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CREATING WITH CARE

CSR REPORT 2022



INTRODUCTION

- 4 Message from the President
- 6 Group profile
- 7 Our products
- 8 Our business model



CSR STRATEGY

- 10 CSR governance
- 12 Materiality matrix
- 13 Non-financial risks and opportunities
- 20 Our results in 2022
- 22 Commitments and recognition of our CSR policy



ACT AND OPERATE ETHICALLY AND RESPONSIBLY

- 24 Respect Human Rights
- 26 Ensure compliance and ethical business practices



ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

- 28 Ensure product safety and compliance
- 32 Integrate green chemistry into R&D
- 33 Reduce environmental impacts during production
- 34 Improve the energy efficiency of our facilities and fight climate change
- 41 Guarantee the safety and stewardship of water
- 43 Effectively manage our waste to promote the circular economy
- 44 Reduce pollution and spills
- 45 Preserve biodiversity and fight against deforestation

S T R A T E G Y C O N T E N T S



CARE FOR OUR EMPLOYEES

- 48 Promote our ability to attract and support talents
- 50 Guarantee hygiene, health, safety and well-being at work
- 53 Ensure good working conditions to improve employee engagement
- 55 Promote diversity in the workplace and equal treatment of women and men
- 58 Develop our employees' professional skills



PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

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

APPENDIX

- 72 Methodology and reporting protocol
- 78 External verification
- 81 Assurance report by the independent third party on the greenhouse gas emissions declared to the CDP by V. MANE FILS SAS for civil year 2022
- 83 Appendix
- 84 Assurance report of one of the Statutory Auditors on the water indicators declared to the CDP

ABOUT THIS REPORT

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

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

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

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

ACKNOWLEDGEMENTS

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

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“ It was in 1871 that my great-grandfather, Victor, created MANE in Le Bar-sur-Loup, where its headquarters are still located today. Five generations have succeeded each other to manage the eponymous MANE Group. As a family business, we are committed to maintaining our independence, a guarantee of financial stability and responsibility towards our customers and employees. This governance makes it possible to maintain long-term relationships with all our partners.

”

Jean Mane
President of the Group

Message from the President

In an unstable context from a macroeconomic, geopolitical and climate point of view, we are proud, thanks to the commitment of all our employees, to have succeeded in maintaining the profitability necessary for the sustainability of our activities and to provide benefits to our customers, employees, partners and society in general.

At the end of February, the outbreak of war in Ukraine made our world even more uncertain. Our thoughts turn especially towards our colleagues heavily affected by

this war. They can be sure that in the future they will receive the same dedicated support we have given them throughout 2022. More than anything we wish for peace to be restored and for violence and suffering to end.

Despite this backdrop of climate change, tensions regarding inputs and the increased volatility of energy costs, our CSR goals did not falter in 2022. We are staying the course and continuing to make progress towards our 2030 targets, based on our four pillars of commitment. The 17 Sustainable Development Goals (SDGs) adopted by the United Nations constitute a structuring foundation of our approach. The purpose of this report is to inform our stakeholders of the actions implemented to achieve our objectives. It contributes to the continuous improvement of communication process on progress. As

a member of the United Nations Global Compact since 2003, this report also addresses our implementation of the 10 universally recognised Principles on Human Rights, labour rights, the environment and the fight against corruption.

On the climate front, we strengthened our commitment to the fight against global warming. In 2022, we validated new targets for reducing our CO₂ emissions, which are compatible with a global warming trajectory limited to 1.5°C. Our transition plan to move towards a business model aligned with this trajectory is under development. Today, each new investment in our subsidiaries' production facilities is inseparable from investments in renewable energies in order to achieve our target of 100% renewable electricity by 2030. We continue to review



our manufacturing processes in order to reduce their consumption of resources and energy, and thus remain agile and able to seize any opportunity. We are aware that we will have to continue our efforts, as the availability of certain products continues to face significant tensions or new cases of force majeure due to climate phenomena, the energy crisis or speculation.

In 2022, we continued to invest in the training and development of our employees around the world. A growing number of young employees are bringing their ideas and dynamism to our team. For example, the second MANE Academy programme was launched in 2022, aimed at developing the skills of our future leaders in strategy and leadership.

The reinvestment of a significant portion of our profits in research and development over a number of years allows us to remain at the forefront of innovation and to continue to deliver value for our customers. This year, our fragrances were once again enriched with new creative, renewable and biodegradable raw materials. Our research programmes in the Flavours Division have delivered new solutions to reduce the sugar, salt or fat content of food or to contribute to the protein transition of current diets. We thank all our employees for their efforts, as well as our customers for their support during this year marked by challenges and initiatives.

With our new governance in place, we were very active in 2022 in finalising our strategic plan for 2026. Because the complexity seen in this world in 2022 will certainly span over the coming years, we must remain united to face possible pandemics, shortages and wars due to more frequent extreme climate events. We are convinced that our CSR performance will be a source of resilience, of improved risk management and of adaptation, and essential in achieving the ambitious goals we have set for ourselves. Let us continue, together, MANE's great adventure beyond its 151st year, in order to remain the largest independent family company in our sector.

Our commitment pillars



Group profile

Our identity

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

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

The Mane family has managed the Group since its creation. Victor's sons, Eugène and Gabriel, modernised and started developing the business internationally. In 1959, Maurice, Eugène's son, took the reins. He successfully oversaw the expansion of the company until 1995, when he became President of the Supervisory Board. Jean, his eldest son, is appointed President of the Mane Group. Michel, his youngest son, becomes President of the Americas region. Samantha, Jean's eldest daughter, now serves as Director of the EMEA (Europe Middle East Africa) region. Over the last ten years, several members of the fifth generation of the Mane family have joined the Group, continuing the family adventure.

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

The Group is present on all continents through its 50 research and development centres and its 28 manufacturing sites. For more than ten years, it has consistently posted strong growth and results.

MANE in a few figures



Our products

Flavours

DEVELOPING A TASTE FOR OUR KNOW-HOW

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

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

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

Fine fragrances

LET PERFUME TALK

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

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

Fragrances for consumer goods

GLAMOUR IN DAILY LIFE

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

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

Ingredients

CAPTURING THE ESSENCE OF NATURE

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

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

Our business model

OUR CHALLENGES

COMPANY

- Respecting Human Rights and fighting against inequalities
- Inclusive growth
- Territorial anchoring and local development
- Fair practices
- Securing the supply of raw materials

ENVIRONMENT

- Carbon neutrality
- Adapting to climate change

- Preserving and restoring biodiversity
- Preventing pollution
- Circular economy

CONSUMPTION

- Protecting consumer health and safety
- Naturalness of ingredients
- Dietary changes
- Guarantee and traceability of supply chains
- Transparency of product information

OUR RESOURCES

FINANCIAL RESOURCES

- Capital **fully** held by the Mane family for 151 years
- Financial stability with a long-term vision
- Controlled debt

SUPPLIERS

- +1,000** suppliers and service providers

OUR STRENGTHS

THE MANE WAY

- Acting with a strong family culture
- Being passionate about the needs of our customers
- Maintaining high ethical principles

INNOVATION

- Pioneer in biotechnology
- Exclusive extraction technologies
- GREEN MOTION™ by MANE

GLOBAL PRESENCE

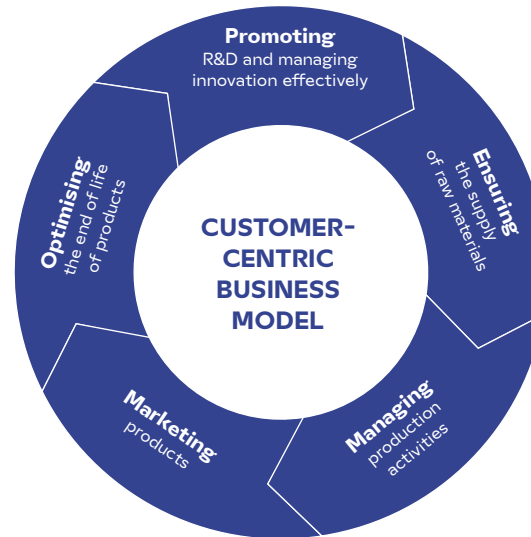
- 28** manufacturing sites
- Established in **39** countries
- 94%** of sales made internationally

OUR VISION

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

OUR MISSION

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



+ 7,500
EMPLOYEES

74 FLAVOURISTS
67 PERFUMERS

51% FLAVOURS



50
R&D CENTRES

7.5% OF TURNOVER
REINVESTED IN R&D

39% FRAGRANCES



1,699
MILLION EUROS

10% INGREDIENTS

OUR VALUE CREATION

FOR OUR CLIENTS

- Product quality and safety (more than **140** certificates)
- Traceability of raw materials

FOR OUR EMPLOYEES

- Creation of sustainable jobs (**90%** permanent contracts)
- 16** hours of training on average per employee
- GEEIS (Gender Equality) label*
- Occupational health and safety management system

FOR OUR SUPPLIERS

- Long-term partnerships
- Support for their CSR evaluation
- Establishment of sustainable channels
- 54%** of the Group's suppliers assessed on their CSR by an independent third party

FOR THE ENVIRONMENT

- A **33%** reduction of our CO₂ emissions (scopes 1 and 2) and commitment to reduce our CO₂ emissions aligned with a 1.5 °C trajectory (Paris Climate Agreement)
- Multiple actions to preserve resources (reduction of energy and water consumption, use of renewable energies and waste treatment, financing of reforestation and ecosystem restoration projects)

FOR SOCIETY

- Local anchoring and contribution to local development
- Sponsorship of and partnerships with local associations and communities

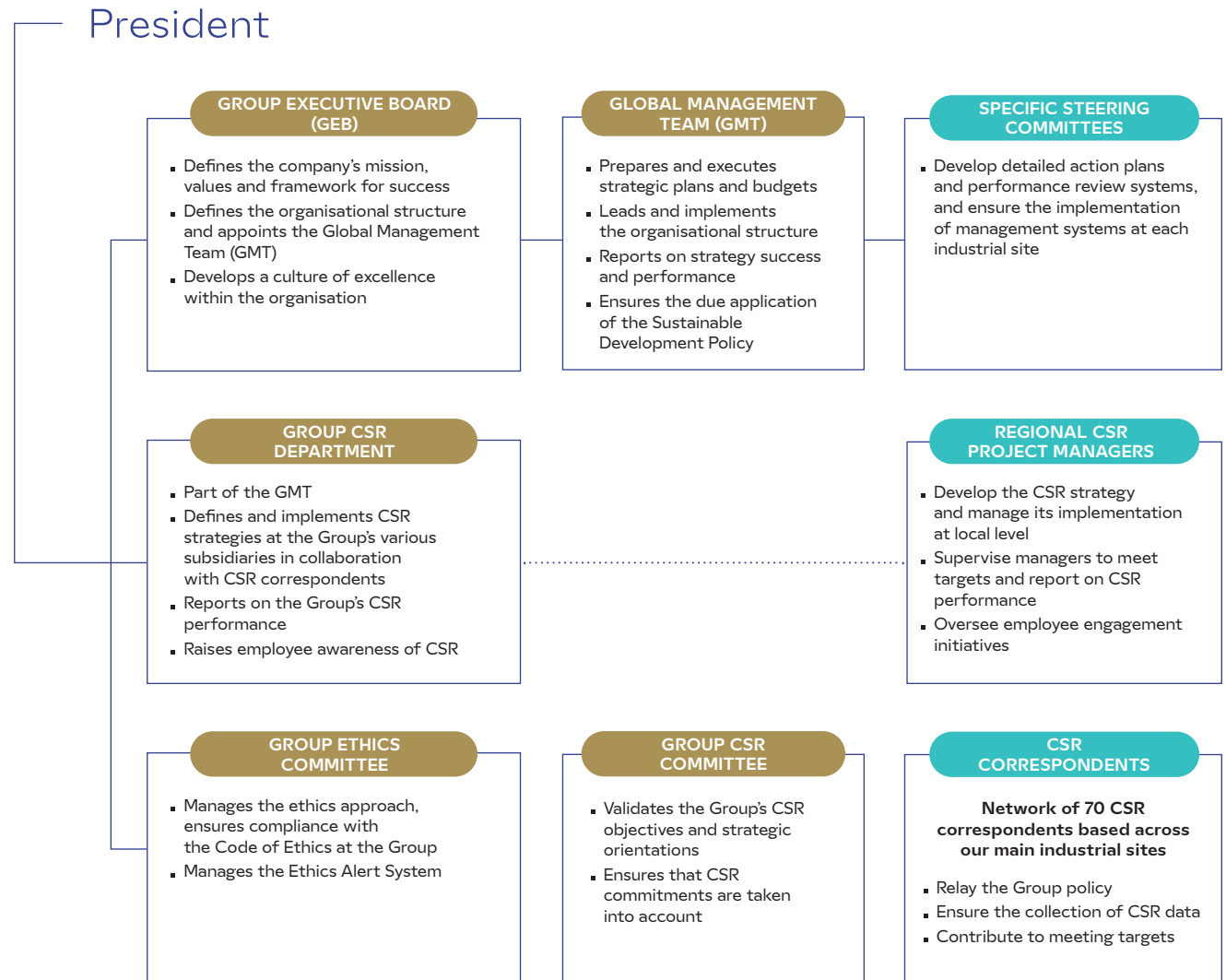
* Obtained by V. MANE FILS (France), MANE Iberica and MANE Italia



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- 10 CSR governance
- 12 Materiality matrix
- 13 Non-financial risks and opportunities
- 20 Our results in 2022
- 22 Commitments and recognition of our CSR policy

CSR governance



Our mission cannot be achieved without integrating social responsibility into the heart of the company's strategy and business lines.

Since 2009, we have focused our efforts on the deployment of a strategic, proactive CSR approach, built around dialogue with our stakeholders and combined with effective governance.

Each commitment made is translated into operational terms, in the form of objectives that the teams adopt, monitor and continuously improve.

Reflecting CSR's central role in the company and its sustainability, the CSR Department reports directly to the Group President and is part of the Global Management Team.

The CSR Department ensures the implementation of the CSR approach, in line with the Group's Sustainable Development Policy, at the various subsidiaries.



Group Executive Board

From left to right

John Broekhuis – Group Chief Human Resources Officer

Jean Mane – President of the Group

Guillaume Tardif – Group Chief Financial Officer

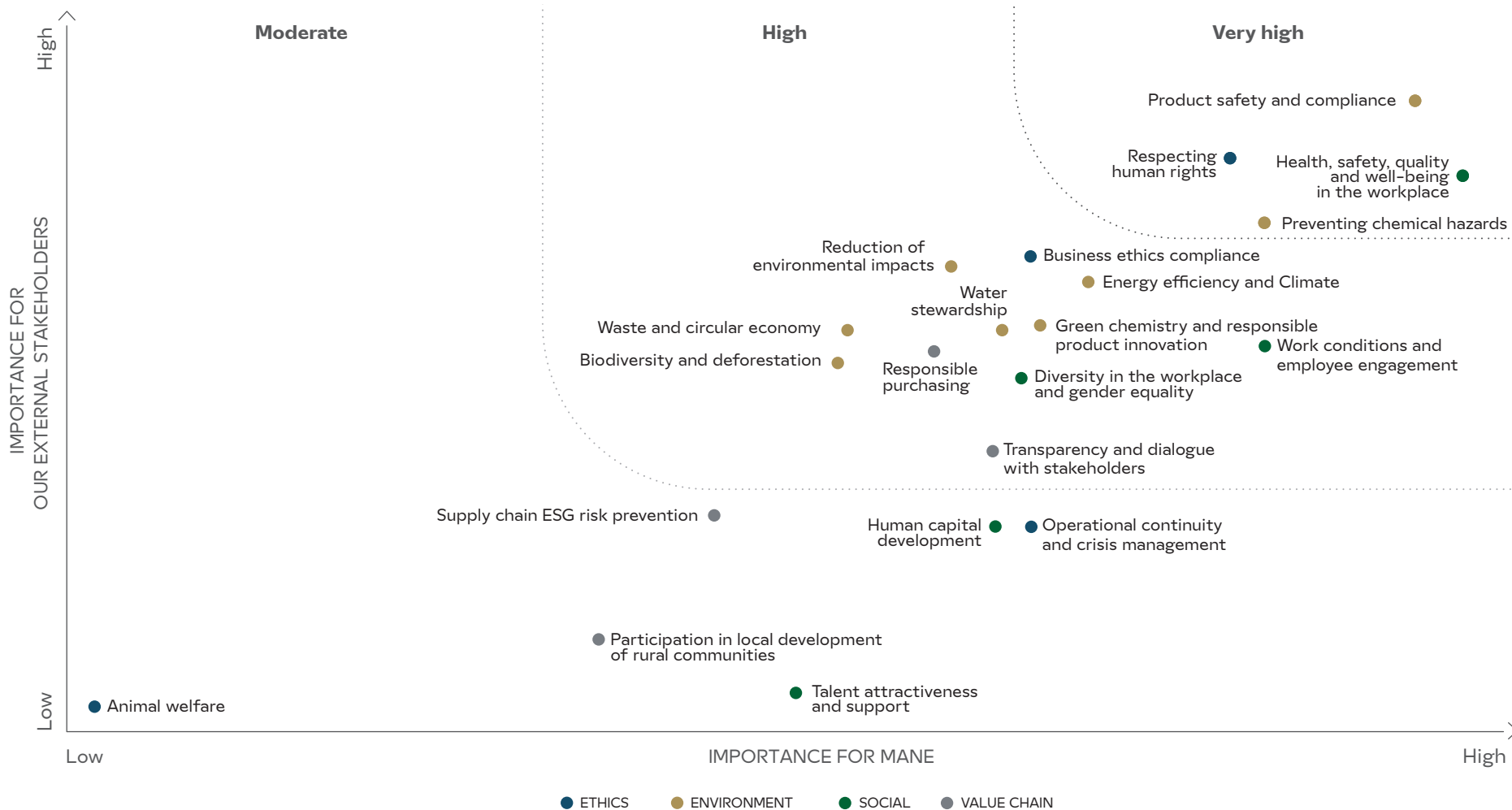
Michel Mane – Americas Region Director

Samantha Mane – Group VP – EMEA Region Director

Bernard Leynaud – Asia Pacific Director

Materiality matrix

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



Non-financial risks and opportunities

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

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

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

Act and operate ethically and responsibly

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

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

Ensure responsible management of our products

Commitments	Risks and opportunities	Description of risks and opportunities	Potential impacts	Criticality	Policies applied by MANE
Ensure product safety and compliance	Risks	Changing expectations of increasingly suspicious consumers regarding the ingredients used in cosmetic and food products	<ul style="list-style-type: none"> Strong demand for natural, sustainable and healthier products Loss of turnover with our customers if we cannot respond to changing consumer expectations 	◆◆	<ul style="list-style-type: none"> Sustainable palm oil purchasing policy Sustainable sourcing programmes Development of sustainable consumer product lines Integration of green chemistry into R&D, via GREEN MOTION™
		Complexity of regulations and industry standardisation	<ul style="list-style-type: none"> Loss of innovation Relocation (fewer regulatory constraints) Reduction in the range of usable products 	◆◆	<ul style="list-style-type: none"> Compliance with REACH regulations
		Health risks related to products	<ul style="list-style-type: none"> Effects on consumer health and safety Product recalls Administrative and criminal penalties related to REACH Production disruptions 	◆◆	<ul style="list-style-type: none"> Toxicological studies Quality and food safety management systems and Food Allergens Policy IFS/BRC and ISO 22000 certification
	Opportunities	Continuous product improvement	<ul style="list-style-type: none"> Proof of customer confidence 	◆◆	
Reduce pollution and spills	Risks	Odour pollution	<ul style="list-style-type: none"> Complaints from local residents Criminal and administrative penalties 	◆◆	<ul style="list-style-type: none"> Priority of our Design Office regarding odour control and treatment
		Pollution	<ul style="list-style-type: none"> Loss of operating permit Release of effluent and emissions, waste generation, accidental chemical spillage 	◆◆	<ul style="list-style-type: none"> ISO 14 001 certification
	Opportunities	Reduction of odour nuisance and pollution	<ul style="list-style-type: none"> Better management of significant environmental impacts Cost reduction Improved relations with local authorities and residents 	◆◆	<ul style="list-style-type: none"> Target to increase the number of ISO 14001 certified sites
Improve the energy efficiency of our facilities and fight climate change	Transition risks	Insufficient technological upgrading of industrial plants	<ul style="list-style-type: none"> Loss of productivity and operational performance of plants Increase in the Group's carbon footprint 	◆	<ul style="list-style-type: none"> Best Available Techniques (BAT) ISO 50001 certification
		Risk of energy supply disruption	<ul style="list-style-type: none"> Loss of productivity and operational performance of plants Loss of revenue 	◆◆	<ul style="list-style-type: none"> Investment in self-production solutions (photovoltaic panels) Development of a low-carbon strategy ISO 50001 energy management plan Energy guidelines

Ensure responsible management of our products

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

Care for our employees

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

Care for our employees

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

Promote sustainability along our value chain

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











Climate risk analysis and transition opportunities

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

Our results in 2022

Implemented in terms of a long-term outlook, our CSR approach is part of the MANE Group's development strategy. It is based on our desire to take full responsibility for our impacts on our stakeholders and society at large. Through a materiality analysis, carried out since 2012 and updated in 2021, we have identified our priority CSR challenges. Based on these challenges, we made 20 commitments structured around 4 pillars, which make up our Sustainable Development Policy. These commitments also allow us to contribute to the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015.

We then roll out these commitments at Group level in the form of concrete, qualitative or quantitative targets to be achieved. These targets constitute our new roadmap for 2018-2030. They are set with a 2030 deadline and measured against 2018, considered as our reference year.

SDG	Our CSR commitments	Our 2030 targets	Our 2022 results
 ETHICS	<ul style="list-style-type: none"> Respect Human Rights Ensure compliance and ethical business practices 	100% of employees sign the Code of Ethics	94% 100%
		100% of employees trained in the Code of Ethics	84% 100%
		100% of the employees most exposed to corruption risks sign the Purchasing Code of Ethics or CEO/CFO	98%
		100% of the employees most exposed to corruption risks trained in anti-corruption	87% 100%
      ENVIRONMENT	<ul style="list-style-type: none"> Ensure product safety and compliance Reduce pollution and spills Improve the energy efficiency of our facilities and fight climate change Integrate the concept of Green Chemistry into R&D Reduce environmental impacts during production Guarantee the safety and stewardship of water Effectively manage our waste to promote the circular economy Preserve biodiversity and fight against deforestation 	90% of products shipped from ISO 14001 certified sites	83% 90%
		90% of products made from natural extracts and synthetic molecules with a GREEN MOTION™ score higher than 50/100	86%
		Zero waste to landfill	11% 0%
		Reduce our water consumption by 20%* 	-13% -20%
		Reduce our water consumption by 25%* in regions subject to high water stress	-13% -25%
		Reduce our energy consumption by 25%* 	-18% -25%
		100% of electricity consumption from renewable energies	52% 100%
		Reduce our CO ₂ emissions by 69% on scopes 1 and 2* 	-33% -69%
		Reduce our CO ₂ emissions by 58% on scope 3*	-15% -58%

* Per tonne of product, compared to 2018.

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

SDG	Our CSR commitments	Our 2030 targets	Our 2022 results
SOCIAL 	<ul style="list-style-type: none"> 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 	90% of employees receive at least one training	Target already achieved and exceeded (94%)
		90% of employees have an annual appraisal	87%
		Reduce our lost-time accident frequency rate by 20% compared to 2018	-13% -20%
		50% of employees working in an ISO 45001 certified site	24% 50%
VALUE CHAIN 	<ul style="list-style-type: none"> Strengthen transparency, communication, reporting and dialogue with stakeholders Implement a responsible purchasing policy Prevent and manage ESG risks in the supply chain Participate in the local development of rural communities 	90% of the Group's purchases made from suppliers committed to a CSR policy	Target already achieved and exceeded at headquarters (92%) (Implementation in progress at Group level)
		90% of the Group's global suppliers committed to a CSR policy	65% 90%
		50% of the Group's suppliers assessed on their CSR by an independent third party	Target already achieved and exceeded at the headquarters (54%) (Implementation in progress at Group level)

Commitments and recognition of our CSR policy

In terms of sustainable development, MANE strives to support international and recognised standards, as well as industry initiatives. 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 recognised by independent third-party organisations. External awards and recognitions attest to the positive perception of our sustainable development strategy. Our Group is thus rewarded for the efforts made to improve its practices.





ACT AND OPERATE ETHICALLY AND RESPONSIBLY

- 24 Respect Human Rights
- 26 Ensure compliance and ethical business practices

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

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

OUR CONTRIBUTION TO THE SDGS



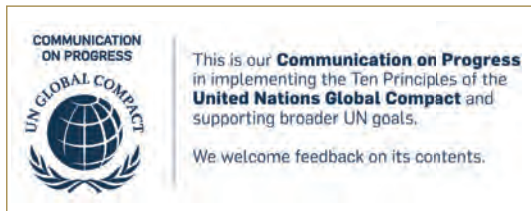
Respect Human Rights

Code of Ethics

Respect for Human Rights is one of our strong commitments, validated by our membership of the United Nations Global Compact since 2003.

We are also committed to:

- respecting the international labour standards set out in the conventions and recommendations of the International Labour Organization (ILO);
- preserving the environment;
- acting against corruption in all its forms.



RENEWAL OF THE PRESIDENT'S COMMITMENT

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

Jean Mane
President

In 2013, MANE structured and formalised its ethics approach in a Code of Ethics applicable throughout the Group.

Respect for Human Rights and fundamental freedoms is the core of our Code of Ethics. This document is our roadmap for implementing the ethical principles that govern the Group's operations.

Translated into 30 languages, this Code of Ethics is available on the Group's intranet and website: <https://www.mane.com/our-ethics>.

In France, our Code of Ethics is included in the internal regulations of V. MANE FILS. As such, it is subject to the employee representative consultation procedure.

It is essential that all MANE employees act in accordance with the principles of our Code. This is why we aim to have each of them sign it by 2030. Since 2020, all new hires are required to read the Code of Ethics and undertake to comply with it by signing the document.

Signature of the Code of Ethics	2021	2022
Number of employees who signed the Code of Ethics	6,571	7,212
% of the Group's consolidated workforce	92%	94%

Ethics reporting system

As part of the means deployed to ensure the due application of the principles of the Code of Ethics, the Group set up an alert system in 2017.

It enables Group employees to refer any suspicion of a violation of the Code of Ethics to the Ethics Committee. The alert procedure is explained in detail in the Code of Ethics. The whistle-blowing procedures were modified in 2022 to strengthen the protection of whistle-blowing employees.

It ensures the total confidentiality of both the author of the report and the person concerned. Members of the Ethics Committee can be contacted by email: ethics@mane.com.



All alerts sent to the Committee are the subject of investigations, recommendations to management and feedback to the authors of the reports.

In 2022, the ethics reporting line was contacted on five occasions. After a first investigation, an anonymous alert was unfounded. Two alerts were from the EMEA region and two from the Asia region. The Ethics Committee estimated that three alerts concerned situations that could be resolved by the Human Resources Departments and one alert was groundless. A detailed analysis confirmed the seriousness of one of the anonymous alerts. An internal investigation, in conjunction with the Human Resources Department, was set up and disciplinary measures were taken.

Raise awareness and train employees

Regular training campaigns ensure that employees have a good understanding of the Code and its implementation.

This training has been designed to:

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

Thus, in the examples provided in the training material or in the associated quiz, employees are placed in about twenty different scenarios to understand in a concrete way the risky situations they may be confronted with.

The training is available via e-learning and in several languages on the Group's intranet.

Ethics training	2021	2022
Number of employees who completed ethics training	5,192	6,426
% of the Group's consolidated workforce	72%	84%

By 2030, 100% of the Group's employees will have participated in the online training and completed the Code of Ethics quiz.

(1) See chapter entitled "Implement a responsible purchasing policy".

Prevent Human Rights violations in our supply chain

In addition to our responsibility as part of our own activities, we also believe that it is our responsibility to help influence the behaviour of our suppliers.

In order to avoid being complicit in Human Rights violations in our supply chain, we include the due consideration of this risk in our supplier risk analysis process⁽¹⁾.

To do this, we refer to the Human Freedom Index (HFI) published jointly by the Cato and Fraser institutes. The HFI is a ranking that presents an index of 0 to 10 per country according to their level of individual, civil and economic freedoms.

We use this index to assess the risk of non-compliance with Human Rights among our suppliers depending on the country in which their plants are located or their natural raw material supply chains.

This analysis makes it possible to guide our purchasing and audit decisions according to the levels of risk identified. We also carry out other analyses as part of our responsible purchasing policy, including risks related to corruption, climate change and deforestation.

MANE also encourages its suppliers to commit to respecting Human Rights by signing its Supplier CSR Charter. The six principles of this Charter are additional points of vigilance to be followed during the assessments and/or audits carried out at suppliers' sites in relation to their social responsibility.



Ensure compliance and ethical business practices

Prevent conflicts of interest

As stipulated in our Code of Ethics, employees are required to avoid any situation that could create a real or apparent conflict between their personal interests and those of the Group.

If this is the case, the employee experiencing a potential conflict of interest must inform his or her immediate supervisor and document it in a conflict of interest declaration. The Ethics Committee is informed.

Anticorruption

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

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

Raise awareness and train employees exposed to corruption risks

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

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

We identified a panel of 402 employees at the Group in 2022 (i.e. close to 5.3% of the workforce). We ask them to sign these documents.

Signature of specific Codes of Ethics	2022
Number of employees most exposed to corruption risks (target audience)	402
Number of employees most exposed to the risks of corruption who have signed their specific Code of Ethics	393
% of target audience	98%

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

Anticorruption training	2021	2022
Number of employees most exposed to corruption risks who have taken anticorruption training	368	341
% of target audience	94%	88%

In december 2022, we formalised and updated the list of functions considered to be the most exposed to corruption risks at the Group's subsidiaries. This update will enable us to extend the number of employees made aware of this issue as of 2023.



3

ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

- 28 Ensure product safety and compliance
- 32 Integrate green chemistry into R&D
- 33 Reduce environmental impacts during production
- 34 Improve the energy efficiency of our facilities and fight climate change
- 41 Guarantee the safety and stewardship of water
- 43 Effectively manage our waste to promote the circular economy
- 44 Reduce pollution and spills
- 45 Preserve biodiversity and fight against deforestation

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

To reduce these impacts, we have made the following commitments:

- ensure product safety and compliance;
- reduce pollution and spills;
- improve the energy efficiency of our facilities and fight 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.

OUR CONTRIBUTION TO THE SDGS



Ensure product safety and compliance

Ensure the health safety of our products

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

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

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

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

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

Among the objectives of Quality Services, one indicator concerns the monitoring of the number of batches affected by procedures for withdrawal or recall of finished product. In 2022, no batch was affected by this procedure in the EMEA region, as in the previous 15 years.

Assessing the toxicological safety of products

As part of our innovation approach, the development of a new ingredient or a new technology is subject to a rigorous assessment process regarding safety and regulatory matters. Research projects are coordinated by a Scientific Committee whose members meet every quarter. All the resulting innovative ingredients are characterised and assessed for their environmental and human health properties before they are marketed, with the aim of achieving sustainable development. The characterisation is carried out by our analytical experts and the toxicological safety assessment is conducted by our regulatory and toxicological experts.

The intrinsic properties of new products are assessed and serve as the basis for our safety assessment and hazard classification processes. In 2022, our safety data sheets (SDS) were improved to comply with EU regulation 2020/878 and are already available in 33 languages. For Flavour and Fragrance products, information on allergens, genetically modified organisms (GMOs), nutritional data, organic farming or ethical and religious criteria can be provided.

During the innovation process, the environmental impact and animal welfare are also taken into account. This issue is of the utmost importance to MANE. The Group does not test its flavouring or fragrance compositions on animals. Moreover, no animal testing is carried out or ordered by MANE for its manufactured ingredients, unless otherwise required by national or regional regulations.

Our commitment to avoid animal testing in all cases is also reflected in our commitment to finding alternative methods. Since 2007, we have been shareholders of ImmunoSearch. This research company is dedicated to the development of *in vitro* toxicological tests.

We also acquire equity stakes in and/or forge partnerships with companies that are experts in non-animal experimentation methods, such as R&D companies developing QSAR models (*in silico* methodology).

Manage REACH compliance

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

As regards the registration process, we have registered more than 120 substances, taking into account the exemptions related to the uses that MANE can benefit from. As the registration process is a continuous process, we work proactively on updating the files submitted. In this context, since 2019 we have participated in the project to improve REACH filing launched by the European Chemical

Industry Council (CEFIC) in cooperation with the European Chemical Agency (ECHA).

Tools developed in-house, including a REACH dashboard, make it possible to monitor the quantity of substances. This work is done in close collaboration with the Purchasing and Production Departments. MANE also exercises due diligence in ensuring that its suppliers meet their obligations. All information collected is recorded on various media and shared on the company intranet.

Comparable actions are carried out to implement other regulations similar to REACH, such as UK REACH and TURKEY REACH (KKDIK).

Promote sustainable consumption

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

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

In this respect, the GREEN MOTION™ by MANE tool⁽¹⁾ allows us to inform our customers about the environmental profile of their composition and to direct their choices towards formulas that have a lower environmental impact.

FRAGRANCE, A VECTOR OF WELL-BEING

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

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

(1) See chapter entitled "Integrate Green Chemistry into R&D".

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

First of all, our solid expertise in green chemistry and our mastery of biotechnology and extraction processes enable us to enrich the perfumers' range with creative, renewable and biodegradable raw materials. A multi-disciplinary working group and its specific steering Committee were created in 2022, in order to establish our objectives and the associated action plans in terms of the renewability, biodegradability and CO₂ emissions of our fragrances.

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

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

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

We have also developed biodegradable micro-capsules in order to reconcile the persistence of a fragrance on linen and reduce the release of microplastics into ecosystems. The first generation of MANENCAPS™ FC CLEEN biodegradable capsules for fabric softeners is now commercially available. They are a strategic step forward in combining performance, sensoriality and respect for the environment. They follow the OECD 301F biodegradability standards, achieving a biodegradability greater than 60% in

28 days. They meet ever more demanding specifications to protect the planet and the consumer while conveying a sensory experience comparable to traditional non-biodegradable micro-capsules. The Research & Innovation teams are now working on the development of micro-capsules for the cosmetic segments.



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

Turnkey solutions combining the PURAKAN™ asset with targeted fragrances developed by our perfumers are also offered to our customers.

HEALTHY AND TASTY FOOD

As a key player in the agri-food production chain, MANE is aware of its contribution to the well-being of consumers. In order to encourage them to eat a more balanced diet, it is essential that these foods are healthier, but also appreciated by consumers. This is our daily challenge: to develop flavours and natural aromatic ingredients that meet consumer desires and to help food and beverage manufacturers reformulate their products with healthier alternatives. MANE has set up an international research programme aimed at understanding the modulation of taste. We have thus developed taste modulation systems to reduce the sugar, salt or fat content without compromising taste and mouthfeel.

SUGAR

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

SALT

Replicating the many functions of salt without compromising taste, SENSE CAPTURE™ SALT is a natural and clean label solution for salt reduction. It is designed to be used in a wide range of food products: soups, sauces, broths, prepared meals, meats, processed cheeses, savoury snacks and bread and pastry products.

FAT

The reduction in fat content and the replacement of monosodium glutamate (MSG) in food and beverages also have a significant impact on products mouthfeel, by disrupting consumers' taste perception. MANE has developed a complete range of SENSE CAPTURE™ solutions, which effectively improve mouthfeel by significantly increasing the coating and fatty sensation of low-fat dairy products, as well as providing roundness in the mouth to culinary applications.

These different solutions can be combined, thus offering a holistic approach to taste modulation. They make it possible to reach a satisfactory solution, even in the case of the most complex problems.

NATURAL AROMATIC INGREDIENTS

The MANE SOURCE™ natural aromatic ingredients meet the expectations of today's consumers:

- 100% of the taste stemming from the source;
- carefully sourced raw materials with full traceability;
- the shortest possible supply chain;
- the use of traditional and cutting-edge technologies, capturing the full aromatic potential of the raw material;
- clear labelling (mentioning the source, no declarable additives).

Extracting natural aromatic ingredients from the best raw materials is at the heart of MANE's expertise. Drawing on a 150-year heritage, MANE has perfected its extraction and concentration techniques to capture the complexity of the taste of natural raw materials. In order to guarantee a sustainable supply, MANE has forged long-standing partnerships with local agricultural producers around the world who cultivate 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 water-based herbal infusions, concentrated vegetable juices and fruit extracts.

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.

While health, animal welfare and financial reasons are at the heart of the replacement of animal protein in our diet, environmental aspects are also becoming increasingly important. 30% of European consumers say they consume savoury processed vegetarian/vegan food for ethical reasons related to the environment⁽¹⁾. Consumers therefore tend to eat less meat and dairy products and replace them with more plant-based alternatives which are better for the environment in terms of carbon footprint and for their health.

Companies part of the Group 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 does not only take into account plant-based proteins. It also anticipates the use of other alternative proteins such as insects, cell cultures or mycoproteins (proteins from fungi)...

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. These organoleptic characteristics must also be compatible with the status of the food, i.e. they must have both a nutritional quality that can be integrated into a diet and be affordable for the consumer.

The natural flavours and aromas produced by the company are especially suitable for these new foods and may benefit from a vegetarian or vegan status. 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, MANE focuses on masking flavours. It is particularly suited to the sensory challenges associated with products with high levels of protein or with undesirable notes such as those perceived in many plant-based products, both in the sweet and savoury worlds. SENSE CAPTURE™ PROTEIN is the perfect flavour solution, reducing off-notes from the use of plant-based proteins and astringent or bitter tastes.

There is also a whole range of aromatic solutions whose function allows the accentuation of certain sensations. This is the case for SENSE CAPTURE™ Mouthfeel, which enhances the oily feeling in the mouth.

PURE CAPTURE™ BH, for its part, provides the roasted accent much sought after in meat substitutes to recreate the taste of fried meat products.

Lastly, MANE's ingredients allow for simplicity in the ingredient statements of finished products, such as concentrated vegetable juices, oleoresins, essential oils and spice extracts.

(1) MANE M2P study carried out in France, Germany, the United Kingdom, Spain and Italy in 2020, based on over 2,900 interviews.

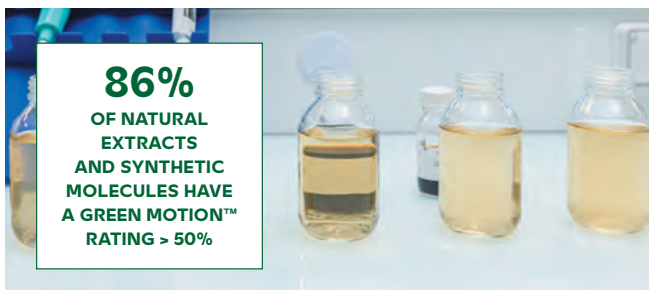
Integrate green chemistry into R&D

Innovation is one of the strategic pillars of the MANE Group, a driving force for meeting the needs of our customers in a differentiated way. In 2022, the Group invested 7.5% of its turnover in R&D activities.

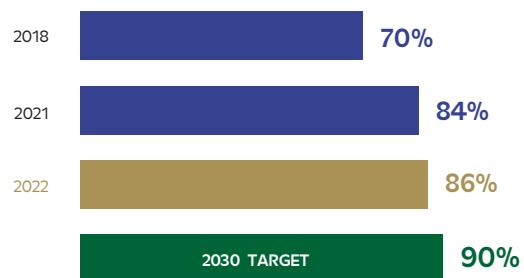
Our commitment to sustainable innovation is to design safe and healthy products with a minimised environmental impact and maximised sensory benefits for the consumer. This entails innovation strategies involving the increased use of renewable and biodegradable raw materials with a low carbon footprint,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

The first environmental assessment tool in the Flavours and Fragrances industry was created in 2011 by MANE: GREEN MOTION™. This tool is based on the 12 principles of green chemistry defined by P. Anastas and J. Warner. It is accessible to all and available free of charge on our website, and based on a universal, transparent and scientifically recognised approach⁽¹⁾. It can be used to calculate the overall environmental impact of an ingredient or a formula on a scale of 0 to 100. This simple and relevant method is based on a set of criteria grouped into seven fundamental concepts: the renewable or non-renewable origin of the raw materials, the type of solvents, the danger and toxicity of reagents, the efficiency of the process (yield, saving of atoms, number of stages, etc.), energy consumption, the amount of waste generated (E-Factor) and the impact of the finished product on people and the environment. Integrated via software into the perfumers and flavourists formulation tool, GREEN MOTION™ has become a genuine tool for continuously improving our compositions in terms of their environmental footprint.

Since 2022, a new version of the application has been available at: <https://greenmotion.mane.com>



PRODUCTION OF NATURAL EXTRACTS AND SYNTHETIC MOLECULES WITH A GREEN MOTION™ NOTE > 50



Our 2030 target is to produce 90% of natural extracts and synthetic molecules with a GREEN MOTION™ score above 50.

In 2022, numerous training sessions were carried out internally through the GREEN MOTION™ tool:

- GREEN MOTION™ is included in the training programme of the MANE Perfumery School;
- all new MANE employees working for the Fragrance and Flavours Departments are systematically trained in the tool.

MANE was a sponsor of the 2022 edition of the International Symposium on Sustainable Chemistry (ISGC) organised in La Rochelle. This event aims to offer hundreds of experts the opportunity to discuss and debate the future challenges of chemistry. The GREEN MOTION™ MANE experts organised and participated in the conference on “How to eco-design consumer goods formulations with GREEN MOTION™?” for manufacturers and academics.

INVOLVEMENT IN THE IFRA AND IOFI PROFESSIONAL ASSOCIATIONS

We made a significant contribution to the “Sustainability Charter” of the IFRA and IOFI professional associations from 2017 until its signature in 2020. This is a collective initiative of the flavour and fragrance industry to raise the level of CSR in the sector. We are also involved in the development of a tool and guidelines common to the industry for the assessment of the environmental impact of products according to the principles of green chemistry.



To accelerate the transition from fossil carbon to renewable carbon, we joined the Renewable Carbon Initiative (RCI) in 2021. This platform, at the crossroads of the chemical industries, aims to redefine the contours of renewable carbon in the long term, by considering carbon from biomass, but also from recycling and CO₂ captured from the atmosphere.

(1) T.V.T Phan, C. Gallardo, J.M. Mane, *Green Chem.*, 2015, 17, 2846–2852.

Reduce environmental impacts during production

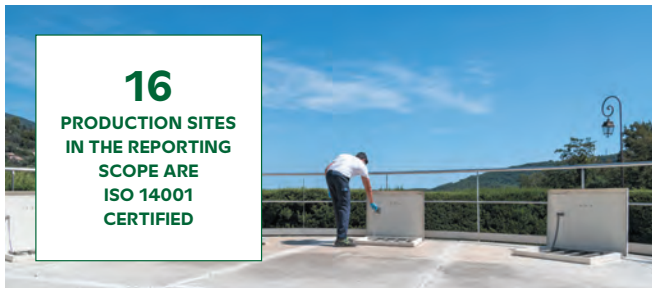
Measure our impacts

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

Systematise ISO 14001 certification

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

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



16 of our 21 industrial sites included in the reporting scope are ISO 14001 audited. In 2022, the MANE KANCOR Bareilly site was ISO 14001 certified for the first time.

These certifications are the tangible result of the efforts made by local teams over the past two years. They have enabled us to increase the share of tonnage shipped by ISO 14001 certified sites from 56% to 83% between 2020 and 2021.

SHARING KNOWLEDGE AND SKILLS

In 2022, MANE Inc. and MANE USA worked closely together (weekly meetings, sharing of field knowledge, planning, etc.) to prepare MANE USA for the ISO 14001 certification audit. As at the time of publication of this report, MANE USA received the ISO 14001 certification.

Train and raise awareness on the environment

To support our environmental approach, we are investing in employee awareness-raising and training initiatives. The training policies of each of the Group's entities include modules dedicated to managing environmental impacts and risks.

For example, at our sites in France and the United States, at MANE Inc., all new hires receive environmental training. Training is carried out by and for our employees, in a face-to-face format or on an online platform. The training provided reviews environmental and energy management, the MANE targets for 2030 and examples of projects implemented or of good practices.

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.

Invest in the environment



Improve the energy efficiency of our facilities and fight climate change

Our commitments

OUR GHG EMISSION REDUCTION TARGETS

We are aware that the risks associated with global warming can be seen as both a threat and an opportunity. This is why we take into account the impact of our activities on climate in our strategic thinking.

We have long been committed to reducing our carbon footprint. In 2007, we signed the Caring for Climate commitment. This historic commitment is now reinforced by our commitment to two major international initiatives in the fight against global warming:

- in 2015, we signed the Paris Pledge for Action, committing the Group to align its climate strategy with the objective of the Paris Agreement to limit global temperature rise to 1.5°C compared to pre-industrial levels;
- in 2019, we joined the Science Based Targets initiative (SBTi) to translate our commitment into concrete, science-based targets.

The SBTi initiative is a collaboration among the Carbon Disclosure Project (CDP), the World Resources Institute (WRI), the World Wide Fund for Nature (WWF) and the United Nations Global Compact (UNGC). The initiative encourages companies to reduce their Greenhouse Gas (GHG) emissions in line with the latest scientific studies on climate change. To do this, the initiative promotes the definition of science-based targets as an effective way to prepare the growth of companies for the transition to a low-carbon economy.

Our previous targets, validated by the SBTi in March 2021, were compatible with the WB2C (well below 2°C) global warming trajectory. To go further in our commitment, new and more ambitious targets aligned with a global warming trajectory of 1.5°C were submitted to the SBTi in January 2022. They were validated seven months later.

Our targets for 2030 are as follows:

- reduce our scope 1 & 2 emissions by 69% per tonne of product sold by 2030, compared to 2018 (equivalent to a 50% reduction in absolute terms in scope 1 & 2 emissions);
- reduce our scope 3 emissions by 58% per tonne of product sold by 2030 compared to the 2018 baseline year (the target limit includes biogenic emissions and removals of bioenergy raw materials).

Our scope 1 emissions are the direct GHG emissions resulting from the combustion of fossil fuels in the activities that we control. Scope 2 emissions correspond to indirect GHG emissions related to the consumption of energy (electricity, heat, cooling or steam) required to manufacture products. Scope 1 & 2 emissions correspond to 9% of our total carbon footprint emissions of 2022.

The remaining 91% of our total CO₂ emissions in 2022 come from our Scope 3. These are all indirect emissions (not counted in Scopes 1 & 2) related to our value chain as a whole, notably purchases of raw materials, upstream and downstream transport of goods, employee travel, etc.

OUR ACTION PLAN

To achieve our new 2030 objectives, a mid-term transition plan for the reduction of Scope 1 & 2 and Scope 3 emissions is under way. This approach is carried out in close collaboration with various internal departments and with the support of an external consulting firm. The latter also supported us in reviewing and improving the methodology for calculating our Scope 3 emissions. At each of our production sites, areas for improvement are identified and action plans implemented to reduce our energy consumption and carbon impact.

To meet our targets, we work on three fronts at the same time:

- energy sufficiency and efficiency of our production sites;
- low-carbon products;
- commitment across our entire value chain.



Governance

As part of the new governance put in place in 2021⁽¹⁾, the Group President and the members of the Group Executive Board (GEB) are responsible for MANE's climate and energy policy and the supervision of risks and opportunities related to climate change.

The Group CSR Department reports directly to the Group President and is also part of the Global Management Team. As such, the Group CSR Department has been entrusted with the responsibility of defining and executing the Group's climate strategy, a priority integrated into the pillars of MANE's Sustainable Development Policy.

With the integration of the CSR function in the GMT, the GEB therefore takes into account the risks and opportunities related to climate change in the adaptation of the business strategy, budgets, investments and action plans.

The progress made in our climate strategy is monitored on a regular basis and analysed in detail during management reviews. Annual regional management reviews (Asia and the Americas to date), as well as a management review at Group level, are organised with the Group President, members of the GEB, the CSR Committee and the functional departments concerned.

On the basis of the information consolidated by the Group CSR Department, global monitoring of climate-related issues is carried out, enabling the members of these Committees to:

- review and guide the strategy;
- review and guide the main action plans;
- review and guide the annual budgets;
- review and guide the risk management policies;
- monitor and oversee progress against targets to address climate-related issues.

The climate issue is taken into account through four of our commitments for 2030: the reduction of energy consumption, the increase in the share of renewable energy consumed and the two targets for reducing Scope 1 & 2 and Scope 3 emissions.

In 2022, the creation of the position of Climate Strategy Manager within the CSR Department underlined a desire to go further in the definition and execution of a strategy to mitigate our GHG emissions.

Identify, assess and manage climate risks

Today, managing the risks related to climate change is essential, both to identify and assess all types of climate risks and to adapt to the consequences of climate change.

Climate risk management is integrated into our general non-financial risk analysis and management system⁽²⁾. In terms of methodology, we followed the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures) to communicate these risks in a transparent manner in our report.

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

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

The analysis carried out in 2022, based on a new risk assessment methodology developed for the World Risk Index, shows that eleven of our industrial sites are located in countries exposed to a high or very high risk of natural disasters induced by climate and extreme natural events.

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

(1) See chapter entitled "Governance" chapter.

(2) See chapter entitled "Non-financial risks".

A plan to secure ingredients has also been put in place by the Purchasing Department. It is mainly at the agricultural level that the impact of climate risks can be significant on our raw material supply chains (supply disruption, low yield, rise in the cost of raw materials).

The due consideration of climate risks is also integrated into our supplier CSR monitoring process. Upstream of our production activities, our ingredient suppliers in India (mint, chilli, etc.), Indonesia (patchouli, sandalwood, etc.), Australia (sandalwood), China (synthetic ingredients), Madagascar (vanilla), in the United States (peppermint, cedar, etc.), Canada and Brazil (orange, tonka bean) are also exposed to risks related to climate change, based on World Risk Index 2022 data.

In addition to the criteria related to compliance with Human Rights and labour standards, the CSR evaluation of our suppliers covers their environmental management (water, waste, energy and carbon emissions).

Reduce the energy intensity of the Group's activities

We strive to integrate the best available techniques in order to implement less energy-intensive industrial processes on our sites.

Due to the extraction processes carried out there, our production sites in France (Le Bar-sur-Loup and Quéven) and India (Angamaly) account for 46% of the Group's total energy consumption. It is therefore as a priority on these sites that we have opted for the implementation of an ISO 50001 certified energy management system.

The ISO 50001 standard is a verifiable tool to help manage energy performance through:

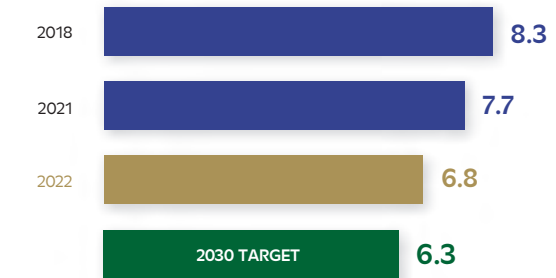
- a review of the main energy expenditure items, or significant uses;
- the implementation of Energy Performance Indicators (EPI);
- data collection and analysis through energy audits;
- the involvement of all employees;
- the development of an energy policy;
- the establishment of specific objectives;
- the evaluation of the results obtained with a view to continuous improvement.

This approach has proven to be effective since our industrial site in Le Bar-sur-Loup (France) has reduced its energy consumption per tonne of product by 19% since its ISO 50001 certification in 2015.



ENERGY CONSUMPTION

(IN GIGAJOULES PER TONNE OF PRODUCT)



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

Energy consumption (in GJ)	2018	2020	2021	2022
Natural gas	327,341	346,637	348,516	343,417
Electricity	318,804	331,068	344,777	346,206
Self-generated energy	55,783	91,865	122,363	83,346
Fuel oil	13,059	12,604	16,044	20,944
Liquefied petroleum gas	-	-	760	1,483
TOTAL	714,986	782,174	831,700	795,396

As part of our new roadmap for 2030, we have set a target of reducing our energy consumption per tonne of product by 25% compared to 2018.



Use of renewable energies

Our action plan to reduce Scope 1 & 2 emissions includes energy sufficiency and efficiency, as well as the use of renewable energies. We aim to achieve 100% of our electricity consumption from renewable energy by 2030. We are also working on the development of self-generated energy.

GREEN ELECTRICITY

Our production sites in France, Spain, the United States (MANE USA in Wayne), Mexico and Colombia signed a green electricity contract for 100% of their consumption. In 2022, 52% of the electricity consumed by the Group was of renewable origin. Our target for 2030 is to achieve 100% green electricity.

BIOMASS

Our MANE KANCOR industrial sites in Angamaly and Byadgi have installed biomass boilers to recover energy from plant residues from their extraction processes and to generate steam. In 2022, this enabled them to self-produce respectively 64% and 71% of their energy consumption.

PHOTOVOLTAIC PANELS

Our industrial site in Thailand installed solar panels, enabling it to self-generate 54% of its electricity consumption. Our sites in Indonesia and India installed solar panels to produce part of the electricity consumed.

Solar panels are installed on the PT MANE Indonesia industrial site, located in Cikarang, making it possible to self-generate 7% of the site's energy consumption. Similarly, photovoltaic panels were also installed at our new industrial site PT MANE Indonesia, located in Cikampek, making it possible to self-generate 16% of the site's energy consumption.

LEED® CERTIFICATION

MANE obtained LEED® Gold certification for its new reception centre in Le Bar-sur-Loup, in France (inaugurated in 2017), and its factory in Guarne, Colombia (inaugurated in 2018).

These new buildings were built and fitted out in compliance with the requirements of the LEED® standard by using more ecological materials and limiting water and energy consumption.

Our new PT MANE Indonesia site (Cikampek) has been LEED® Gold certified by the US Green Building Council (USGBC).

This certification enabled the production site to achieve the following other LEED elements (in addition to self-production thanks to photovoltaic energies):

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

Fight climate change

Each year, we carry out a carbon footprint assessment of all the Group's activities according to the Greenhouse Gas Protocol (GHG Protocol). This methodology allows us to identify significant GHG emission sources across our value chain (Scopes 1, 2 and 3) in order to guide our strategic climate decisions.

ACT | ASSESSING LOW CARBON TRANSITION®

In 2021, MANE had its climate strategy assessed by the Assessing Low-Carbon Transition (ACT) initiative, developed by ADEME and CDP. This approach provides methods and tools to assess the alignment of a company's strategy with a decarbonisation trajectory adapted to its activities, in light of its sector.

MANE was rated 13 A+.

13 corresponds to the low-carbon transition performance score (score of 1 to 20).

A is the evaluation score, which summarises the evaluation with regard to six additional criteria (scale from E to A).

+ is the trend score which indicates in which direction the company score should be expected to change if the ACT assessment is subsequently repeated (on a scale of -/=/+).

GLOBAL TRANSITION PLAN TO REDUCE OUR SCOPES 1&2 EMISSIONS

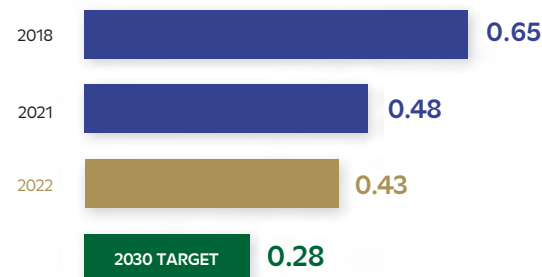
Between 2021 and 2022, we reduced our emissions on Scopes 1 and 2 per tonne of product by 9%. This was the result of significant reductions in energy consumption by MANE Shanghai, MANE KANCOR, MANE Thailand, MANE India and MANE Do Brasil and the transition to "100% green electricity" by MANE Mexico.

This year, we began the implementation of Scopes 1 & 2 transition action plans in our affiliates in order to achieve our GHG emissions reduction targets. We work with various internal teams to increase the sobriety and energy efficiency of our production sites, and to increase the share of renewable energy used. This approach to optimising and reducing energy consumption has been applied for a number of years, notably in ISO 14001 and ISO 50001 certified sites. In order to achieve our GHG emission reduction targets for 2030, we want to complement our historical approach to reducing our environmental impacts, with an approach to limiting GHG emissions in the various internal processes of our production sites.



CO₂ EMISSIONS ON SCOPES 1 AND 2

(IN TONNES OF CO₂ EQUIVALENT PER TONNE OF PRODUCT)



CO ₂ emissions (Scopes 1 & 2)	2018	2020	2021	2022
In tonnes of CO ₂ equivalent	55,666	53,055	51,684	50,194

Methodological note:

The emission factors used to estimate CO₂ emissions relating to electricity consumption and refrigerant leakage are taken from:

- (1) For electricity: the Base Carbone® 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 fuel oil: Base Carbone® of the ADEME.
- (4) For refrigerants: the sixth Assessment report of the IPCC.

Certain offices and R&D centres, as well as certain production sites (Chile, Argentina, India), are excluded from the scope of consolidation of the carbon assessment. Their GHG emissions are not significant: these sites represent less than 2% of the MANE Group's total GHG emissions. The 21 production sites located in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States account for more than 98% of the Group's greenhouse gas emissions. The MANE Italia site, representing nearly 0.6% of scope 1 & 2 GHG emissions, previously excluded from the carbon assessment reporting scope, was included in 2022.

In 2022, we also included fuels for vehicles controlled or belonging to MANE.

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

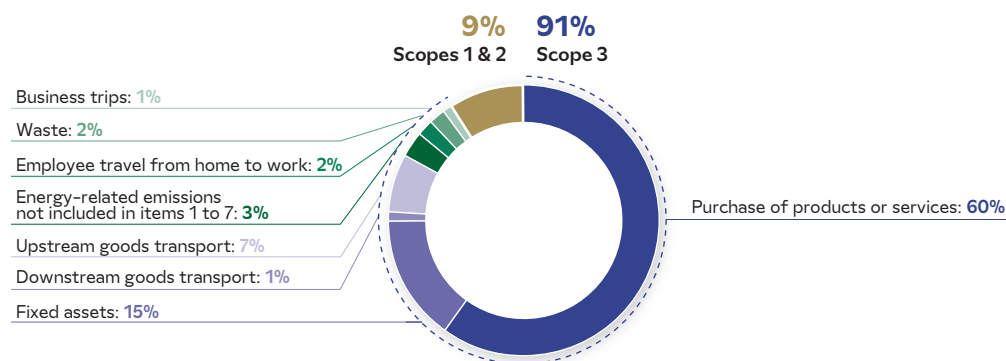
The MANE Colombia site implemented measures to significantly reduce its CO₂ emissions on Scopes 1 and 2 in 2022. The remaining irreducible emissions were offset through a reforestation project (BanCO₂) in the East Antioquia region.

GLOBAL TRANSITION PLAN TO REDUCE OUR SCOPE 3 EMISSIONS

In 2022, we carried out, with the help of a specialised external firm, a critical review of the methodology for calculating our Scope 3. This critical review enabled us to align our internal calculation approach for Scope 3 GHG emissions with the latest GHG Protocol Standard and to improve the granularity of the data, thus improving the reliability of our methodology.

This year, we included in the assessment of the Group's carbon footprint, in addition to the other categories, all Scope 3 GHG emissions associated with Purchased Services, Capital Goods and Business Travel. We decided to increase the scope of Scope 3, in order to make our methodology more robust and to be able to communicate in an ever more transparent and realistic way. This new, complex and exhaustive methodology requires us to reassess the Scope 3 GHG emissions reported since the baseline year of our SBTi targets (2018), in order to ensure consistency in the evolution of our objectives. The data from 2018 to 2021 will be revised shortly, following the change in the Scope 3 calculation methodology.

DISTRIBUTION OF CO₂ EMISSIONS ACROSS THE ENTIRE VALUE CHAIN



CO ₂ emissions (Scope 3)	2018	2020	2021	2022
In tonnes of CO ₂ equivalent	420,819	326,584	347,930	481,579

Methodological note:

Scope 3 is calculated according to the "Scope 3 Standard and Calculation Guidance" of the GHG Protocol. The GHG emissions associated with each category are estimated on the basis of the GHG emission factors of ADEME's Base Empreinte® database and the Ecoinvent database.

The **"Purchases of products and services"** category (GHG Protocol 3.1) covers purchases of raw materials, packaging and services. Associated emissions are calculated by product type for 80% of volumes (raw materials and packaging). Total emissions are estimated by extrapolation on the basis of emissions calculated on 80% of the volumes. Services are calculated directly at 100%. The method chosen to assess the carbon footprint of raw materials and packaging takes into account generic emission factors for raw materials and packaging. The methodology for calculating services takes into account the monetary value associated with each type of service.

The **"Fixed assets"** category (GHG Protocol 3.2) covers purchases of furniture, vehicles, machinery and equipment, as well as the construction and renovation of buildings. The method chosen to assess the carbon footprint of physical assets takes into account the monetary value of each type of asset.

The **"Fuel and energy-related activities"** category (GHG Protocol 3.3) covers activities that generate emissions upstream of the use of all types of energy included in Scopes 1 & 2 – fixed sources, mobile sources and electricity – such as the extraction, transformation, transport and distribution (excluding combustion) of these energies. The method chosen to assess the carbon footprint of these activities associated with upstream energy use takes into account generic emission factors corresponding to energy consumption by source.

The **"Upstream transport and distribution"** category (GHG Protocol 3.4) covers the transport from suppliers of products included in the "Purchases of products and services" category and the transport of finished products shipped to customers (if the latter is paid for by MANE). In cases where commuting journeys do not have a specific method, we consider by default that the commuting journey is made by road transport. This estimate was made this year for MANE Indonesia, corresponding to 2% of tonnage per km, and representing 7% of GHG emissions in the "Upstream transport and distribution" category of the industrial site.

The **"Downstream transport and distribution"** category (GHG Protocol 3.9) covers the transport of finished products shipped to customers (if the latter is paid for by the customer). In 2022, we did not have access to the complete logistics data of the services purchased by our customers for certain subsidiaries (China, India, Thailand, Japan, Mexico, Brazil, M Inc. and Deli Spices). These subsidiaries correspond to 39% of the amount of raw materials purchased by MANE (CSR reporting scope).

The **method chosen to assess the carbon footprint of the logistics activity** (GHG Protocol 3.4 and 3.9) takes into account the weight of the products transported and the distances travelled – between the shipping address and the receiving address – depending on each mode of transport used.

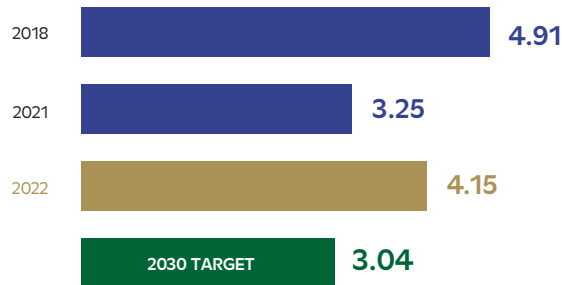
The **"Waste generated in operations"** category (GHG Protocol 3.5) covers the treatment of waste produced by the activity. The method chosen to assess the carbon footprint of the treatment of our waste takes into account the nature of the waste and the type of treatment. This methodology assumes that reuse does not emit GHGs (closed loop).

The **"Business travel"** category (GHG Protocol 3.6) covers journeys made by each mode of transport as well as accommodation (if available) for business travel. The methods chosen to assess the carbon footprint of these activities take into account, respectively, the distances travelled by each employee – between the departure address and the arrival address – and the monetary value of hotel stays.

The **"commuting"** category (GHG Protocol 3.7) covers daily travel between employees' homes and their workplaces, taking into account the transport methods used and the days actually worked per year (excluding days working from home). The method chosen to assess the carbon footprint of this category takes into account the number of employees using each mode of transport, the distances (round trip) travelled per employee in a working day and the days worked on site over the year.

The **categories relating to products shipped "Processing of shipped products"; "Use of products shipped"; "End-of-life of products shipped"** (GHG Protocol 3.10, 3.11, 3.12, respectively), are not currently included in Scope 3 due to the lack of precision and availability of the percentages of our products that are mixed in extremely low doses in customers' finished products. We do not have access to the energy consumption associated with the transformation (customers) and use (consumers) of these finished products, as well as the treatment of waste (customers) and wastewater (consumers) for packaging (customers) and consumed finished products (consumers). These categories for products shipped will be estimated according to the availability and quality of the baseline data retrieved from customers in the future.

GHG Protocol categories **"Upstream leasing"; "Downstream leasing"; "Franchises"; "Investments"** (GHG Protocol 3.8, 3.13, 3.14, 3.15, respectively), are not included in scope 3 of this report due to their irrelevance vis-à-vis the activities of the MANE Group (long-term leasing of company vehicles is included in category 3.2).

CO₂ EMISSIONS ON SCOPE 3(IN TONNES OF CO₂ EQUIVALENT PER TONNE OF PRODUCT)

Despite the increase in the Scope 3 calculation scope, we managed to reduce our Scope 3 GHG emissions by 15% per tonne of product shipped in 2022.

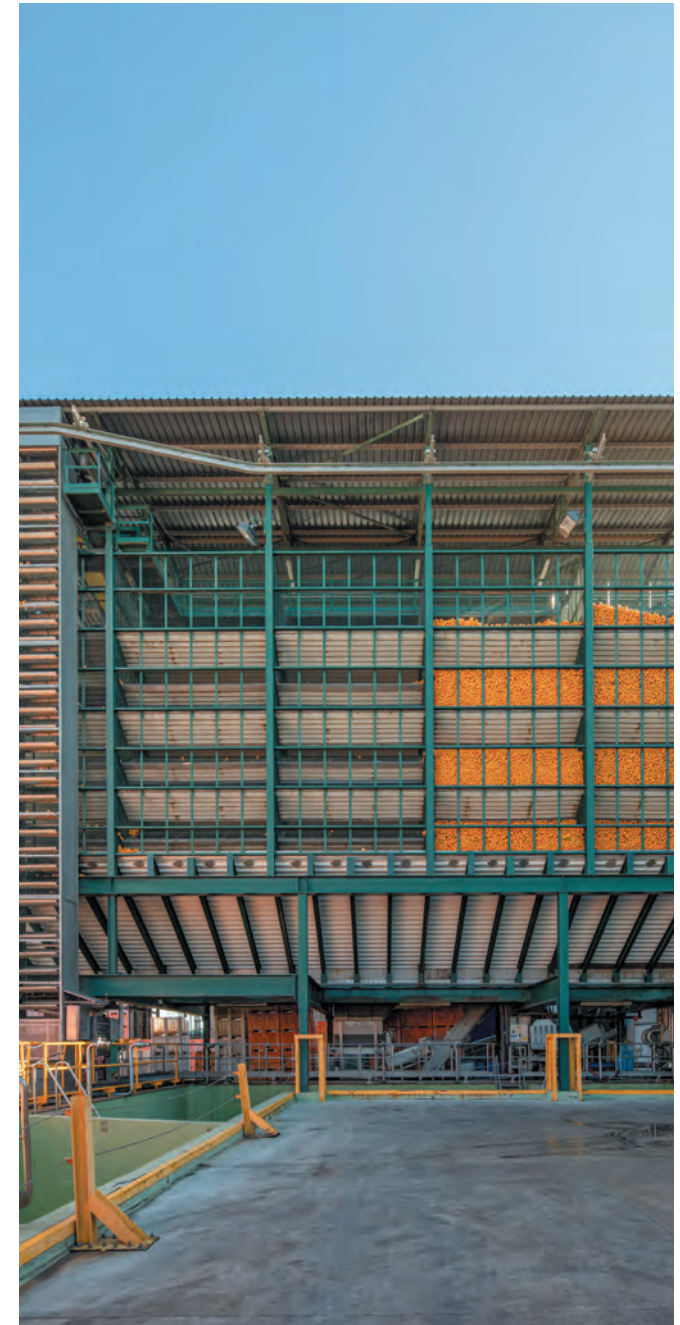
This reduction in GHG emissions per tonne in our value chain (Scope 3) is linked to several factors:

- a global, responsible purchasing approach, not only for raw materials and packaging, but also for general and logistics goods and services;
- the continuous improvement of our processes and technologies (e.g. biotechnology and green chemistry) to increase extraction and reaction yields, promote the recovery of co-products, reduce waste, optimise formulas, and therefore reduce the amount of raw materials needed per tonne of product manufactured;
- the reduction of fossil fuel consumption in our operations and an increase in overall energy performance (Energy Management System), making it possible to contribute to a reduction in GHG emissions upstream of energy use;

- the prioritisation of less impactful modes of transport for the transport of goods and the optimisation of logistics flows;
- an increase in the re-employment, reuse and material recovery of waste generated by our operations.

We are currently working on the development of a global transition plan to reduce our Scope 3 GHG emissions, namely indirect emissions linked to the value chain activities of our sites, aligned with our 1.5°C SBTi target.

In 2022, the International Organisation of the Flavouring Industry (IOFI) launched a pre-competitive initiative to develop greenhouse gas emission factors for a selection of ingredients commonly used in the industry. This project aims to fill the data gap on certain emission factors of raw materials belonging to the first category of scope 3 (predominant category in the carbon assessments of companies in the sector). MANE is part of the working group set up in collaboration with other IOFI members and the specialised consulting firm Quantis. The goal is to make project deliverables available to all IOFI members, so that many small and medium-sized companies can calculate their scope 3 carbon footprint.



Guarantee the safety and stewardship of water

Our commitments

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

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

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



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

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

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

Governance

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

The analysis of water performance and targets is included in the various CSR Management Reviews (regional and Group).

Water consumption

To reduce our water consumption, we work in two ways:

- the reduction and optimisation of water consumption by implementing specific measures and raising employee awareness. The goal is to reduce water consumption (sobriety, closed circuits, automated cleaning in place (CIP) systems) and to optimise consumption through regular monitoring (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

(IN M³ PER TONNE OF PRODUCT)



Methodological note:

Water consumed corresponds to water withdrawn from third parties, freshwater, rainwater and groundwater. It does not take into account recycled, reused or produced water.

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

Water consumption	2018	2020	2021	2022
In m ³	730,605	749,968	818,184	858,041

In 2022, 858,041 m³ of water were consumed at all of our industrial sites, including 7,013 m³ of rainwater. We reduced our consumption per tonne of product by 4% compared to 2021. This improvement was mainly due to the MANE sites in Spain, China and India, which respectively reduced their consumption by 25%, 31% and 40% per tonne of product between 2021 and 2022.

MANE Colombia installed a rainwater collection system. Rainwater is treated and reused internally. In 2022, this new system enabled our plant in Colombia to supply 100% of its water consumption, i.e. a saving of 3,400 m³ of water.

Assessing water stress risk

In order to manage the water supply according to local constraints, we carry out an annual analysis of the risks of water stress at all our industrial sites. The aim is to be able to identify, among the areas where our sites are located, those in water-stressed areas.

We use the Aqueduct Water Risk Atlas from the World Resources Institute (WRI). This global water risk mapping tool provides several indices, including one specifically related to water stress, for around a hundred river basins located in over 180 countries.

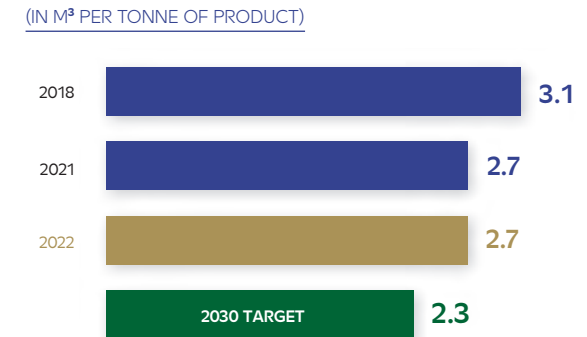
EXPOSURE TO WATER STRESS RISK

Manufacturing sites	Water consumption (in m ³)	Share of Group water consumption	Level of exposure to water stress
MANE Mexico	20,483	2.4%	Extremely high
MANE Thailand	10,297	1.2%	
DELI SPICES	6,345	0.7%	
MANE KANCOR (Bareilly site)	7,915	0.9%	
MANE India	3,411	0.4%	
MANE KANCOR (Byadgi site)	43,270	5.1%	High
MANE Shanghai	12,550	1.5%	
MANE Sablé-sur-Sarthe	6,437	0.8%	
MANE USA	3,483	0.4%	
TOTAL	114,191	13%	

Nine of the Group's industrial sites are located in areas where water stress is high or extremely high. They alone represent 13% of the Group's total consumption. This year, the MANE Thailand site is considered to be located in an area exposed to the risk of very high water stress, whereas previously this area was considered to be at medium risk of water stress.

It is on these sites that we have set a more ambitious target of a 25% reduction in consumption per tonne of product from 2018 to 2030.

WATER CONSUMPTION OF SITES LOCATED IN A HIGH WATER STRESS AREA (IN M³ PER TONNE OF PRODUCT)



Consumption by entities in high/very high water stress regions	2018	2020	2021	2022
In m ³	93,930	107,794	110,876	114,191

In 2022, these nine plants consumed 114,191 m³ of water and collectively reduced their consumption by 13% per tonne of product since 2018.

Actions were undertaken to reduce the consumption of drinking water from local distribution networks as much as possible. For example, the MANE Le Bar-sur-Loup sites recycle, reuse and produce 17% of the total water they use.

MANE Mexico installed a rainwater recovery system to recycle it and reuse it in production. This project saved nearly 800 m³ of water in 2022. This installation reduces water withdrawals from the local water network.

Effectively manage our waste to promote the circular economy

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

Our waste management policy is based on three axes:

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

Here are some examples of what our industrial sites have put in place over the last ten years.

In India, our production units in Angamaly and Byadgi transform plant waste from their extraction processes into fuel to supply their biomass boilers.

At the MANE Sablé-sur-Sarthe site in France, non-hazardous waste is converted into energy through methanisation. This waste (non-hazardous powders) is used to create biogas. The latter then supplies a bioNGV station for adapted vehicles. Since October 2022, more than 19 tonnes of powder have been recovered thanks to this subsidiary. For 2023, we estimate that we will be able to recover nearly 18% of the site's waste thanks to the biogas plant. This energy recovery initiative not only limits the environmental impact of waste and creates energy, but also reduces the cost of waste management.

Also in France, but at the MANE Quéven site, a new HDPE (High-density Polyethylene) bucket material recovery channel was set up in 2022.

In France, the organic waste from our extraction activities and the sludge generated by our wastewater treatment plant are sent to an external partner for composting. All of our paper and cardboard waste is sorted and recycled, as are all non-soiled metal drums and plastic packaging. Our wooden pallets are all reused if in good condition; otherwise, they are recycled. Used IBC containers in good condition are recycled by being re-employed and used edible oils are recovered as biofuel. In total, 92% of the waste generated at Le Bar-sur-Loup site and 99.5% at Quéven is recycled.

Used edible oils are also recycled into biofuel at our US site (MANE Inc.). We increased the waste recovery rate from 45% to 67% from 2016 to 2022 by directing part of the waste to a local incineration channel with energy recovery.



The MANE Mexico site, in accordance with the objective of “Zero waste to landfill” for the entire Group by 2030, decided to put this issue at the forefront of its CSR programme. A nine-step methodology was implemented in 2022 to better map waste generation and treatment. Specific actions were then carried out in order to achieve the objective of “Zero waste sent to landfill” in 2022.

HAZARDOUS WASTE GENERATED

(IN KG/T)



80.5% of our waste was recovered (recycling or incineration with energy recovery). In 2022, 10.9% of our waste was sent to landfill. From now until 2030, we will focus our efforts on a goal of zero waste to landfill.

Hazardous and non-hazardous waste by type of treatment (in tonnes)	2020	2021	2022	Share of waste by type of treatment
Recycling	7,129	7,155	8,584	44.2%
Incineration with energy recovery	6,056	7,245	7,036	36.2%
Incineration without energy recovery	993	1,061	1,139	5.9%
Landfill	2,070	1,903	2,121	10.9%
Others	342	519	537	2.8%

Reduce pollution and spills

VOC emissions

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

- reduce emissions at source;
- post-treat emissions.

REDUCE EMISSIONS AT SOURCE

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

POST-TREAT EMISSIONS

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

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

Effluents

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

The Group has two objectives with regard to effluent management:

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

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

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

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

QUALITY OF EFFLUENTS

Quality of effluents	2018	2020	2021	2022
In tonnes of COD	606	737	936	948
In kg per tonne of product	7.1	7.7	8.6	8.18

Odour pollution

Certain MANE activities (manufacture of aromatic products and chemical synthesis activities) may cause odour pollution. When making flavours from garlic, blackcurrant or durian (a tropical fruit

from south-east Asia known for its very particular smell), strong odours are released. If weather conditions are not suitable, local residents can smell these odours.

At our manufacturing site in Indonesia (Cibitung), odour emissions from the production unit are processed using a biofilter in which the filter material is made up of compost, peat and wood bark. This facility, which is the largest biofilter used by the Group, can treat all extracted air from weighing stations in the flavour and fragrance production unit to reduce odour pollution. At our new MANE Indonesia site, located in Cikampek, several treatment systems were set up. This system for processing odour pollution is based on five biofilters in containers, as well as a 390 m² room completely fitted out with biofilters.

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

Noise pollution

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

Ground pollution

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

Preserve biodiversity and fight against deforestation

Our commitment

We are aware of the impact of our activities on biodiversity, but also of the dependence of our raw materials on natural resources.

Among the risks incurred by our company in relation to the erosion of biodiversity are those related to the availability and costs of raw materials of natural origin. Only healthy soil can provide good-quality, perennial crops.

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



In 2016, we signed the Business and Biodiversity Pledge, initiated by the Secretariat of the Convention on Biological Diversity (CBD), at its 13th COP in Cancun.

This commitment offers business leaders the opportunity to highlight the importance for companies of biodiversity and the eco-systemic services it provides, the vital role that companies can play in the conservation and sustainable use of biodiversity and eco-systemic services, and the urgent need to combat the loss of biodiversity and ecosystem degradation.

Integrating biodiversity issues into our purchasing policy

OUR SUSTAINABLE PALM OIL PURCHASING POLICY

The first vegetable oil produced in the world, palm oil, is omnipresent in our daily lives, in many consumer products such as cosmetics and food products. Faced with constantly growing demand, palm oil plantations are developing, often to the detriment of forests in Malaysia and Indonesia, where more than 85% of the world's palm oil is produced.

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

Since 2020, we have been a member of the Roundtable on Sustainable Palm Oil (RSPO). The RSPO promotes the cultivation and use of sustainable palm oil on the basis of certification according to several traceability models: Identity Preserved (IP), Segregated (SG) or Mass Balanced (MB).

MANE also supports the development of sustainable palm oil through its sustainable palm oil purchasing policy.

This policy is based on:

- a good understanding of the market and the structuring of supply chains;
- the development of mapping on the origins of the various raw materials and their suppliers;
- communication, transparency and ongoing dialogue with our suppliers in order to align our outlook and our shared objectives, and to support the transition to certified palm oil.

Through this policy, we have set targets for the RSPO MB-certified share of palm oil and palm oil derivatives. To achieve these targets and best secure its supplies of RSPO MB grade, MANE has endeavoured to consolidate the volume requirements of its subsidiaries at a regional or even global level. Even if we remain dependent on the availability of oil and its derivatives on the RSPO MB-quality market, this consolidation of volumes has enabled us to

express a significant need to our suppliers and thus encourage the production and use of sustainable palm oil.

Lastly, we are committed to a certification process for our production sites in Le Bar-sur-Loup and Wayne (MANE USA) by 2024.

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

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

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

INTEGRATING BIODIVERSITY-RELATED RISKS INTO PURCHASING

In the same way as the other potential risks related to suppliers (risks of corruption, non-compliance with Human Rights, climate, etc.), we integrated the due consideration of risks related to biodiversity in our responsible purchasing policy⁽¹⁾. These risks include:

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

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

We also support our suppliers in the establishment of responsible sourcing channels and the certification of certain sensitive supply chains (UEBT, RFA, BIO certifications, etc.). In the supply chains identified as strategic, we encourage and support the deployment of external verification or certification procedures, in order to align our approach with recognised and demanding sustainability standards. From 2021 to 2022, we conducted 10 supply chains audits, whose work on continuous improvement will continue in 2023. These initiatives take place in both mature and active supply chains, as well as in developing supply chains, a sign of our long-term commitment with our suppliers.

Promote the restoration of biodiversity

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

REFORESTATION PROGRAMMES IN MADAGASCAR

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

The project has three key aims:

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

Plantation operations began at the end of 2018. The objective of this project was to generate 31,296 carbon credits by the end of 2020, 20% of which allocated to MANE. In 2020, however, plantations fell behind the initial schedule due to the Covid-19 pandemic and the state of health emergency announced by the Malagasy government.

Significant efforts have been made since then to catch up. In 2022, around 40,000 plants had been planted (on more than 40 hectares) and 200,000 propagules had been planted (on 39 hectares in mangrove areas).

On the basis of this positive experience, a new commitment is underway for the next four years, building on the existing geographical scope, in order to consolidate and extend it.

FINANCING OF THE “MANEJO SOSTENIBLE DE LOS BOSQUES” PROJECT

For several years, MANE Colombia has financed the Manejo Sostenible de los Bosques project to offset its irreducible emissions on Scopes 1 and 2 with BanCO₂. The programme aims to retain the equivalent of 21,854 hectares of forests, involving 144 families, and generating 69,561 carbon credits. BanCO₂ pays farmer families living on these properties for environmental services rendered. These payments encourage them to adopt practices aimed at combating deforestation in their regions, while ensuring continuity of revenue generation. In 2022, MANE Colombia renewed the co-financing of the project.



(1) See chapter entitled “Implement a responsible purchasing policy”.



CARE FOR OUR EMPLOYEES

- 48 Promote our ability to attract and support talents
- 50 Guarantee hygiene, health, safety and well-being at work
- 53 Ensure good working conditions to improve employee engagement
- 55 Promote diversity in the workplace and equal treatment of women and men
- 58 Develop our employees' professional skills

We believe the success of our company is built above all on the expertise of our employees. They are the Group's main asset. They allow it to be a major player in the field of flavours and fragrances. Our aim is to encourage them to thrive in the workplace, whilst offering them a safe and healthy working environment.

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

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

OUR CONTRIBUTION TO THE SDGS



Promote our ability to attract and support talents

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

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

Our workforce

At 31 December 2022, the Group's total consolidated workforce stood at 7,635 employees, an increase of 6.4% compared to 2021.

Breakdown of consolidated workforce by region

	2021	2022
EMEA	39.5%	40.4%
Asia	29.3%	31.0%
The Americas	31.2%	28.6%

The four countries with the largest number of Group employees are France (1,914 employees), the United States (1,193 employees), India (891 employees) and Indonesia (724 employees). Together, they account for 62% 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 2022.

METHODOLOGICAL NOTE ON SOCIAL REPORTING

The scope of consolidation of the social data reported below relates to the workforce at 31 December 2022 at all MANE Group sites located in the following countries, representing a representative sample of 91% of the Group's total consolidated workforce.

BREAKDOWN OF REGIONS

EMEA	South Africa, Spain, France, Switzerland, Italy
Asia	China, India, Indonesia, Japan, Thailand
The Americas	Brazil, Colombia, United States, Mexico

DISTRIBUTION BY GENDER AND GEOGRAPHICAL AREA

	2021		2022	
	Men	Women	Men	Women
EMEA	58%	42%	59%	40%
Asia	68%	32%	65%	35%
The Americas	58%	42%	58%	42%
GROUP	62%	38%	60%	40%

The proportion of women in the overall workforce by gender increased by two points from 2021 to 2022.

DISTRIBUTION BY AGE AND GEOGRAPHICAL AREA

	2021			2022		
	< 30	30-50	> 50	< 30	30-50	> 50
EMEA	23.6%	53.4%	22.9%	20%	56%	24%
Asia	29.7%	63.9%	6.3%	27%	66%	7%
The Americas	19.5%	58.5%	21.6%	20%	58%	22%
GROUP	24.2%	58.6%	17.3%	22%	60%	18%

DISTRIBUTION BY TYPE OF CONTRACT

	2021		2022	
	Permanent contracts	Non-permanent contracts	Permanent contracts	Non-permanent contracts
EMEA	93%	7%	92%	8%
Asia	80%	20%	78%	22%
The Americas	100%	0%	99.8%	0.2%
GROUP	91%	9%	90%	10%



Most of the remaining 10% on non-permanent contracts are in China, in accordance with local regulations where the duration of contracts is limited to 3 years. It should be noted, however, that in China, employees with more than ten years of service can benefit from a permanent contract, as well as employees who accumulate more than two temporary contracts.

Hires and departures

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

In 2022, MANE recruited 1,042 employees, i.e. an increase of 7% compared to 2021.

At the same time, 582 people left our company, i.e. 8% more than the number of departures in 2021.

EMPLOYEE TURNOVER

	EMEA	Asia	The Americas	World
Hires	344	265	433	1,042
Departures ⁽¹⁾	144	150	287	582
<i>(including dismissals)</i>	25	7	103	135
Turnover⁽²⁾	6.4%	7.8%	14.3%	9.4%
• Men	7.3%	7.5%	15.1%	9.7%
• Women	6.6%	7.5%	13.3%	9.0%

Methodological note:

- (1) *Departures: dismissals, resignations, retirements and deaths (excluding the end of fixed-term contracts and probationary periods at the request of the employer).*
- (2) *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.*

The Group's average turnover increased by 0.3 point from 2021 to 2022. In 2022, the average turnover was 9.4%, compared to 9.1% in 2021. This average shows great disparities between countries with, for example, a rate of 2.6% in Italy compared to 22.9% in South Africa.

In a tense labour market context (talent shortage, high employee turnover), we must protect and secure our human capital. This challenge lies in our ability to attract and retain talent as an employer. This is one of our strategic priorities. In 2019, we launched the MANE Academy. This is an intensive training programme aimed

at developing managerial leadership. A first programme has involved a first cohort of around one hundred employees in 2020/2021. A second programme was launched in 2022, entitled Future Leaders Programme. Around 80 employees benefited from this intensive training programme aimed at developing their strategy and leadership skills, including coaching and preparing them for future roles in the company.

We are also setting up levers to develop our employer brand (presence of our company on social media, communication campaigns conducted with target schools, HappyIndex® Trainees and Top New Jersey Workplace labels).

Wages

Our ability to attract and retain talent is also based on a fair, motivating and equitable compensation system. We offer an attractive, stimulating and competitive wage system and working conditions that are consistent with market practices. Moreover, we ensure internal fairness to motivate and engage employees.

LIVING WAGE

In 2022, encouraged by one of our customers, we initiated an analysis enabling us to measure whether the employees at our sites who are included in the scope of social data consolidation received a living wage in 2022. A living wage provides a decent standard of living for employees and their families, including access to food, water, housing, education, culture, health care, transportation, clothing and other essential needs, including a provision for unforeseen events. The project will be rolled out at Group level in 2023.

Guarantee hygiene, health, safety and well-being at work

Our approach

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

We set ourselves two new targets for 2030:

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

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

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

ISO 45001 CERTIFICATION

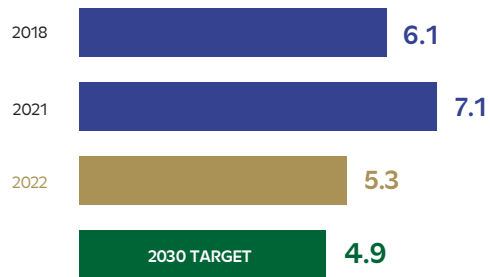
The MANE Shanghai, MANE KANCOR India (Angamaly and Byadgi), MANE India (Hyderabad) and MANE Mexico sites are ISO 45001 certified. These certifications cover 24% of the Group's workforce. The production sites located in France have initiated an ISO 45001 certification process. Once the production sites located in France are certified, these certifications will cover 53% of the Group's workforce.

Risk assessment, a pillar of our health and safety approach

The risk assessment approach is one of the pillars of our occupational health and safety management system. This participatory analysis is carried out using an internal methodology that enables us to prioritise our risks and our various actions.



FREQUENCY RATE FOR ACCIDENTS



	2018	2020	2021	2022
Number of work-related injuries	67	69	81	63
Number of occupational diseases	2	2	7	2
Number of days lost	1,105	2,102	1,968	2,544
Number of hours worked	10,945,797	11,029,639	11,371,425	11,849,919
Frequency rate⁽¹⁾	6.1	6.3	7.1	5.3
Severity rate ⁽²⁾	0.13	0.19	0.17	0.21

Methodological note:

(1) Number of workplace accidents resulting in more than one day lost time, over a period of 12 months, per million hours worked.

Amendment of the frequency rates for 2018 and 2020 following a revision of the data for the MANE Inc. site.

(2) Number of days lost per 1,000 working hours.

Thanks to the continuous efforts of everyone, we have seen a significant decrease in the frequency of workplace accidents since 2018. In 2022, this rate was 5.3 accidents per million hours worked, a reduction of 13% compared to that recorded in 2018.

Preventing chemical risks

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

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

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

Our prevention approach also includes the following measures:

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

ASSESSING THE RISK OF CHEMICAL EXPOSURE

MANE has developed a method for modelling⁽³⁾ the risk of the chemical exposure of workers. This method is intended to be more relevant than the ECETOC (TRA) tool commonly used in the flavours and fragrance industry. This prevention tool supports decision-making processes in order to:

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

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

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

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

(3) This assessment tool was discussed in the PLOS ONE journal.

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

Industrial risk management

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

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



Fight against occupational stress

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

Every five years, MANE conducts a survey on its French sites to prevent occupational stress. This survey is carried out in partnership with the occupational health team and an independent firm. The latter supports us in measuring the stress level of our employees, in prioritising the main causes of stress and in developing a corrective or preventive action plan, as appropriate. The most recent employee survey was conducted in March 2021. It is part of a new Quality of Life at Work approach launched and presented to employee representatives at the end of 2020. As employees have been through a long health crisis period, it was important to seize this opportunity for dialogue to actively contribute to improving the quality of life at work and to analyse all occupational risks. The results of this survey were presented to the various departments at the end of 2021. Improvement actions were implemented in 2022 at the various departments concerned.



Ensure good working conditions to improve employee engagement

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

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

Improve quality of life at work

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

Since 2018, to go further in this direction, a collective agreement was renewed with the trade unions of V. MANE FILS in France to decide on new commitments aimed at enabling everyone to better reconcile their professional and private life, notably to:

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

We are aware of the importance of protecting health, promoting quality of life at work and reconciling employees' professional and personal lives. Numerous actions are carried out every year with social partners. We wanted to continue this approach at the V. MANE FILS sites, by signing a new agreement on 16 March 2022 on actions contributing to the well-being of employees. These actions relate notably to the layout of premises and workstations, the inclusion of QLW in projects, support for change, inclusion and the fight against stereotypes. These actions aim to encourage and promote employee feedback on their work and are implemented as part of a prevention approach ensuring the identification, assessment and treatment of situations that may present occupational stress.



ABSENTEEISM RATE

	2021	2022
EMEA	5.3%	6.4%
Asia	1.1%	3.8%
The Americas	4.9%	2.9%
WORLD	3.8%	4.5%

Methodological note:

The absenteeism rate is the 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 2022, the Group's absenteeism rate was 4.5%, a low level reflecting generally high morale among our employees at 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 information exchange between the company and employee representatives. It facilitates cooperation to increase the positive social impact of the company.

Across the Group's sites in France, social dialogue occurs with members of the Social and Economic Committee (SEC), which since 2018 has merged all of the employee representative bodies (ERB), employee representatives (EP), Works Council (WC) and Health, Safety and Working Conditions Committee (HSWCC).

SUMMARY OF COLLECTIVE AGREEMENTS IN FRANCE

All V. MANE FILS employees are covered by the National Collective Agreement for Chemical and Allied Industries of 30 December 1952.

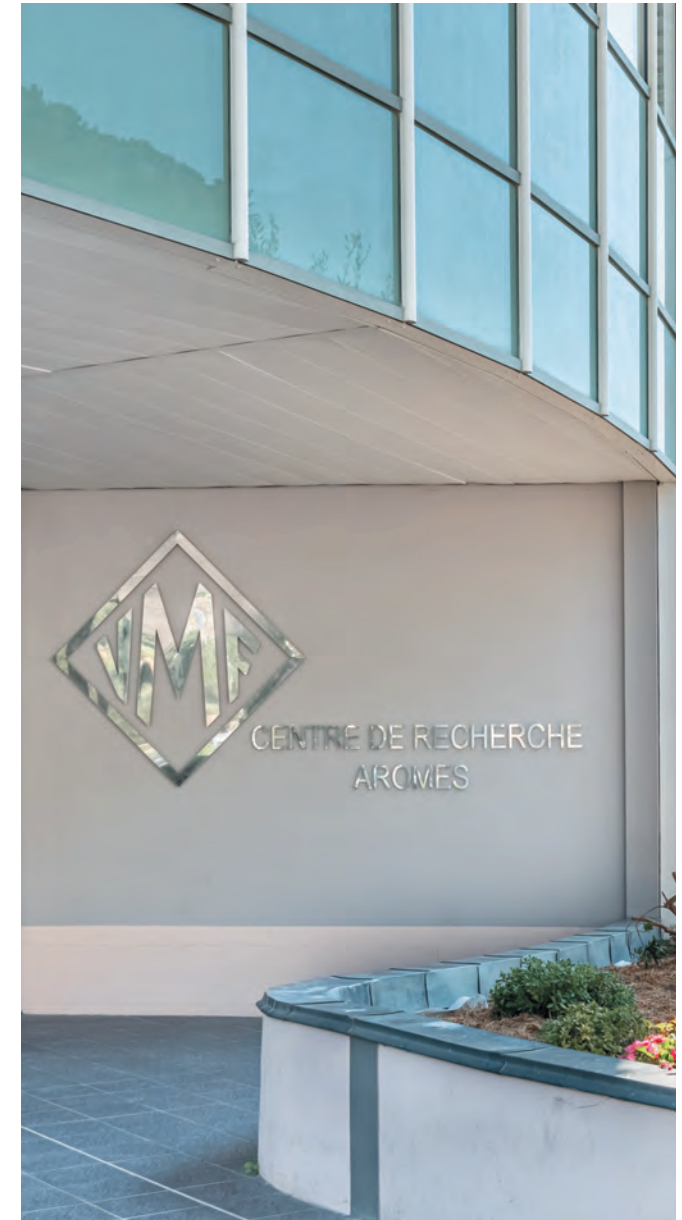
In 2021, five collective agreements were signed, covering the following topics:

- agreement on wages, working hours and value-added sharing of 28 May 2021;
- profit-sharing agreement of 29 June 2021;
- amendment No. 7 to agreement establishing the company savings plan (PEE) of 29 June 2021;
- company agreement to promote the employment of people with disabilities of 28 September 2021;
- company agreement on the balance between personal and professional life as well as on professional and salary equality of 8 November 2021.

In 2022, two new collective agreements were signed:

- agreement on the remuneration and revaluation of the daily transport allowance as of 1 April 2022;
- agreement on the maintenance of purchasing power signed unanimously on 12 April 2022 by the trade unions;

On the occasion of the renewal of the bodies in October 2022, the parties wished to reaffirm, in the pre-electoral memorandum of understanding of 5 September 2022, their commitment and their common desire to maintain a permanent and constructive social dialogue.



Promote diversity in the workplace and equal treatment of women and men

Anti-discrimination policy



Since 2008, MANE has renewed its commitment to the Diversity Charter. This signature embodies the company's commitment to diversity at the highest level. Through a proactive approach, we wish to act in favour of diversity and thus go beyond the legal and judicial framework on the fight against discrimination.

In 2017, we went further in this commitment by updating our Human Resources Policy. The goal is to allow employees to report to the Ethics Committee on any dysfunction in terms of diversity, equal opportunities or discrimination.

In 2022, V. MANE FILS pursued this dynamic thanks to individual support adapted to each situation encountered. A joint harassment commission was created for the French sites. This commission is composed of three elected members of the SEC and three members of the HR and Occupational Health services. It aims to strengthen the existing ethical reporting systems, which already make it possible to conduct pre-investigations in the event of an alert regarding moral or sexual harassment and to decide on the classification of "suspected harassment" if necessary, thus leading to a complete investigation.

Combat gender inequalities in the company

We ensure that no gender inequalities are created. On 8 November 2021, Management once again signed an agreement relating to gender equality in the workplace and work-life balance. This agreement reaffirms our commitment to the principle of non-gender discrimination, and the recognition that diversity in employment is a source of complementarity, social balance and economic efficiency.

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

We are also pursuing and reinforcing the equal pay policy. Equally, we are developing the opportunities for our employees to best reconcile parenthood and individual performance.

As regards professional training, we are rolling out a major campaign to raise awareness of non-discrimination. We foster good access to training for women and men. In 2020, V. MANE FILS set up a professional equality training programme. V. MANE FILS called on an external communications company to design an e-learning module to raise awareness of this topic among employees in France in an original and fun way. Around 170 people have participated in this online session since 2020. This module should be relaunched in 2023 through managerial training and induction courses for new employees.

In accordance with the law on the freedom to choose a professional future, V. MANE FILS calculated the gender equality index of its workforce in France. In 2022, the Gender Equality Index was 95/100.

This year, the gender pay gap at Group level was on average 5.9% to the disadvantage of women. The pay gap narrowed sharply from 2021 to 2022, with a pay gap of 7% in 2021 to the detriment of women.

In 2022, the percentage of women in management positions was 40.5%. We have seen a clear increase in the proportion of women in management positions, as in 2021 the percentage was only 36%.



MANE obtained GEEIS certification (Gender Equality European & International Standard), issued by Bureau Veritas, for its sites in France, Spain and Italy.

Open employment to people with disabilities

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

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

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

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

The key objectives of the 2021-2023 agreement remain as follows:

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

As an extension of the actions carried out and monitored since 2012, which have continued unabated despite the health crisis, in 2021 MANE made a strong commitment to disability issues, as demonstrated by the following actions:

- Sud-Provence-Alpes Côte d'Azur won first prize for its disability policy as part of the Diversity Tour de France in 2021;
- faithful sponsorship of the race organised by "Special Olympics France" for mental disabilities, since the creation of this event in 2011, and taking first place on the podium;
- renewed participation in the Hello Handicap virtual jobs fair with prestigious partners such as LVMH, L'Oréal and Nestlé;
- awareness-raising campaign among our employees during Handicap Week for VMF to further promote understanding of disability in the company through short videos presenting a wide variety of invisible disability situations. A communication brochure was also distributed to our recruitment partners and during fairs/forums;
- training course on "recruiting, integrating and monitoring an employee with a disability" was launched for managers.



Involve senior citizens with the younger generations

Since 2013, we have been committed to the sustainable integration of young people and the transmission of knowledge among generations, with the aim of passing on the key skills required by the company. 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 a collective agreement, covering France, for a period of three years, including measures promoting:

- sustainable integration of young people into employment;
- employment of experienced workers;
- transfer of knowledge and skills.

V. MANE FILS set itself the 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 young people with disabilities 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. This number continued to increase in 2021, with 120 work-study students, and stabilised in 2022, with 122 work-study students. The company also worked on five career paths (2 finalised and validated in 2021, 1 implemented in 2022, 2 in the process of being finalised) in order to make progression at V. MANE FILS even more attractive and retain our talent.



In 2022, MANE won the “Food ingredients Global Innovation Awards, for food training & Education” at the FIE (Food Ingredients Europe) recognising MANE’s remarkable commitment in the development of future generations of chefs & flavourists in the world of flavours & ingredients.



Develop our employees' professional skills

Develop human capital through training

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

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

MANE considers the development of its human capital to be essential. It reinforces the employability of employees, as well as the competitiveness and attractiveness of the company. We wish to maintain and enhance our know-how capital. In order to identify the continuous 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 systematically offer all new hires, regardless of their employment contract, at least one day of induction training. This provides an opportunity to introduce them to the important rules to be followed in terms of safety, quality management, the environment, energy and occupational chemical risks.

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

The Group spends an average of 1.4% of its payroll on training (France: 2.6% compared to a legal obligation of 1%).



EMPLOYEES WHO PARTICIPATED IN AT LEAST ONE TRAINING PROGRAMME DURING THE YEAR



	2018	2020	2021	2022
Number of employees trained during the year	4,783	4,554	5,444	5,818
Total number of training hours	107,024	84,287	105,898	96,671

*Methodological note:
Recognised training includes internal and external training.*

In 2022, 5,818 Group employees benefited from at least one internal or external training programme, representing 94% of the total workforce. For the second year in a row, we achieved and exceeded our target of allowing 90% of employees to receive training during the year. The total number of training hours was, on average, 16 hours per employee.

Assess the professional skills of our employees

A yearly Management Review of progress and targets allows all employees to review the year and discuss their training needs with their line managers. This interview is a privileged moment of dialogue between the manager and his or her employee. The purpose of this exchange is to sustainably improve professional practices, results and behaviours. In recent years, this practice has been extended to all Group entities.

EMPLOYEES WHO HAD AN ANNUAL APPRAISAL



In 2022, 87% of the Group's employees had an appraisal, compared to a target of 90% by 2030.



5

PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

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

At MANE, we believe that 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.

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

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

OUR CONTRIBUTION TO THE SDGS



Strengthen transparency, communication, reporting and dialogue with stakeholders

Dialogue with our stakeholders

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

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

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

Share our CSR information with our customers

CSR has become a full-fledged rating criterion in our clients' annual assessments, along with innovation, quality, logistics and competitiveness. To give them access to our CSR information, we are members of several collaborative platforms.



Since 2012, we have been members of the EcoVadis platform and have completed their CSR evaluation questionnaire. To date, we are in contact with over 100 customers who were given access to our scorecard. After analysing responses and supporting documents, EcoVadis gives a score out of 100. Our last assessment was completed in January 2022.

With a score of 78/100 (i.e. five points more than in 2020), we were awarded the Platinum medal, which places us in the Top 1% of companies assessed.



We are also members of the SEDEX platform. All our production sites respond to the Self-Assessment Questionnaire (SAQ) and are audited every three years by an independent third party according to the SMETA standard. Our audit reports are shared with our clients on the platform.



For the eleventh consecutive year, we are disclosing our environmental data (governance, impacts, risks and results) through the CDP platform. Our responses to CDP questionnaires give our clients an overall view of the environmental risks that weigh on their organisation, while showing them our commitment and environmental performance.

In 2022, we received the following scores:

- B in the CDP Climate Change questionnaire;
- B in the CDP Water Security questionnaire;
- B- in the CDP Forests questionnaire.

Measure customer satisfaction

Customer satisfaction shows the degree to which MANE pays attention to customer needs and preferences. It 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 purpose of these surveys is to determine customer satisfaction in the following areas:

- business relationship;
- order processing and follow-up;
- delivery commitments and associated commitments;
- quality monitoring;
- key products and know-how;
- CSR approach.

CSR is therefore one of the subjects on which our customers are asked to provide feedback, in addition to other more traditional criteria. The results of the satisfaction surveys sent to customers are analysed by the Quality Departments which, if necessary, provide feedback internally to the departments concerned and to customers.

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



Implement a responsible purchasing policy

Our commitments

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

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

- over 90% of Group purchases will be made from suppliers committed to a CSR policy;
- over 80% of the Group's strategic suppliers will be committed to a CSR policy;
- over 50% of significant Group suppliers will have been assessed on their CSR approach by an independent third party.

Since 2020, the creation of a Sustainable Purchasing Coordinator position at the Purchasing Department attests to our Group's desire to go further in its actions to integrate CSR into the Purchasing function.

In order to roll out our responsible purchasing approach at all the Group's production sites, in 2022 we organised awareness-raising and training sessions for the purchasing and CSR teams of our subsidiaries for the Americas region. These same training sessions will be rolled out among the teams of our subsidiaries in Asia in 2023. While waiting for the results of all our subsidiaries in 2023, the results presented below for 2022 only concern the suppliers of our headquarters for the first and third objective. In 2022, headquarters' purchases accounted for 39% of the Group's total purchases of raw materials and packaging.

Our approach

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

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

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

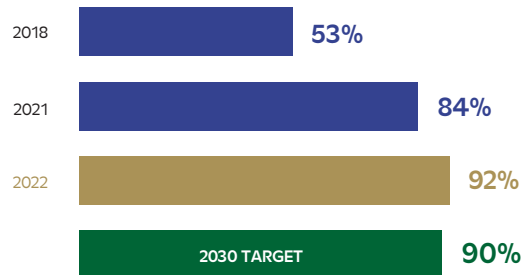
Involve our suppliers in our CSR approach

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

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

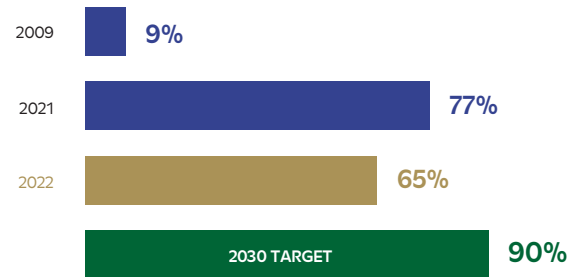
Our suppliers thus demonstrate their desire to develop their means of committing to a CSR policy and improving their performance in this area.

PURCHASES MADE FROM SUPPLIERS COMMITTED TO A CSR POLICY*



* Committed to a CSR policy by signing the MANE Group's CSR Supplier Charter or through the official communication of a CSR policy.

GROUP STRATEGIC SUPPLIERS* COMMITTED TO A CSR POLICY



* Negotiations with the Group's strategic suppliers are conducted centrally by the Group's Purchasing Department.

At the end of 2022, 92% of Group purchases were made from suppliers committed to a CSR policy and 65% of the Group's strategic suppliers were committed to a CSR policy.

Assess the CSR performance of our suppliers

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

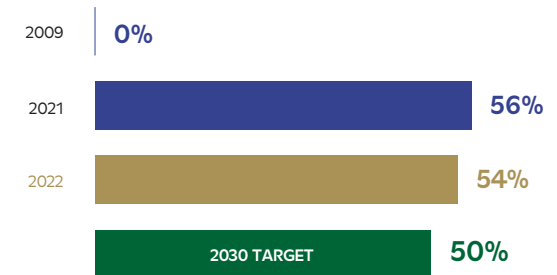
We developed a methodology for assessing their CSR practices using two different approaches:

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

MANE is a member of the SEDEX and EcoVadis collaborative platforms. Our suppliers are therefore invited to share their SMETA audit report and/or their EcoVadis scorecard. If they are not present on these platforms or if they do not wish to join them, for their own reasons, we provide them with a self-assessment questionnaire. This tool was designed to help them better understand CSR issues

(linked to the six principles of the Charter they signed) and to self-assess based on a rating guide. The rating guide provides them with an exhaustive list of examples of expected practices to enable them to concretely identify areas for improvement.

HEADQUARTERS' SIGNIFICANT SUPPLIERS* ASSESSED ON THEIR CSR BY AN INDEPENDENT THIRD PARTY



* A supplier is considered significant if it meets at least one of the following criteria:

- in the Top 80% in terms of purchasing expenses;
- in the Top 80% in terms of volumes;
- presenting a potential CSR risk.

In 2022, 328 suppliers were considered significant, representing 95% of the amount of raw material purchases and 91% of the headquarters' packaging purchases. A supplier follow-up and invitation campaign was carried out. Thus, 54% of them were subject to at least an external CSR audit or evaluation during the year.

- 85 suppliers (representing 38% of headquarter purchases) are assessed by EcoVadis with an average score of 62%.
- 65 suppliers (representing 37% of headquarter purchases) were audited according to the SMETA standard by an independent third party.
- 46 suppliers (representing 35% of headquarter purchases) were audited on site by MANE with an average score of 62%.
- 29 suppliers were audited by an independent third party according to a standard other than SMETA or EcoVadis (for example For Life, UEFT, Rainforest Alliance, etc.).

Prevent and manage ESG risks in the supply chain

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

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

- transparency International's Corruption Perceptions Index;
- the Human Freedom Index co-published by the Cato and the Fraser institutes;
- the World Risk Index published by the United Nations Institute for Environment and Human Security (UNU-EHS) in cooperation with the Institute for International Law of Peace and Armed Conflict (IFHV) of Ruhr University.

We also drew up an exhaustive list of potential CSR risks that may be linked to the different types of raw materials used by our suppliers (use of banned pesticides, child labour, deforestation, species threatened with extinction, etc.).

By compiling these various sources of information and linking them to the levels of supplier commitment and performance, we are able to determine a level of "residual" risk for each of our suppliers. This ranking allows us to prioritise the follow-up actions to be implemented with the suppliers most at risk.

Around 1% of our suppliers are assessed as having a high level of risk and 15% as having a moderate level. For the most part, these are suppliers which have not yet been assessed by a third party in terms of their CSR, but which have completed our self-assessment questionnaire. We therefore support them in the implementation of targeted actions according to the risks identified.

Our sustainable sourcing programmes

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

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

Our commitments to responsible supply chains around the world



BERGAMOT ITALY

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



ROSE FRANCE

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



PATCHOULI GAYO, INDONESIA

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



JASMINE FRANCE

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



GNIDIA MADAGASCAR

Channel through two women's associations with more than 120 members. Definition and implementation of a sustainable management plan for the protection of the botanical species.



TIMUR NEPAL

Value creation on this local botanical species, providing additional income for women. Construction of drinking water tanks for 25 households.



MINT INDIA

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

(1) SAI Platform – Farm Sustainability Assessment.



Focus on Madagascar

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

VANILLA

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

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

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

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

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

Improving living and health conditions is one of the challenges we address vis-à-vis the local communities that produce vanilla. To meet their food supply and storage needs, especially during the period when there is no harvest, we began by financing, in partnership with the NGO FANAMBY, the construction of a rice granary. Every year, rice stocks (300 tonnes) are renewed and 1,100 FLORIBIS employees receive a donation of 25 kg of rice. Support is also provided to families so that they can create and grow their own vegetable gardens.

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

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

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

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

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

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

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

BOURBON VETIVER

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

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

a period that is very important to ensure the olfactory quality of Bourbon vetiver. On our plantation, farmers are trained by FLORIBIS in order to follow good harvesting practices to maintain a constant quality.

BOURBON GERANIUM

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

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

Moreover, the environmental aspect was also taken into account with, notably, the planting of hedges to fight against wind erosion or the practice of combining and rotating crops to preserve the soil.

In addition to its supply of geranium essential oil, MANE has joined forces 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 the populations neighbouring Bourbon geranium crops and contribute to the civic education of young people through rugby, by targeting their personal development and their social and 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.



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

Participate in the local development of communities

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

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

270,000€

**IN DONATIONS
INVESTED
FOR LOCAL
COMMUNITIES**

Indonesia

In 2022, MANE Indonesia donated around 4,000 euros to the charity.

In March 2022, MANE Indonesia took part as an assessor in the proficiency exam for 3rd year students of the vocational high school in SMK Al-Amin (Cikarang).

The MANE site in Indonesia is pursuing 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 November 2022, MANE Indonesia participated in the impact meeting in Jakarta, organised by LP4Y for its partners and sponsors. We had the chance to meet the young people who are currently studying at the centre and we discussed the challenges they face in the professional world today and possible solutions to manage them.

In November, MANE Indonesia hosted 25 students from the IPB (Bogor Agricultural Institute), in order to develop their understanding of sensory science in a company in the Fragrances and Flavours sector.

In December 2022, MANE Indonesia also took part in the CSR education programme, organised at the Kalihurip elementary school (Cikampek). The activities carried out concern the sharing of knowledge in terms of CSR, the provision of "reading nooks", the donation of computers, etc.

China

MANE Shanghai has been a proud sponsor of Children of Madaifu since 2013. This association cares for underprivileged children and orphans from poor families in the Chinese provinces of Gansu and Shanxi. In 2017, MANE Shanghai ratified a new 5-year sponsorship agreement with the association. MANE provides Children of Madaifu with the financial support needed to cover the annual living and tuition costs of several Chinese students until they graduate.

MANE also welcomes students on internships to introduce them to the world of flavours and fragrances. Equally, MANE Shanghai participates in the Love Apples operation in partnership with Children of Madaifu and Shanghai Young Bakers. The latter offers vocational training programmes to disadvantaged young people and young adults across China.

Every year, around Christmas, MANE buys apples from the Children of Madaifu association for its employees. Thousands of apples are sent to Shanghai Young Bakers, which then bakes pastries for MANE employees. The profits from this annual sales initiative are used to finance the activities of the two associations.

Colombia

In 2022, MANE Colombia provides financial support to Corporación Empresarial al Oriente. These funds are allocated to the Opción DeVida programme, which sets up various social initiatives, notably concerning education and entrepreneurship. MANE Colombia also provides financial support to ANDI (National Association of Industrialists) to promote various foundation projects. In addition, a financial contribution was made to the Alliance Française to support various cultural activities.

In 2022, a contribution was made for the development of a project in partnership with the botanical garden located in the city of Cartagena. As part of this project, several analyses were carried out at the University of Los ANDES on various botanical varieties.

France

MANE makes yearly donations to several organisations. For example, in 2022, it donated to:

- 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;
- Confédération Nationale des Associations Familiales Catholiques;
- Special Olympics, Course Solidaire Interentreprises de Sophia Antipolis;
- Centre Hospitalier de Grasse;
- SOS Attitude, helping the Ukrainian people during the winter.

India

MANE KANCOR has implemented a CSR policy focusing on social engagement and development of the communities where the company does business.

Our commitments and actions in India focus on three main areas: sanitation in rural areas and schools, support education and health for economically backward families and develop responsible and clean sourcing, with minimal carbon footprint.

The projects involved:

- the purchase of a new vehicle for the Peace Mission association. Last year, MANE KANCOR provided financial support for the association to create a new building located in Nedumbassery, to accommodate a number of patients for palliative care;
- support for the skills development programme run by the Pelican Center association. This association helps homeless women, men and children with mental disabilities. The skills development programme supports rehabilitation patients so that they can earn a living once they leave the centre;
- the sponsorship of a sports meeting among schools in Byadgi, Karnataka;
- financial support for the training of farmers at the Agricultural University of Annamalai, allowing the purchase of 12 new projectors;
- the purchase of sewing machines for 36 women selected from low-income families living in the vicinity of the MANE KANCOR Angamaly production site. This project focuses on building economic capacities and creating livelihoods for these different women;
- the construction of toilets for the pupils of a school in Elavor, Angamaly;
- financial support for the creation of a library for the students of two public schools near the centre of Angamaly.

Mexico

MANE A LA OBRA

In 2022, we implemented a volunteer programme called “MANE a la Obra”. This programme gives employees the opportunity to contribute to society by donating their time and skills to multiple associations. MANE Mexico employees have three working days per year to volunteer. The programme is based on three pillars: education, support for people in vulnerable situations (in particular children and women) and the environment.

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

- positive environmental impact:
 - Fundación Tlaloc,
 - Huerto Roma Verde,
 - Parque Ecológico Totlalli (Totlalli Ecological Park);
- positive social/educational impact:
 - Fundación AMOXCALLI,
 - Fundación Vida et Familia (VIFAC),
 - Cruz Roja Mexicana,
 - Fundación Vemos con el corazón,
 - Cauce Ciudadano.

This year, 17 different activities were organised with these foundations. More than 100 employees volunteered and contributed more than 700 hours. The programme was seen as a differentiator, not only for employees but also for the community to which we contribute.



CONALEP INSTITUTE

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

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

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

Some of these students, who did their internship at MANE, are now company employees. They joined MANE Mexico in areas such as quality, research and development. In 2022, we continued to support this institution by opening spaces dedicated to the integration of young people from vulnerable communities.

ACADEMIC SCHOLARSHIP FOR EMPLOYEES

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

In total, 19 employees were sponsored.

NIÑOS DE LA SIERRA

MANE Mexico supports the Niños de la Sierra association. It provides educational support to underprivileged children through monthly mentoring by employees. In 2021, MANE Mexico helped this association by donating 21,500 euros.

United States

MANE NORTH AMERICA

As part of the implementation of a new regional CSR governance, MANE Inc. and MANE USA have created six CSR project Committees

made up of volunteer employees, who undertake to create new positive impact projects every six months around social, community and environmental initiatives. In 2022, these Committees set up the partnership with Suit Up, as well as partnerships with Green Tree Box and three animal shelters.

MANE North America has also partnered with visit.org, an organisation that facilitates virtual community events with non-profit organisations:

- with the Happy Hope Foundation, we created 55 care packages for hospitalised children;
- with City of Refuge, we assembled 25 welcome baskets for women and children transitioning to a new community;
- with Waste Less Solutions, we discovered ways to reduce food waste while supporting a food reserve programme;
- with Meals on Wheels, we made 50 holiday cards for elderly people without caregivers.

MANE USA

- Partnership with the Clean Water Café: on the occasion of World Inclusion Day, we offered a lunch to all our employees (+250) at the Clean Water Café, whose mission is to provide employment to people with Down syndrome and to finance drinking water projects in Africa and Central America.
- Partnership with SuitUp: we financially supported SuitUp and organised a 4-hour event in our offices. The goal of this event was to host and train 32 students from disadvantaged areas so that they could develop their professional knowledge and their understanding of the fragrances sector.
- Partnership with Green Tree Box: installation of a box, accessible by employees and neighbours of the community to drop off their lightly used clothes, shoes or clothing accessories. The items are then recycled or donated to charities through our partner Green Tree Box.
- Partnership with animal shelters in New York and New Jersey: installation of baskets in offices so that employees can drop off used blankets and linens, which we redistribute to local animal shelters.
- Partnership with Walter: donation of used electronic equipment to an organisation that recovers and recycles electronic waste, while supporting the professional and social integration of

people in difficulty in Brownsville (one of the most disadvantaged neighbourhoods of Brooklyn).

- Donation of bags of food to the Wayne Interfaith Network Food Pantry and the Parsippany Community Centre to support families in need.

MANE INC.

- Partnership with PSU Inc., a local organisation that employs adults with developmental disabilities and/or physical disabilities. Each week, 10 to 15 PSU members assemble product packaging at our production site. They also sort the collected plastic caps and lids, which are melted down to form extruded building materials and outdoor furniture, as well as other second-hand items.
- Partnership with Push4Pencils and Warren County: donation of school supplies for needy students.
- Donation of items for two local seniors who are veterans and donation of lightly used work boots and shoes to the local veterans administration.
- Donations to Warrens County Children's Services: collection of items for children for the holiday season.
- Donations of clothing for people in need in Ghana, coordinated by an employee of MANE INC.
- Donations of toys and supplies for the Warren County Early Learning Centre.
- Partnership with the Lebanon Chamber of Commerce.
- Presentation of MANE to the new Youth Chamber of Commerce made up of students from the Lebanon high school, the Warren County Career Centre and the Lebanon Christian Academy.
- Participation in the professional experience sharing programme, through a junior/senior class designed to involve students in the business world, allowing them to discover one or more careers of interest. This class includes job shadowing, visits, mentoring, education, as well as classroom learning. We met with around 50 students as part of this programme to inform them about what we are doing here at MANE.
- Sponsorship of the Lebanon horse carousel parade.

APPENDICES

Methodology and reporting protocol

The published non-financial information included in this report covers the period from 1 January to 31 December 2022. We have been publishing annual reports on our CSR approach since 2009. Our previous report, on 2021 data, was published in July 2022.

Scope of consolidation

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

These entities represent 96% of the Group's consolidated turnover in 2022.

The entities that are not included in the environmental reporting are tertiary buildings (offices and some R&D centres), as well as three production sites (located in Chile, Argentina and India) whose environmental impact is negligible (less than 2% in terms of the Group's GHG emissions, and represent less than 2% of the Group's water consumption).

The new MANE Group production sites, and the entities acquired during the financial year, are added to the data consolidation reporting scope from year N+1.

Changes and reformulation

This year, we added MANE Italia to the scope of consolidation of our carbon footprint assessment. This production site represents 0.5% of the Group's consolidated turnover.

Statement of GRI compliance

MANE applies the GRI reporting principles and prepares its reports in compliance with GRI Core standards: essential compliance option.

SNFP cross-reference table

REFERENCE TABLE FOR THE STATEMENT OF NON-FINANCIAL PERFORMANCE

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

Required information	In the report	In the report
Company business model	Group profile	6 - 8
Description of the main risks		13 - 19
Description of policies applied	1. CSR strategy	13 - 19
Policy outcomes, including key performance indicators		13 - 19
Social issues	Employment	47 - 48
	Work organisation	52 - 53
	Health and Safety	49 - 51
	Social dialogue	53
	Training	57
	Equal treatment	54 - 56
Environmental issues	General environmental policy	28
	Pollution	43
	Circular economy	3. Ensure responsible management of our products 42
	Climate change	34 - 39
	Protection of biodiversity	44 - 45
Societal issues	Societal commitments in favour of sustainable development	5. Promote sustainability along our value chain 68 - 70
	Subcontracting and suppliers	62 - 65
	Fair practices	24 - 26
Information relating to the fight against corruption	2. Act and operate ethically and responsibly	26
Information on actions to promote Human Rights		24 - 25

GRI content index

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

Standard	Category	Norm	Theme	In the report
GRI 100 – GENERAL PRINCIPLES				
GRI 102: General disclosures – 2016	Profile of the organisation	102-1	Name of the organisation	6 - 8
		102-2	Activities, brands, products, and services	6 - 8
		102-3	Location of headquarters	6
		102-4	Location of operations	6
		102-7	Scale of the organisation	6
		102-8	Information on employees and other workers	48 - 49
		102-12	External initiatives	22
		102-13	Membership of associations	22
	Strategy	102-14	Statement from senior decision-maker	3 - 5
	Ethics and integrity	102-16	Key impacts, risks, and opportunities	24 - 26
	Governance	102-18	Values, principles, standards, and norms of behaviour	10
	Stakeholders commitments	102-40	List of stakeholder groups	60 - 61
		102-41	Collective bargaining agreements	54
		102-42	Identifying and selecting stakeholders	60 - 61
		102-43	Approach to stakeholder engagement	60 - 61
		102-44	Key topics and concerns raised	12
	Reporting practice	102-45	Entities included in the consolidated financial statements	72
		102-46	Defining report content and topic boundaries	12
		102-47	List of material topics	12
		102-48	Restatements of information	72, 78 - 80
102-49		Changes in reporting	72	
102-50		Reporting period	72	
102-51		Date of most recent report	72	
102-52		Reporting cycle	72	
102-53		Contact point for questions regarding the report	2	
102-54		Claims of reporting in accordance with the GRI Standards	74 - 77	
102-55	GRI content index	74 - 77		
102-56	External assurance	78 - 80		
GRI 103: Management approach – 2016	Management approach	103-1	Explanation of the relevant issue and its scope	9 - 21
		103-2	The management approach and its components	9 - 21
		103-3	Evaluation of the management approach	22, 62

Standard	Category	Norm	Theme	In the report
GRI 200 – ECONOMY				
GRI 201: Economic performance – 2016	Economic performance	201-1	Direct economic value generated and distributed	8
		201-2	Financial implications and other risks and opportunities due to climate change	14, 19, 34 - 39
GRI 205: Anticorruption – 2016	Anticorruption	205-1	Operations assessed for risks related to corruption	24 - 26
		205-2	Communication and training on anticorruption policies and procedures	24 - 26
		205-3	Confirmed incidents of corruption and actions taken	25
GRI 300 – ENVIRONMENTAL STANDARDS				
GRI 302: Energy – 2016	Energy	302-1	Energy consumption within the organisation	34 - 36
		302-2	Energy consumption outside the organisation	34 - 36
		302-3	Energy intensity	36
		302-4	Reduction of energy consumption	36
		302-5	Reductions in energy requirements of products and services	36
GRI 303: Water and – 2018	Water and effluents	303-2	Management of impacts related to water discharge	41
		303-3	Water withdrawal	41 - 42
		303-4	Water discharge	44
		303-5	Water consumption	41 - 42
GRI 304: Biodiversity – 2016	Biodiversity	304-1	Significant impacts of activities, products, and services on biodiversity	45 - 46
GRI 305: Emissions – 2016	Emissions	305-1	Direct GHG emissions (Scope 1)	38
		305-2	Indirect GHG emissions (Scope 2)	38
		305-3	Other indirect GHG emissions (Scope 3)	39
		305-4	GHG emissions intensity	38 - 39
		305-5	Reduction of GHG emissions	38 - 40
		305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	44
GRI 306: Effluents and waste – 2016	Effluents and waste	306-1	Water discharge by quality and destination	44
		306-2	Waste by type and disposal method	43
		306-3	Significant spills	44
		306-4	Transport of hazardous waste	43
		306-5	Water bodies affected by water discharges and/or runoff	44
GRI 307: Environmental compliance – 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	33
GRI 308: Supplier environmental assessment – 2016	Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	64
		308-2	Negative environmental impacts in the supply chain and actions taken	65

Standard	Category	Norm	Theme	In the report
GRI 401: Employment – 2016	Employment	401-1	New employee hires and employee turnover	48 - 49
GRI 403: Occupational Health and Safety – 2018	Occupational health and safety	403-1	Occupational health and safety management system	50 - 52
		403-2	Hazard identification, risk assessment, and incident investigation	14, 16, 50 - 52
		403-4	Worker participation, consultation, and communication on occupational health and safety	50 - 52, 60
		403-5	Worker training on occupational health and safety	50 - 52, 60
		403-6	Promotion of worker health	50 - 52
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50 - 52
		403-8	Workers covered by an occupational health and safety management system	50 - 52
		403-9	Work-related injuries	50 - 52
		403-10	Work-related ill health	50 - 52
		GRI 404: Training and Education – 2016	Training and Education	404-1
404-2	Programmes for upgrading employee skills and transition assistance programmes			58
404-3	Percentage of employees receiving regular performance and career development reviews			58
GRI 405: Diversity and Equal Opportunities – 2016	Diversity and Equal Opportunities	405-1	Diversity of governance bodies and employees	48 - 49, 55 - 57
GRI 407: Freedom of Association and Collective Bargaining – 2016	Freedom of association and collective bargaining	407-1	Operations/suppliers with a right to freedom of association	54, 61
GRI 408: Child labour – 2016	Child labour	408-1	Operations and suppliers at significant risk of incidents of child labour	63 - 65
GRI 409: Forced or compulsory labour – 2016	Forced or compulsory labour	409-1	Operations and suppliers at significant risk of incidents of forced and compulsory labour	63 - 65
GRI 412: Human Rights Assessment – 2016	Human Rights Assessment	412-1	Operations that have been subject to Human Rights reviews or impact assessments	24 - 25
		412-2	Employee training on Human Rights policies or procedures	24 - 25
GRI 413: Local Communities – 2016	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programmes	69 - 71
		413-2	Operations with significant actual and potential negative impacts on local communities	69 - 71
GRI 414: Supplier Social Assessment – 2016	Supplier social assessment	414-1	New suppliers that were screened using environmental criteria	63 - 65
		414-2	Negative social impacts in the supply chain and actions taken	63 - 65
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	28 - 29

TCFD cross-reference table

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

Category	TCFD recommendations	In the report
Governance	a. Describe the Board's oversight of climate-related risks and opportunities.	19, 34 - 40
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	c. Describe the climate-related risks and opportunities over the short, medium, and long term.	19, 34 - 40
	b. Describe the impact of climate-related risks and opportunities on the investment strategy.	
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario.	
Risk management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	19, 34 - 40
	b. Describe the organisation's processes for managing climate-related risks.	
	c. Describe how climate-related risks are integrated into the organisation's overall risk management.	
Indicators and targets	a. Disclose the indicators used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	34 - 40
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 Greenhouse Gas (GHG) emissions, and the related risks.	
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	

External verification


Report by the independent third party, on the verification of the consolidated non-financial statement

For the year ended 31 December 2022

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

To the Annual General Meeting,

In our capacity as independent third party of your company (hereinafter the "entity"), and accredited by the French Accreditation Committee (COFRAC) under number 3-1884⁽¹⁾, we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2022 (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).


At the request of the entity, we conducted works designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign .

LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed, as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

(1) Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr

REASONABLE ASSURANCE CONCLUSION ON A SELECTION OF NON-FINANCIAL INFORMATION

In our conclusion, 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.

PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

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

INHERENT LIMITATIONS IN PREPARING THE INFORMATION

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

RESPONSIBILITY OF THE ENTITY

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators;

- preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.


The Statement has been prepared by the Board of Directors.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

Based on 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 historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks.

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

At the request of the entity and outside of the scope of certification, we may express reasonable assurance that the information selected by the entity, presented in the appendices, and identified by the symbol  has been prepared, in all material respects, in accordance with the Guidelines.

It is not our responsibility to report on the entity's compliance with other applicable legal and regulatory provisions, or on the compliance of products and services with the applicable regulations.

APPLICABLE REGULATORY PROVISIONS AND PROFESSIONAL GUIDANCE

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, “Intervention du commissaire aux comptes - Intervention de l’OTI - Déclaration de performance extra-financière”, acting as the verification program.

MEANS AND RESOURCES

Our work engaged the skills of six people between February and May 2023 and took a total of four weeks.

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

NATURE AND SCOPE OF PROCEDURES

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

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


- We obtained an understanding of all the consolidated entities’ activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code;


- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks, 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;
- We referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risks⁽¹⁾, 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⁽²⁾;
- 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;
- We obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important 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 definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities⁽²⁾ and covers between 45% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

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

NATURE AND EXTENT OF ADDITIONAL WORK ON THE INFORMATION SELECTED BY THE ENTITY AND IDENTIFIED BY THE SIGN

With regard to the information selected by the entity, presented in the appendix and identified by the symbol  in the Statement, we conducted the same work as described in the paragraph “Nature and scope of our work” above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests.

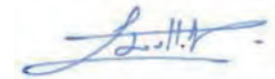
The selected sample accounts for between 56% and 58% of the information identified by the symbol .

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol .

Paris-La Défense, 5 May 2023
KPMG S.A.



Philippe Levert
Partner



Fanny Houlliot
ESG Expert
KPMG France ESG
Center of Excellence

(1) Respect Human Rights; Ensure compliance and ethical business practices; Reduce pollution and spills; Prevent and manage ESG risks in the supply chain; Ensure good working conditions to improve employee engagement; Preserve biodiversity and fight against deforestation; Ensure product safety and compliance; Strengthen transparency, communication, reporting and dialogue with stakeholders; Implement a responsible purchasing policy; Participate in the local development of rural communities.

(2) V. MANE Fils (France); Mane Kancor (India); PT Mane Indonesia (Indonesia).

Appendix

Qualitative information (actions and results) considered most important

Agreement signed on actions contributing to the well-being of employees

Waste production and treatment mapping

Solvent management plan

Sustainable palm oil purchasing policy

“Green Motion” product environmental assessment system and results

Product safety measures

Actions to inform local residents about industrial risks

Ecovadis evaluation and results

Fair trade certified vanilla purchasing policy

CSR assessment of suppliers

Code of Ethics

Financing of local community development projects

Key performance indicators and other quantitative results considered most important

Level of assurance

Total workforce and distribution by gender

Number of hires and number of departures

Employee turnover rate

Percentage of employees who participated in at least one training program during the year

Frequency rate for workplace accidents with leave

Percentage of hazardous and non-hazardous waste sent to landfill

Energy consumption per tonne of shipped product

CO₂ emissions on scopes 1 and 2

CO₂ emissions on scopes 1 and 2 per tonne of shipped product

Water consumption per tonne of shipped product

CO₂ emissions on scope 3

Water consumption of sites located in a high water stress area

Percentage of suppliers assessed on their CSR by an independent third party

Percentage of employees most exposed to corruption risks who have taken anticorruption training

Limited

Reasonable

Limited

Assurance report by the independent third party on the greenhouse gas emissions declared to the CDP by V. MANE FILS SAS for civil year 2022

To the Annual General Meeting,

In our capacity as independent third party of V. MANE Fils S.A.S. (hereinafter the “Company”), we have undertaken a reasonable assurance engagement on the greenhouse gas (GHG) emissions scope 1 and scope 2 and a limited assurance engagement on the GHG emissions scope 3 reported by the Company to the CDP for the civil year 2022 (hereinafter “the “Data”), presented in Appendix to the report, and prepared in accordance with the Company’s procedures with respect to scope and methodological limits as described in the “Response CDP Climate Change Questionnaire 2023” (hereinafter the “Guidelines”).

The conclusion below is limited to the Data and does not cover the overall declaration to the CDP.

LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed, as described under the “Nature and scope of our work” and the evidence we have obtained, nothing has come to our attention that cause us to believe that the GHG emissions scope 3 Data declared to the CDP is not prepared in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the Guidelines.

REASONABLE ASSURANCE 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 Guidelines.

PREPARATION OF THE DATA

The quantification of GHG emissions 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.

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

RESPONSIBILITY OF THE COMPANY

The Company’s Corporate Social Responsibility Department is responsible for:

- Selecting or establishing suitable criteria for preparing the Data;
- Preparing the Data by applying the Company’s “Guidelines” as referred above with respect to scope and methodological limits as described in the “Response CDP Climate Change Questionnaire 2023”; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Data that is free from material misstatement, whether due to fraud or error.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing:

- a limited assurance conclusion that GHG emissions scope 3 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 Guidelines,
- a reasonable assurance conclusion that GHG emissions 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 Guidelines.

PROFESSIONAL STANDARDS APPLIED

We performed the work described below in accordance with International Standard on Assurance Engagements 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information and, in respect of greenhouse gas emissions included in the Sustainability Information, in accordance with International Standard on Assurance Engagements 3410 Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board; and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L.822-11 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.

MEANS AND RESOURCES

Our work engaged the skills of six people between February and May 2023 and took a total of four weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted about ten interviews with the people responsible for preparing the Data.

LIMITED ASSURANCE REPORT ON GHG EMISSIONS SCOPE 3

NATURE AND SCOPE OF OUR WORK

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

In order to provide a limited assurance conclusion, we conducted the following procedures:

- 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 S.A.S.,

- 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 2023”,
- 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 ⁽¹⁾ and covers 45% 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.

REASONABLE ASSURANCE REPORT ON GHG EMISSIONS BROKEN DOWN BY SCOPE 1 AND SCOPE 2

NATURE AND EXTENT OF ADDITIONAL WORK

With regard to GHG emissions broken down by scope 1 and scope 2 Data, we conducted the same work as described in the paragraph “Limited assurance report on GHG emissions scope 3 - Nature and scope of our work” above but in a more in-depth manner, in particular with regard to the number of tests.

The selected sample covers 58% of scope 1 and scope 2 Data.

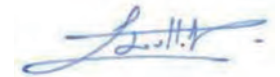
We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our reasonable assurance conclusion.

Paris-La Défense, May 5th 2023

KPMG S.A.



Philippe Levert
Associé



Fanny Houlliot
Expert ESG
Centre d'Excellence ESG

(1) V. MANE Fils (France), Mane Kancor (India), PT Mane Indonesia (Indonesia).

Appendix

Data	Tones CO ₂ e verified	Assurance level
100% of the greenhouse gas emissions Scope 1 presented in questions C6.1 of the "Response CDP Climate Change Questionnaire 2022"	21,946 tCO ₂ e	Reasonable
100% of the greenhouse gas emissions Scope 2 presented in questions C6.3 of the "Response CDP Climate Change Questionnaire 2022"	Location-based: 35,455 tCO ₂ e Market-based: 29,738 tCO ₂ e	Reasonable
100% of the greenhouse gas emissions Scope 3 presented in question C6.5 of the "Response CDP Climate Change Questionnaire 2022"	347,930 tCO ₂ e	Limited

Assurance report of one of the statutory auditors on the water indicators declared to the CDP

The Directors

5th May 2023

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 February 9th, 2023 (the "contract") and for the avoidance of doubt, we confirm that our Report by the independent third party on the consolidated non-financial statement report to you dated May 5th, 2023 (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 small R&D centers are excluded from the group-wide operational boundary. Few manufacturing sites are not included neither in the disclosure because their water needs, and risks, are not considered significant. 3 manufacturing sites in Chile, Argentina, and India have been excluded due to their very limited materiality: these sites 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: 858.04 megaliters
(page 45 of V. MANE & Fils "2022 CSR report")

3. Period covered (e.g. '12 months to DD MM YY')

12 months to 31.12.2022

4. Verification standard used

- ISAE 3000 (revised) – 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)

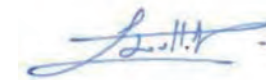
KPMG S.A.

Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr

7. Lead verifier name and relevant accreditations/professional membership (if relevant)

Fanny Houlliot, ESG Expert, ESG Centre of Excellence

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,

ESG Expert,
ESG Centre of Excellence



www.mane.com

