaction in the following areas:

- Business relationship
- Order processing and follow-up
- Delivery conformity
- Quality
- Focus on technical sheets
- MANE's key solutions and expertise
- CSR approach

CSR is therefore also one of the subjects on which our customers are questioned in addition to the other more traditional criteria. Satisfaction surveys completed by customers are reported by Commercial Services and analyzed by Quality Services who, if necessary, will provide internal feedback to the departments concerned and to customers if necessary.

The Quality departments produce a quantified assessment of the results of these surveys which is presented each year in a Quality management review.

For the EMEA region, for example, out of more than 2,200 Flavours and Fragrances customers surveyed in 2019, the overall satisfaction rate measured is 80% (average calculated for customers who responded to the survey), and 100% on the theme of CSR (for customers who have provided an opinion on the subject).At Group level, the overall level of satisfaction is estimated at 90%.



RELATIONSHIPS WITH SUPPLIERS

RESPONSIBLE PURCHASING APPROACH

Our activities are mainly linked to the purchasing of raw materials and packaging. The quality of MANE's relationships with its suppliers helps to sustain its supply chains in the long term. In this way, MANE is committed to building lasting relationships with suppliers all around the world based on balancing individual interests, trust, and reciprocal CSR commitments.

The Group believes it has a responsibility to influence the actions of its suppliers in terms of both environmental and socio-economic impact. This ambition aims to incorporate CSR as a key selection criterion for our suppliers, alongside aspects such as quality, cost and deadlines.

For this reason, our responsible purchasing policy is an integral part of our CSR strategy. We expect our suppliers to adhere to the Group's ethical and CSR principles. To achieve this aim, we ensure suppliers are linked to a CSR policy and provide support to assess their practices and carry out on-site audits (for suppliers identified as being at risk).

MANE's responsible purchasing policy involves:

- a **Code of Ethics for Group buyers** that commits buyers to behaving in an ethical manner to build fair relationships with our suppliers, not engage in discriminatory practices and ensure the transparency of any transactions
- **awareness-raising and training for buyers** to prevent and detect acts of corruption (see chapter "Anti-corruption")
- **Purchasing and Sustainable Development Charter for MANE suppliers**, to present our sustainable development policy and encourage them to respect our six basic principles of human rights, working standards, environment, responsible purchasing and anti-corruption
- **a methodology to assess potential CSR risks** linked to countries of origin, categories of suppliers or raw materials
- **training for MANE's internal auditors** and buyers to perform on-site CSR audits for supplier
- a CSR assessment process for suppliers

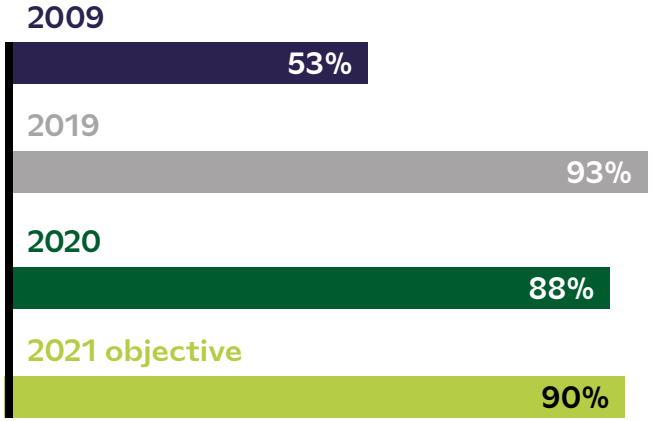
MANE involves its suppliers in its CSR policy, especially suppliers considered "significant" for the Group. A supplier is considered "significant" if they are one of the strategic suppliers who are important to the Group and/or if they pose a potential risk linked to CSR. In 2020, the panel of "significant" suppliers represented 89% of the total amount of raw materials purchased and packaged at its head office (Bar-Sur-Loup).

SUPPLIER CSR COMMITMENT

As an extension of our own Sustainable Development Policy, we ask all our significant suppliers to sign MANE's Purchasing and Sustainable Development Charter, formalising what the Group expects of its suppliers in terms of CSR. By signing it, suppliers undertake to respect the principles of CSR with a view to continuous improvement, in the areas of human rights, labour standards, the environment and anti-corruption.

Although only 53% of our purchases were made from suppliers committed to a CSR policy in 2009, we have set a target to increase this to 90% by 2021.

Share of the total amount of purchases made from suppliers committed to a CSR policy*

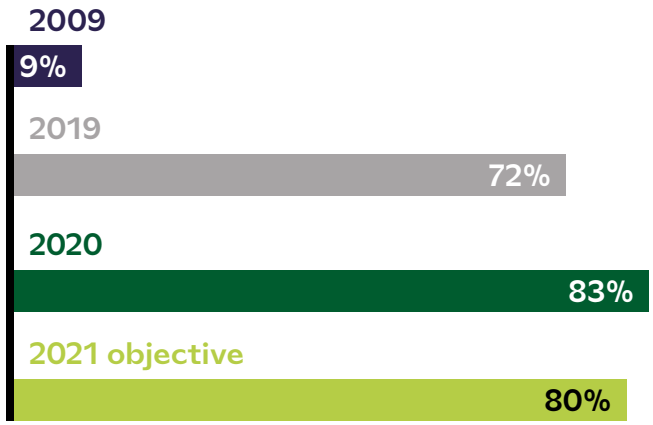


* Committed to a CSR policy through the signing of our Purchasing and Sustainable Development Charter or via a CSR approach communicated publicly and recognized by an independent third party if they did not wish to sign our Charter

In 2020, 88% of the total amount of purchases made by head office were from suppliers committed to a CSR policy. Among the group of significant suppliers monitored on their CSR at head office level, we also carry out specific monitoring of 'global' suppliers.

RELATIONSHIPS WITH SUPPLIERS

Global* suppliers of the Group committed to a CSR policy



* "Global" suppliers are identified by MANE as being strategic for the Group and, to this end, are subject to centralised bargaining by the Group purchasing department.

At the end of 2020, 83% of the Group's global suppliers were committed to a CSR policy, ie 3 points above our 2021 target, one year ahead of schedule.

CSR EVALUATION OF OUR SUPPLIERS

50%

of our significant suppliers evaluated on their CSR

In order to ensure respect for the CSR principles set out in the Guidelines signed by our suppliers, we have developed a two-stage approach.

Firstly, we provide our suppliers with a self-assessment tool for their CSR practices to help them identify their significant CSR challenges and build their CSR action plan, if necessary (particularly for Small and Medium-sized Enterprises, or SMEs). We also ask them about the geographical origin of their raw materials and the type of supply chain (direct origin with no intermediaries, or indirect via one or more intermediaries). As MANE is a member of the EcoVadis and Sedex platforms, we also offer the option for suppliers to give us access to their EcoVadis scorecard or SMETA audit report as an alternative. This first phase of study gives us an initial overview of the supplier's level of responsibility and allows us to determine whether they are potentially "at risk" in terms of CSR.

Secondly, we strive to assess, as a priority and in more detail, suppliers whom we have identified as being potentially at risk. To that end, we have several options: plan a CSR audit carried out on site by MANE, have the supplier assessed by EcoVadis, or ask the supplier to undergo an audit by an independent third-party organisation (for example, according to the SMETA benchmark or the Ecocert Fair for Life & For Life standards).

Significant suppliers assessed on their CSR *



CSR assessment of our significant suppliers	From 2009 to 2020	2020
Suppliers audited on site by MANE on their CSR	47	1
Suppliers assessed by ECOVADIS	66	37
Suppliers subject to a SMETA audit	64	13
Suppliers who have undergone another type of CSR audit carried out by an independent third party	20	0

* On-site audits carried out by MANE or by an independent third party or evaluations carried out by ECOVADIS

At the end of 2020, 50% of our significant suppliers were assessed at least once on their CSR by an independent third party. We have therefore met our 2021 target a year ahead of schedule.

We work with 165 suppliers on the Sedex platform and 80 suppliers on the EcoVadis platform.

RELATIONSHIPS WITH SUPPLIERS

RAW MATERIALS TRACEABILITY

GEOGRAPHIC ORIGIN

The traceability of raw materials of natural origin is an essential component of the analysis of the risks inherent in supply chains. It identifies the different stages involved throughout supply chains, including information on the geographic origin of the places where the plant is grown or collected.

Knowledge of this origin is indeed essential information in order to be able to ensure the conformity of purchased and finished products with national regulations on access and benefit-sharing (ABS) within the framework of the Nagoya Protocol (see chapter "Biodiversity").

For the implementation of the Nagoya Protocol within its organization, MANE has developed its information system in order to integrate all the geographical origins of all the raw materials of natural origin purchased. A certificate of origin has been requested from all the suppliers concerned and already present in our database, and this request for information is now an integral part of the process of introducing new products.

SUPPLY CHAIN RISK ASSESSMENT

Traceability to the level of places where the plant is grown or collected also allows us to identify the potential risks that may relate to the stages upstream of the natural ingredient supply chains. To better take them into account in our responsible purchasing approach, we have implemented a risk analysis approach relating to the exposure risks linked to countries. This requires initial work to identify and classify potential risks through a dedicated map.

Here are some examples of indices to which we refer to quantify the potential risks according to the country:

- the Corruption Perception Index (IPC), published annually by the NGO Transparency International
- the Human Freedom Index established every year since 2008 by a consortium of think-tanks including the CATO Institute, the Fraser Institute and the Friedrich Naumann Foundation for Freedom
- The Living Forests report by the NGO WWF which, in the last chapter 5, identifies the fronts of deforestation where efforts to stop deforestation must be concentrated

This analysis then allows us to couple the potential risks identified with the level of CSR performance of suppliers in order to calculate a level of risk known as "residual". And it is on the basis of this level of residual risk that we establish our priorities in the management of suppliers and their supply chains. We estimate around 10% of the share of supply chains with a risk identified as moderate or high. It is therefore on these supply chains that we give priority to our follow-up actions with the suppliers concerned. For this, we use the sending of more complete questionnaires making it possible to draw up an inventory at the level of the supply chain, or the planning of on-site audits if necessary. Our methodology was audited in 2018 by ECOCERT which recognized it as being robust (formalized and documented). Certain areas of progress have been identified which we have since taken into account as areas for improvement.

SUSTAINABLE PALM OIL

Palm oil is a product of the oil palm. It is the most widely produced, consumed and sold vegetable oil on the planet. Between 1994 and 2014, palm oil production quadrupled, reaching 65 million tonnes. Production is concentrated in Indonesia and Malaysia, which produce 85% of the world's palm oil. By 2030, the Food and Agriculture Organization of the United Nations (FAO) estimates that total production will be double what it was in 2000.

The growth of oil palm plantations is one of the main contributing factors to deforestation in Indonesia and Malaysia, threatening natural species and habitats, destroying peat bogs and contributing to global warming. The increase in palm oil consumption is also threatening natural tropical forests in Papua New Guinea, Africa and South America.

In this context, it is important that the use of palm oil complies with certain environmental guarantees. One solution is the use of palm oil certified from sustainable sources according to the principles and criteria of the Roundtable on Sustainable Palm Oil (RSPO).

RSPO certification means that palm oil has been produced, processed and used in products that meet RSPO sustainability criteria and that the products are traceable throughout the supply chain.

RELATIONSHIPS WITH SUPPLIERS

PALM OIL AT MANE

At MANE, we use very little palm oil in our products. This represents less than 0.001% of world production. The Group primarily buys palm oil derivatives (from the fruit) or palm kernel oil (from the kernel).

Although MANE's consumption of palm oil is extremely small compared to the world market, we are convinced that the Group can play a role in promoting the production of sustainable palm oil.



MANE'S COMMITMENTS

As part of our programme of Corporate Social Responsibility (CSR), in 2009 we set up a responsible purchasing policy in order to raise awareness of CSR among our suppliers and to support them in assessing and improving their CSR performance.

In this context, MANE is working closely with its palm oil and palm oil derivative suppliers to ensure a gradual transition towards certified sustainable product sourcing in accordance with RSPO criteria.

To achieve this goal, we have set the following targets, for all compositions used in perfumery, cosmetics and food flavours products:

- MANE sources only palm oil products and derivatives from RSPO member suppliers, or from suppliers delivering products purchased from RSPO member suppliers since 2018
- MANE commits to ensuring that all palm oil used directly in its products will be RSPO-certified using the Mass Balance traceability model, as a minimum requirement, by 2019
- MANE intends to ensure that palm oil derivatives used directly in these products will be RSPO certified using the Mass Balance traceability model by 2021 once they become technically and commercially available

At the end of 2020, MANE reached the first two commitments of its sustainable palm oil purchasing policy. The 2021 transition plan for palm derivatives is also underway.

SUSTAINABLE SOURCING PROJECTS

CLOSE RELATIONSHIPS WITH LOCAL PRODUCERS OF PERFUME PLANTS

MANE's head office is located at Bar-sur-Loup, near the birthplace of the perfume industry, Grasse. Flower production in the Grasse region is part of our history and heritage. These are the flowers, expertly showcased by perfumers, that have written our history, sculpted our landscape and contributed to the economic success of Grasse and the perfume industry.

However, this French speciality is gradually disappearing, overtaken by urbanisation, relocation of plantations and competition from cheaper synthetic materials. For this reason, MANE decided to get involved in preserving and restoring its plantations in the Grasse region. For several years now, as part of its responsible purchasing policy, MANE has been committed to building special relationships with small growers of perfume plants from Grasse and Provence (narcissus, jasmine, Centifolia rose, mimosa, lavandin, cypress, etc.).

RELATIONSHIPS WITH SUPPLIERS

VIRTUOUS VANILLA SUPPLY (MADAGASCAR)

10,000

Malagasy farmers impacted by our vanilla purchases

Vanilla beans processed by MANE come from Madagascar. Our supply chain, in place for over forty years, was reinforced twenty years ago with the creation of a local structure to help producers improve their farming practices and export vanilla beans. Our partner, FLORIBIS, represents MANE's interests locally with farmers, cooperatives and gatherers. For example, FLORIBIS's agricultural extension workers teach farmers how to improve cultivation and preparation. This work significantly improves the quality of the vanilla beans. Farmers are encouraged by the results. MANE also deals directly with cooperatives to guarantee a minimum purchase price and with NGOs aiming to protect biodiversity.

With FLORIBIS, MANE has developed strong ties with local communities and endeavours to constantly create shared value with all stakeholders involved in the vanilla supply chain. Building on initiatives in place since 2009 to support the FITAMA cooperative to produce fair trade-certified vanilla, MANE renewed its commitment by signing a tripartite agreement with the NGO FANAMBY and FLORIBIS in May 2014.

The aim was to implement an entirely traceable vanilla supply, from pollination to the flavour stage, in order to:

- Ensure a stable supply of vanilla beans
- Guarantee complete traceability along the supply chain
- Ensure quality control of vanilla beans from farming communities in Vohemar, one of the four main villages in the vanilla-producing region known as "SAVA" (Sambava, Andapa, Vohemar, Antalaha) in north-western Madagascar
- Guarantee sustainable and responsible purchasing that complies with ethical and social standards

FLORIBIS manages the plantation and quality control of all MANE purchases in Madagascar and the NGO FANAMBY provides its support and expertise in management and training to the vanilla communities that partner MANE.

A critical issue for local communities is ensuring food storage and supply for periods where there are no crops to meet basic needs. MANE therefore provided funding to build a rice granary and to purchase initial stocks of rice. The first stone was laid in July 2014, and the granary was completed in February 2015.

In social terms, the vanilla purchased by MANE has an impact on 10,000 farmers in Madagascar. MANE and FLORIBIS have implemented a payment system for farmers so that they can earn extra income for higher quality vanilla beans (500 farm labourers and 280 farmers benefit from this system). We provide training and guidelines for harvesting beans that have reached full maturity (good pollination, growing and care practices).

From an environmental perspective, deforestation is a significant cause of biodiversity loss in Madagascar. Plantation areas are often expanded so they encroach on forests.

The NGO FANAMBY and FLORIBIS are working on mapping domains to limit forest destruction and have implemented a 5-year reforestation programme in a protected area. FANAMBY is also managing the creation of a national park in Daraina, where farmers who supply vanilla beans to MANE and FLORIBIS are located. This region in Madagascar is unique and precious in terms of biodiversity and the national park will soon be listed as a UNESCO World Heritage Site.

In 2018, MANE continued to expand its vanilla supply sources in Madagascar and optimise monitoring of the traceability of vanilla. We are increasing our partnerships with vanilla producing communities in order to meet demand from our customers for natural vanilla. MANE has thereby developed 25% extra capacity by increasing partnerships with farming communities. We are also developing our offer in terms of quality, particularly the opening of a new community around fair trade. All our traceability processes are certified and audited by ECOCERT.



RELATIONSHIPS WITH SUPPLIERS

To ensure the everyday traceability of vanilla from farming communities, we have formalised oversight of farming communities in the form of agreements including the establishment of pollination records, indexing all pollinated flowers (then green pods) by plot and by week. This year, we also have a new and very simple yet effective traceability tool: a mobile app called METAJUA, which allows you to record data on farming communities and share it with various partners. For each farmer, the app tracks information on their plantation, the flowering of vanilla plants (log, statistics, estimated harvest date, etc.) and the purchase of green vanilla or vanilla prepared by the farmer (date, delivery person, quantity, price, quality, etc.). This tool also allows us to assess the potential and performance of each plantation and each farming community, which is very important to continue selecting the best vanilla pods. Analysing the data collected is vital to encourage farmers and put in place corrective action.

We are also continuing our initiatives aimed at creating shared value, as defined in the MANE 2018-2021 plan to support Madagascan vanilla, particularly in terms of health with the funding of the Vohemar hospital and through various investments to improve daily hygiene. Education is also a priority of this plan. To fight against illiteracy, we provide access to education to as many people as possible in these farming communities and beyond.

SUSTAINABLE VETIVER PRODUCTION (MADAGASCAR)

Vetiver is a remarkable plant currently grown for its roots. It is very tolerant of drought, and has been used in the past for the construction of roofs, to make brushes, to protect furniture and linen and to protect soil against erosion. Vetiver has also always been used for its essential oil, extracted from its roots.

Since the 80s, vetiver growing in Madagascar has stopped due to lack of interest from Madagascan farmers. Devastating hurricanes in Haiti have also led to a bad harvest of this source, causing prices to rocket.

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. Production of 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 with no additives or additional watering. The crops are planted section by section to allow farmers to harvest all year round. The roots reach maturity after one year, a time period which is very important for ensuring the olfactory quality of the Bourbon vetiver. On our plantation, farmers are trained by FLORIBIS to follow good harvesting practices to ensure constant quality.

GERANIUM BOURBON SOURCING (MADAGASCAR)

With its experience and its privileged links in Madagascar, MANE participated in the development of a Geranium Bourbon 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.

In fact, 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. Cultivation and distillation activities encourage the use of surrounding populations and employ 15 permanent and 70 temporary staff.

On the other hand, the environmental aspect was also taken into account with for example, the planting of hedges to fight against wind erosion, the practice of association and rotation of crops for soil preservation.

In addition to its supply of geranium essential oil, MANE wanted to partner with the NGO "Terres en Mêlées" to support it in its "Rugby Academy Ihorombe" project. The objective of this project is to break the isolation of populations neighbouring the Bourbon geranium cultures and contribute to the civic education of young people through rugby, thus aiming at their personal development and their social and even professional integration. The tripartite partnership established with the NGO and the local partner has enabled the construction of a rugby field, the establishment of training sessions (benefiting 346 young people each week, 52% of whom are girls) and a regional and national championship. It also favoured the training of educators, raising awareness of sustainable agriculture through the operation of shared vegetable gardens as well as the integration of young people from the Academy into agricultural professions, driving machines and agronomy.

RELATIONSHIPS WITH SUPPLIERS

A SUSTAINABLE SUPPLY CHAIN FOR TIMUR BERRIES (NEPAL)

Also known as Timut pepper, Timur berries are used as a spice in Chinese, Tibetan, Nepalese and Indian cooking and in traditional Chinese medicine due to their active properties. They develop an unusual aroma, with clear citrus (lemon, grapefruit), plant and woody notes, and provide interesting olfactory properties to perfumes.

The berries grow on small thorny trees of the *Zanthoxylum armatum* species which, in the wild, is native to the mountains of Surkhet in the middle mountains region (known as the hill region) of Nepal, between 1,000 and 2,000m in altitude. The berries are generally picked by disadvantaged, low-caste, rural communities that depend on farming to survive. Women do the bulk of the production and harvesting while the men go to look for work in India. For this reason, the berries are often their only source of income. Given their place in the value chain, the women are vulnerable to price fluctuations and are therefore unable to guarantee a stable income for themselves.

As part of the HVAP (High Value Agriculture Project) programme created by the Nepalese government, and under the supervision of two local NGOs, MANE is actively participating in the development of a sustainable supply chain for Timur berries with the Kuvindedaha community in the Salyan district. MANE has signed a trade agreement which aims to increase income and stabilise demand for farmers while ensuring quality and traceability for customers.

75 households (around 300 people) will benefit from the economic effects of this supply chain. The sale of Timur berries is an incredible opportunity to empower local women. By increasing their income, the women will now be able to fix their homes, educate their children and send them to good schools. In some cases, it can also help to limit the rural exodus of men from the community who generally travel for several years at a time to the big cities in India or Qatar to find work.

MANE is also investing in the community to encourage social development, specifically by building rainwater reservoirs and rolling out an educational programme for women.

In 2014, a nursery was set up to supply Timur plants to farmers and support the creation of plantations, as a complement to picking wild berries. It will take 5 years for these plants to produce fruit for harvesting.



RELATIONSHIPS WITH LOCAL COMMUNITIES

MANE not only contributes to the sustainable socio-economic development of the regions in which it operates through direct and indirect job creation and skills development (recruitment and training of local employees, knowledge transfer, purchasing local goods and services, revitalising local manufacturing networks) but also through the social investment decisions it makes (e.g. developing infrastructure, improving access to healthcare, drinking water and appropriate sanitary facilities).

414,000 €
paid for community projects

We aim to: ensure that our activities and our social commitment create value for the communities with whom we are involved.

In addition to its social responsibility linked directly to its manufacturing activities, MANE's involvement in local regional development includes support for general interest initiatives.

In 2020, the amount of these various donations amounted to more than 414,000 euros on a Group-wide basis. Here are some examples:

INDONESIA

SUPPORT FOR LOCAL COMMUNITIES IN DESA PASIR COMBONG

Indonesia has been hit hard by the Covid-19 health crisis. In order to help local communities in Desa Pasir Combong, MANE's site in Indonesia donated 6,000 fabric masks in March 2020. The aim of this donation was to promote mask-wearing and thus help communities protect themselves against Covid-19. PTMI was also keen to support local businesses by having these masks manufactured by BUMDes (Badan Usaha Milik Desa).

In 2020, PT MANE Indonesia also donated 14 five-litre containers of hand sanitiser to enable the local community to follow health protocols and protect themselves against the Covid-19 virus.

PT MANE Indonesia also supported the local communities of Desa Pasir Combong worst affected by the epidemic by donating over 200 food parcels (containing mainly rice and oil) in June 2020. Similarly, in November 2020, PT MANE Indonesia funded the donation of 8000 litres of water for communities facing supply issues.

With the aim of facilitating the integration and development of local people, PT MANE Indonesia donated 15 computers to local communities to enable them to improve their computer skills.

Similarly, in December 2020, 40 barrels (previously used to store raw materials) were donated to a local association, Lembaga Pemberdayaan Masyarakat. These barrels have been used at catfish farming sites, which has become one of the activities offering an additional source of income to local communities.

VISIT FROM YOUNG PEOPLE FROM THE LP4Y ASSOCIATION

PT MANE Indonesia is continuing 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 the world of work. In May 2020, PT MANE Indonesia donated 100 million Indonesian rupiahs to the association. This donation is helping the association to cope with the challenges of the Covid-19 crisis.

In January 2021, PT MANE Indonesia had the opportunity, as a sponsor, to attend the graduation ceremony for students who had completed the first year of the programme.

FRANCE

MANE makes yearly donations to several organisations. For example, in 2020, it donated to:

- Catholic University of Lyon
- MUL Foundation (ESAT LA Bastide project)
- SolidarSport (Nice)
- Les Amis Des Enfants (ADE), which supports children in the Sudan
- La Congrégation des Petites Sœurs des Pauvres
- Adrien, which helps sick children and their families
- Special Olympics, Course Solidaire Interentreprises de Sophia Antipolis.

RELATIONSHIPS WITH LOCAL COMMUNITIES

CHINA

MANE Shanghai has sponsored the Children of Madaifu association since 2013. This association looks after children from poor families in the Chinese provinces of Gansu and Shanxi where one or both parents have died. In 2017, we entered into a new five-year partnership with the association until 2022. MANE provides the Children of Madaifu association with the financial support necessary to fund the living expenses and school fees of eight students in 2020, until they enter the workforce. MANE also offers internships to students who are interested.

Each year, MANE Shanghai also runs the Love Apples operation in partnership with the association. MANE buys apples from the association and the profits from this sale are used to fund the association's activities, in particular the 'orphanage without walls' programme enabling children to go to school and continue their studies while staying with a family member, such as a grandparent or uncle, if they live in the same village. Since families cannot always afford to feed an extra mouth, let alone two or three in the case of siblings, the payment of an allowance for the children's basic needs (food, clothing and schooling) makes a big difference. By guaranteeing them a family environment in the same village and the option to stay at or go back to school, the 'orphanage without walls' programme can give them back their confidence, dignity and hope. It also saves them from the often tragic plight of small villagers, who often join the ranks of street children.

http://www.madaifu.org/

MEXICO

In the context of the Covid-19 pandemic, when it became difficult to obtain hand sanitiser, the MANE production unit in Mexico swung into action to alleviate this shortage.

MANE Mexico thus manufactured hand sanitiser to help prevent Covid-19 and donated 1,900 litres to the Red Cross and hospitals near the site, as well as two litres to each of its 454 employees, in 2020.

COLOMBIA

Each year, MANE Colombia donates money received from the sale of recycled waste and packaging to several foundations that support education and food for disadvantaged children.



RELATIONSHIPS WITH LOCAL COMMUNITIES

INDIA

MANE KANCOR has implemented a CSR policy focusing on social engagement and investment in the communities where the company does business. This policy is focused on the following three priorities:

- Supporting sustainable purchasing through programmes that aim to support MANE KANCOR farmers and suppliers in improving farming practices and post-harvest processing in order to minimise the carbon footprint of their supply chain (training, awareness, supply of clean packaging)
- Supporting access to key health services and clean water as well as appropriate sanitary facilities to improve hygiene conditions and comfort for local populations (e.g. in schools and neighbouring villages).
- Supporting education through funding to meet the needs of schoolchildren (books, shoes, school kits, uniforms) in the areas in which MANE KANCOR is located.

In 2020, MANE KANCOR carried out projects to support local communities (to the value of 625,000 Indian rupees).

In particular, aid projects were carried out in response to the Covid-19 health crisis. The projects involved:

- Funding over 8,700 meals for local communities near the Angamaly plant
- Donating to an NGO that delivers emergency aid to 6,500 fishing families in the city of Alappuzha in Kerala
- Providing food aid to 100 migrant workers via the Ministry of Labour of Kerala
- Donating hand sanitiser and masks to employees of the Agricultural Produce Marketing Cooperative (APMC) in Karnataka
- Installing hand washing stations at five bus stops near the Angamaly plant
- Distributing masks to schoolchildren and employees at a school in Karnataka to enable pupils to sit their exams
- Donating television screens (in association with the Department of Industry and Education) to children to facilitate their access to education.



3.4 PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

PERFORMANCE INDICATORS

GRI	Indicator	Unit	2009	2018	2019	2020
102-43	Customer satisfaction rate	%			89	**90**
204-1	Average supplier payment time	Days			48	**45**
308-01	Share of the total amount of purchases made from suppliers committed to a CSR policy	%	53	90	93	**88**
308-01	Share of global suppliers committed to a CSR policy	%	9	70	72	**83**
308-01	Share of significant suppliers assessed on their CSR (on-site audit or EcoVadis assessment)	%	0	38	47	**50**

4 PERFORMANCE



GRI 102-45 / 102-48 - 102-52 / 102-54

4.1 METHODOLOGY AND REPORTING PROTOCOL

The published non-financial information included in this report covers the period from 1 January to 31 December 2020. We have been publishing annual reports on our CSR approach since 2009. For the indicator "number of employees most exposed to the risk of corruption who participated in the anti-corruption training campaign and quiz", data is calculated as at 31/03/2021. Our most recent report, on 2019 data, was published in 2020.

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 head office - and in Switzerland, the United States, Indonesia, India, South Africa, Mexico, China, Brazil, Spain, Thailand, Colombia and Japan. These sites contributed 97% of the Group's consolidated turnover in 2019. Sites not included in the report are commercial buildings.

CHANGES AND REFORMULATION

No major changes occurred during the period.

GRI DECLARATION PRINCIPLES

These reporting principles are essential for achieving a high-quality sustainable development report. Each reporting principle comprises a requirement, along with guidelines on methods of applying the principle. To ensure an approach to quality that meets GRI expectations on the standards, the organisation is assured that the tests indicated for each principle by MATERIALITY-Reporting, GRI data partner for France, are applied.

MATERIALITY-Reporting, GRI recognized expert in GRI standards, checked the GRI-standards reporting principles, while both carrying out a critical analysis and auditing the general compliance of the GRI-content index. Reporting and data-processing tools have been improved and optimised for greater reliability and ownership.

OUR CLAIM OF GRI COMPLIANCE

MANE applies the GRI reporting principles and prepares its reports in compliance with GRI Core standards. MANE also backs the UN Sustainable Development Goals and the United Nations Global Compact.

SUSTAINABLE DEVELOPMENT GOALS

MANE also supports the United Nations Sustainable Development Goals and the United Nations Global Compact.

4.2 EFPD CORRESPONDENCE TABLE

REFERENCE TABLE FOR THE EXTRA-FINANCIAL PERFORMANCE DECLARATION (EFPD)
Articles L. 225-102-1 et R. 225-105 of the French Commercial Code.

THEMES		LOCATION IN THE REPORT		PAGES
Company business model		1.3	BUSINESS MODEL	12-13
Description of the main risks		2.3	EXTRA-FINANCIAL RISKS	26-29
Description of policies applied		2.3 2.6	EXTRA-FINANCIAL RISKS SUSTAINABLE DEVELOPMENT POLICY / Correspondence table - Risks / Issues / Commitments / Pages of the report where the subject has been treated	26-29 36-38
Policy results including key performance indicators		1.4	CSR GOVERNANCE	14-17
Social issues	Employment	3.3	CARE ABOUT OUR COLLABORATORS / Guarantee and promote a culture of professional excellence	83-84
	Work organisation	3.3	CARE ABOUT OUR COLLABORATORS / Offer living conditions that encourage high-quality work	90-94
	Health and Safety	3.3	CARE ABOUT OUR COLLABORATORS / Offer living conditions that encourage high-quality work	90-94
	Social dialogue	3.3	CARE ABOUT OUR COLLABORATORS / Offer living conditions that encourage high-quality work	90-94
	Training	3.3	CARE ABOUT OUR COLLABORATORS / Develop our collaborators' professional skills	85-86
	Equal treatment	3.3	CARE ABOUT OUR COLLABORATORS / Assert our role as a company that cares about people and the Environment	87-89
Environmental issues	General environmental policy	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / Environmental management	50-52
	Pollution	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / Pollution prevention	53-57
	Circular economy	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / Sustainable use of resources	58-64
	Climate change	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / Climate change	65-77
	Protection of biodiversity	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / Biodiversity	78
Societal issues	Societal commitments in favour of sustainable development	3.4	PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN / Relationships with local communities	105-107
	Subcontracting and suppliers	3.4	PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN / Relationships with suppliers	97-107
	Fair practices	3.1	ACT AND OPERATE ETHICALLY AND RESPONSIVELY	40
Information relating to the fight against corruption		3.1	ACT AND OPERATE ETHICALLY AND RESPONSIVELY / Anti-corruption	44-45
Information on actions in favor of human rights		3.1	ACT AND OPERATE ETHICALLY AND RESPONSIVELY / Human rights	46-47

4.3 GRI CONTENT INDEX

MANE Group follows the GRI Sustainability Reporting Standards and applies their principles (GRI 101). The 2020 reporting has been prepared in accordance with the GRI Standards: Core option.

Standards	Category	Standard	Name	Location in 2020 CSR REPORT	Page
GRI 101 FOUNDATION – 2016 REPORTING PRINCIPLES					
GENERAL DISCLOSURES					
GRI 102 : General information 2016	Profile	**102-1**	Name of the organisation	About this report	3
		102-2	Activities, brands, products, and services	Group profile	7
		102-3	Location of headquarters	Group profile	7
		102-4	Location of operations	Group profile	7
		102-5	Ownership and legal form	Group profile	7
		102-6	Markets served	Group profile	7
		102-7	Scale of the organisation	Group profile	7
		102-8	Information on employees and other workers	Care about our collaborators	61
		102-9	Supply chain	Promote sustainability along our value chain	74
		102-10	Significant changes to the organisation and its supply chain	Group profile	7
		102-11	Precautionary Principle or approach	Act and operate ethically and responsively	35
		102-12	External initiatives	External commitments	16
		102-13	Membership of associations	External commitments	16
	Strategy	**102-14**	Statement from senior decision-maker	A word from the President	5
	Ethics and integrity	**102-16**	Values, principles, standards, and norms of behaviour	Act and operate ethically and responsively	35
	Governance	**102-18**	Governance structure	Group profile	7
	Stakeholder engagement	**102-40**	List of stakeholder groups	Dialogue with stakeholders	28
		102-41	Collective bargaining agreements	Care about our collaborators	61
		102-42	Identifying and selecting stakeholders	Dialogue with stakeholders	29
		102-43	Approach to stakeholder engagement	Dialogue with stakeholders	29
		102-44	Key topics and concerns raised	Dialogue with stakeholders	29
	Reporting practice	**102-45**	Entities included in the consolidated financial statements	Reporting protocol	89
		102-46	Defining report content and topic Boundaries	Materiality	31
		102-47	List of material topics	Materiality	31
		102-48	Restatements of information	Reporting protocol	89
		102-49	Changes in reporting	Reporting protocol	89
		102-50	Reporting period	Reporting protocol	89
		102-51	Date of most recent report	Reporting protocol	89
		102-52	Reporting cycle	Reporting protocol	89
		102-53	Contact point for questions regarding the report	About this report	3
		102-54	Claims of reporting in accordance with the GRI Standards	GRI content index	91
		102-55	GRI content index	GRI content index	91
		102-56	External assurance	External verification	97

4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2020 CSR REPORT	Page
SPECIFIC DISCLOSURES					
GRI 200 - ECONOMIC STANDARDS					
GRI 103 : Management approach - 2016		103-1	Explanation of the material topic and its Boundary	Materiality	35
		103-2	The management approach and its components	Sustainable environment policy	35
		103-3	Evaluation of the management approach	Performance indicators	39
GRI 201 : Economic performance - 2016	Economic performance	201-1	Direct economic value generated and distributed	Promote sustainability along our value chain	96
		201-2	Financial implications and other risks and opportunities due to climate change	Promote sustainability along our value chain	96
GRI 202 : Market presence - 2016	Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Promote sustainability along our value chain	96
GRI 203 : Indirect Economic Impacts - 2016	Indirect Economic Impacts	203-2	Significant indirect economic impacts	Promote sustainability along our value chain	96
GRI 204 : Procurement practices - 2016	Procurement practices	204-1	Proportion of spending on local suppliers	Promote sustainability along our value chain	96
GRI 205 : Anti-corruption - 2016	Anti-corruption	205-1	Operations assessed for risks related to corruption	Act and operate ethically and responsively	40
		205-2	Communication and training about anti-corruption policies and procedures	Act and operate ethically and responsively	40
		205-3	Confirmed incidents of corruption and actions taken	Act and operate ethically and responsively	40
GRI 206 : Anti-competitive - 2016	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Act and operate ethically and responsively	40
GRI 207 : Tax - 2019	Tax policy	207-1	Tax approach	Act and operate ethically and responsively	40
	Strategy	207-2	Tax governance and risk control	Act and operate ethically and responsively	40
GRI 300 ENVIRONMENTAL STANDARDS					
GRI 103 : Management approach - 2016	Materials	103-1	Explanation of the material topic and its Boundary	Materiality	35
		103-2	The management approach and its components	Sustainable environment policy	36
		103-3	Evaluation of the management approach	Performance indicators	85
GRI 301 : Materials - 2016		301-1	Materials used by weight or volume	Ensure responsible management of our products	62
		301-2	Recycled input materials used	Ensure responsible management of our products	56
		301-3	Reclaimed products and their packaging materials	Ensure responsible management of our products	55
GRI 302 : Energy - 2016	Energy	302-1	Energy consumption within the organization	Ensure responsible management of our products	63
		302-3	Energy consumption outside of the organization	Ensure responsible management of our products	63
		302-4	Energy intensity	Ensure responsible management of our products	63
		302-5	Reduction of energy consumption	Ensure responsible management of our products	63
GRI 303 : Water and effluents - 2018	Water and effluents	303-1	Reductions in energy requirements of products and services	Ensure responsible management of our products	58
		303-2	Water withdrawal by source	Ensure responsible management of our products	58
		303-3	Water withdrawal	Ensure responsible management of our products	58
		303-4	Water discharge	Ensure responsible management of our products	58
		303-5	Water consumption	Ensure responsible management of our products	58

4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2020 CSR REPORT	Page
SPECIFIC DISCLOSURES					
GRI 300 ENVIRONMENTAL STANDARDS					
GRI 304 : Biodiversity - 2016	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ensure responsible management of our products	57
		304-2	Significant impacts of activities, products, and services on biodiversity	Ensure responsible management of our products	57
		304-3	Habitats protected or restored	Ensure responsible management of our products	78
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Ensure responsible management of our products	78
GRI 305 : Emissions - 2016	Emissions	305-1	Direct (Scope 1) GHG emissions	Ensure responsible management of our products	72
		305-2	Energy indirect (Scope 2) GHG emissions	Ensure responsible management of our products	72
		305-3	Other indirect (Scope 3) GHG emissions	Ensure responsible management of our products	55
		305-4	GHG emissions intensity	Ensure responsible management of our products	72
		305-5	Reduction of GHG emissions	Ensure responsible management of our products	72
		305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Ensure responsible management of our products	53
GRI 306 : Effluents and Waste - 2016	Effluents and Waste	306-1	Water discharge by quality and destination	Ensure responsible management of our products	58
		306-2	Waste by type and disposal method	Ensure responsible management of our products	55
		306-3	Significant spills	Ensure responsible management of our products	55
		306-4	Transport of hazardous waste	Ensure responsible management of our products	55
		306-5	Water bodies affected by water discharges and/or runoff	Ensure responsible management of our products	54
GRI 307 : Environmental compliance - 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	Ensure responsible management of our products	50
GRI 308 : Supplier Environmental Assessment - 2016	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Ensure responsible management of our products	99
		308-2	Negative environmental impacts in the supply chain and action taken	Ensure responsible management of our products	26
GRI 400 SOCIAL STANDARDS					
GRI 103 : Management approach - 2016	Employment	103-1	Explanation of the material topic and its Boundary	Materiality	31
		103-2	The management approach and its components	Sustainable environment policy	65-77
		103-3	Evaluation of the management approach	Performance indicators	81
		401-1	New employee hires and employee turnover	Care about our collaborators	83
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Care about our collaborators	85
GRI 403 : Occupational Health and Safety - 2018	Occupational Health and Safety	403-1	Occupational health and safety management system	Care about our collaborators	91
		403-2	Hazard identification, risk assessment, and incident investigation	Care about our collaborators	91

4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2020 CSR REPORT	Page
SPECIFIC DISCLOSURES					
GRI 400 SOCIAL STANDARDS					
		403-3	Occupational health services	Care about our collaborators	91
		403-4	Worker participation, consultation, and communication on occupational health and safety	Care about our collaborators	91
		403-5	Worker training on occupational health and safety	Care about our collaborators	91
		403-6	Promotion of worker health	Care about our collaborators	91
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Care about our collaborators	91
		403-8	Workers covered by an occupational health and safety management system	Care about our collaborators	91
		403-9	Work-related injuries	Care about our collaborators	91
		403-10	Work-related ill health	Care about our collaborators	91
GRI 404 : Training and Education - 2016	Training and Education	404-1	Average hours of training per year per employee	Care about our collaborators	85
		404-2	Programmes for upgrading employee skills and transition assistance programmes	Care about our collaborators	85
		404-3	Percentage of employees receiving regular performance and career development reviews	Care about our collaborators	85
GRI 406 : Non-discrimination - 2016	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Care about our collaborators	88
GRI 407 : Freedom of Association and Collective Bargaining - 2016	Freedom of Association and Collective Bargaining	407-1	Operations in which the right to freedom of association and collective bargaining may be at risk	Care about our collaborators	90
GRI 408 : Child Labour - 2016	Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Promote sustainability along our value chain	38
GRI 409 : Forced or Compulsory Labour - 2016	Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Promote sustainability along our value chain	38
GRI 412 : Human Rights Assessment - 2016	Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Promote sustainability along our value chain	38
		412-2	Employee training on human rights policies or procedures	Promote sustainability along our value chain	38
		413-1	Operations with local community engagement, impact assessments, and development programmes	Promote sustainability along our value chain	87
GRI 413 : Local Communities - 2016	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	Promote sustainability along our value chain	87
GRI 414 : Supplier Social Assessment - 2016	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Promote sustainability along our value chain	98
		414-2	Negative social impacts in the supply chain and actions taken	Promote sustainability along our value chain	98
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	Ensure responsible management of our products	57

4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2020 CSR REPORT	Page
SPECIFIC DISCLOSURES					
GRI 400 SOCIAL STANDARDS					
GRI 417 : Marketing and Labelling - 2016	Marketing and Labelling	**416-2**	Incidents of non-compliance concerning the health and safety impacts of products and services	Ensure responsible management of our products	50
		417-1	Requirements for product and service information and labelling	Ensure responsible management of our products	50
		417-2	Incidents of non-compliance concerning product and service information and labelling	Ensure responsible management of our products	50
		417-3	Incidents of non-compliance concerning marketing communications	Ensure responsible management of our products	50
GRI 418 : Customer Privacy- 2016	Customer Privacy	**418-1**	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ensure responsible management of our products	50
GRI 419 : Socioeconomic Compliance - 2016	Socioeconomic Compliance	**419-1**	Non-compliance with laws and regulations in the social and economic area	Act and operate ethically and responsively	50

4.4 TCFD CORRESPONDENCE TABLE

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

CATEGORIES	DESCRIPTION	RECOMMENDATIONS	GRI INDICATORS	IN THIS REPORT
GOVERNANCE	Management and the Board's role in assessing, managing, and overseeing climate-related risks and opportunities	a. Describe the board's oversight of climate-related risks and opportunities.	GRI 102: General Disclosures 102-18, 102-19. 102-20, 102-26, 102-27, 102-29, 102-31, 102-32	67-68
		b. Describe management's role in assessing and managing climate-related risks and opportunities.	GRI 102: General Disclosures 102-29, 102-31, 102-32	
STRATEGY	Approach to risks and opportunities, including how they could impact your business model	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	GRI 102: General Disclosures 102-15	69-73
		b. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	GRI 201: Economic Performance 201-2	
		c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate change	
RISK MANAGEMENT	How risks are identified and managed	a. Describe the organization's processes for identifying and assessing climate-related risks.	Climate change	74-75
		b. Describe the organization's processes for managing climate-related risks.	GRI 201: Economic Performance 201-2	
		c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate change	
METRICS AND TARGETS	Metrics and targets used to assess strategy and risk	a. Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	GRI 102: General Disclosures 102-30	76-80
		b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	GRI 102: General Disclosures 102-29, 102-30	
		c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Climate change	

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V. MANE Fils SAS

Registered office: 620, route de Grasse, 06620 Le Bar-sur-Loup

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

For the year ended 31 December 2020

To the general assembly,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049[1] , we hereby report to you on the consolidated non-financial statement for the year ended 31 December 2020 (hereinafter the "Statement"), established on a voluntary basis by your group, while following the requirements of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Responsibility of the entity

The Board of Directors' is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditors appointed as independent third party

On the basis of our work, our responsibility is to provide a report expressing 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 in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

Our responsibility is also to provide a report expressing, at the request of the entity and outside of the scope of accreditation, a reasonable assurance conclusion that information selected by the entity, presented in Appendix and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements and with ISAE 3000[2] :

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III;
- 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 principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, 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 principal risks;

[1] Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr

[2] ISAE 3000 – *Assurance engagements other than audits or reviews of historical financial information*

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4.5 EXTERNAL VERIFICATION

- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risks (Compliance and business ethics, Safety and security of industrial sites, Suppliers, Human rights, Product safety and compliance, Cyber security, Covid-19 pandemic), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities[3].
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities[3] and covers between 25% and 100% of the consolidated data selected for these tests.

We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of five people between February and May 2021 and took a total of three weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted a dozen of interviews with the people responsible for preparing the Statement.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

3 V. MANE Fils SAS Bar-sur-Loup (France), Mane Inc. (USA), Mane Shanghai (China)

4 V. MANE Fil SAS usine de Bar-sur-Loup (France), Mane Inc. (États-Unis), Mane Shanghai (Chine).

Reasonable assurance report on a selection of non-financial information

Nature and scope of our work

With regard to the information selected by the entity presented in Appendix and identified with the symbol √ in the Statement, we conducted the same procedures as those described in the paragraph "Nature and scope of our work" (for the most important non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents between 49% and 59% of the information identified with the symbol √.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol √.

Conclusion

In our opinion, the information selected by the entity and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

Paris-La Défense, on 21 May 2021
KPMG S.A.



Fanny Houlliot
Partner
Sustainability Services



Philippe Levert
Partner

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4.5 EXTERNAL VERIFICATION

Annex

Qualitative information (actions and results) considered most important
Proportion of collaborators benefiting from an interview or assessment over the course of the year
Gender Equality European & International Standard score
Gender pay gap
Signed agreements relating to equal opportunity and work-life balance
Talent Development trainings
Sites being certified OHSAS 18001 and ISO 14001
Green Motion™ Programme to reduce the environmental footprint of products
Industrial Risk Management and Pollution Prevention Programmes
Initiatives to reduce greenhouse gas emissions
Anti-corruption arrangements and results
Raw material traceability methodology and commitment to certification palm oil
Customer satisfaction rate
Information systems security audits

Key performance indicators and other quantitative results considered most important	Niveau d'assurance
Total Headcount and Distribution by gender	Limited
Hires and Departures	Limited
Turnover	Limited
Proportion of collaborators benefiting from training over the course of the year	Limited
Frequency rate for workplace accidents with leave	Limited
Energy consumption per ton of product	Reasonable
Water consumption by ton of product	Reasonable
Scopes 1 and 2 CO_2e emissions Scopes 1 and 2 CO_2e emissions by ton of product	Reasonable
Scope 3 CO_2e emissions	Limited
Hazardous waste produced per ton of product	Limited
Share of significant suppliers assessed on their CSR	Limited

4.5 EXTERNAL VERIFICATION

V. MANE FILS SAS

Assurance report by one of the Statutory Auditors on the greenhouse gas emissions declared to the CDP

For year ended December 31st, 2020

Following your request, in our capacity as statutory auditors of V. MANE & FILS SAS (the "Company"), we hereby report to you on the data reported by the Company to the CDP for the civil year 2020 presented in Appendix (the "Data").

The conclusion below is limited to the Data and does not cover the overall declaration to the CDP.

Company's responsibility

The Data were prepared under the responsibility of Mr Carrière, Environmental Manager at V. MANE FILS, in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021".

The quantification of these gases has an inherent uncertainty due to incomplete scientific knowledge used to determine emission factors and values needed in order to combine the emissions of various gases.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Statutory Auditor's responsibility

On the basis of our work, our responsibility is to provide a report expressing:

- a limited assurance conclusion that greenhouse gas ("GHG") emissions scope 3, presented in Appendix, taken as a whole, is presented fairly in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021",
- a reasonable assurance conclusion that GHG emissions broken down by Scope 1 and Scope 2 Data, presented in Appendix, has been prepared, in all material respects, in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021".

Limited assurance report on GHG emissions scope 3

Nature and scope of our work

The work described below was performed in accordance with the International Standard for Assurance Engagements (ISAE) 3410[1] and with the professional standards applicable in France.

The work was conducted by Raffaele Gambino, Manager and Audrey Kraskowski, Auditor, from the Sustainability Services department of the Firm. The work was based on a review of the existing documentation as well as interviews with the persons in charge of the greenhouse gas reporting of V. MANE FILS.

In order to provide our assurance conclusions we conducted the following procedures:

- We reviewed the current reporting system and its organisation, including the procedures for collecting, consolidating and controlling the greenhouse gas emissions Data,
- We interviewed the people in charge of monitoring and reporting the greenhouse gas emissions,
- We ensured that the monitoring and quantification of emissions were performed in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021",
- For the Data, we implemented:
  - Analytical procedures to verify the proper consolidation of the Data collected and the consistency of any changes in those Data,
  - Tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the Data with the supporting documents.This work was carried out on a selection of contributing entities[2] and covers 25% of scope 3 Data.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Unqualified limited conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the GHG emissions scope 3 Data reported to the CDP, taken as a whole, is not presented fairly in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021", in all material respects.

Reasonable assurance report on GHG emissions broken down by Scope 1 and Scope 2

Nature and scope of our work

With regard to GHG emissions broken down by scope 1 and scope 2 Data, we conducted the same procedures as those described in the paragraph "Nature and scope of our work". However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample covers 66% of scope 1 Data and 43% of scope 2 Data.

We believe that the procedures and sample sizes used, based on our professional judgment, are sufficient to provide a basis for our assurance conclusions.

Unqualified limited conclusion

In our opinion, the GHG emissions scope 1 and scope 2 Data declared to the CDP has been prepared, in all material respects, in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2021".

Paris-La Défense and Valbonne, July 26th 2021
KPMG S.A.

Fanny Houlliot
Partner
Sustainability Services

Philippe Levert
Partner

[1] SAE 3410 - Assurance Engagements on Greenhouse Gas Statements.

[2] Le Bar-sur-Loup Headquarters (France), MANE Mexico (Mexico) and MANE Inc. (USA).

4.5 EXTERNAL VERIFICATION

ASSURANCE REPORT OF ONE OF THE STATUTORY AUDITORS ON THE WATER INDICATORS DECLARED TO THE CDP

The Directors
V. MANE Fils SAS
620, Route de Grasse
06620, Le Bar-sur-Loup

27 July 2021

To whom it may concern,

The purpose of this letter is to clarify matters set out in the assurance report. It is not an assurance report and is not a substitute for the assurance report.

This letter and the verifier's assurance report, including the opinion, are addressed to you and are solely for your benefit in accordance with the terms of the contract. We consent to the release of this letter by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this letter or our assurance report.

In accordance with our engagement contract with you dated 01.02.2021 (the "contract") and for the avoidance of doubt, we confirm that our Report by one of the Statutory Auditors, appointed as independent third party on the consolidated non-financial statement report to you dated 21.05.2021 (the "assurance report") incorporated the following matters:

1. Boundaries of the reporting company covered by the assurance report and any known exclusions.

Some representative offices and some small R&D centers and manufacturing sites are not included in the disclosure because their water needs and risks are not significant.

5 manufacturing sites have been excluded due to their very limited materiality: these account for less than 2% of the group's total water withdrawal.

2. Water consumption data verified; option to include other relevant data that has been verified with figures.

Total water withdrawals: 749,97 megaliters

(page 60 of V. MANE & Fils "2020 CSR report")

3. Period covered (e.g. '12 months to DD MM YY')

12 months to 31.12.2020

4. Verification standard used

- ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information
- Article A.225-1 et seq. of the French Commercial Code Professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements

5. Assurance opinion (incl. level of assurance and any qualifications)

Reasonable assurance

No qualifications

6. Verification provider and accreditations (if relevant)

KPMG S.A.

Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr

7. Lead verifier name and relevant accreditations/ professional membership (if relevant)

Fanny Houlliot, Partner, Sustainability Services

8. This letter should be prepared on the verifier's letterhead or include the signature of the lead verifier (or authorized signatory/ organization responsible for issuing the assurance report / statement) in the box below

Fanny Houlliot, Partner, Sustainability Services 



www.mane.com