

# NON-FINANCIAL STATEMENT

2022/23





Tereos SCA is subject to the requirements of Article R. 225-105 of the French Commercial Code and is required to publish an annual Non-Financial Statement, or NFS (*Déclaration de Performance Extra-Financière*, or DPEF) which includes workforce-related and environmental information, as well as information relating to the company's commitments to sustainable development, as listed in Article L. 225-102-1:

- > **the consequences for climate change of the Group's activity** and the use of the goods and services it produces,
- > social commitments to **sustainable development**, the **circular economy** and the **fight against food waste**,
- > collective agreements and their impact on the **Group's economic performance** as well as on **the working conditions of employees**,
- > actions intended to **combat discrimination** and **promote diversity**.

The NFS presents the Group's business model and also, for the workforce-related, social and environmental consequences:

- > a description of the **principal challenges**,
- > a description of **policies applied** by the Group,
- > the **results of these policies**, including **Key Performance Indicators**.

This information must be submitted for verification by an Independent Third Party accredited by the COFRAC and designated by the Managing Director. The Independent Third Party's report includes a reasoned opinion on the compliance of the NFS and the fairness of the information together with the due diligence procedures performed.



# 04.

BUSINESS  
MODEL

# 08.

CSR GOVERNANCE  
DESIGNED FOR OUR  
SUSTAIN'2030 ROADMAP

# 09.

THE SUSTAIN'2030  
STRATEGY

# 10.

PRINCIPAL  
NON-FINANCIAL  
RISKS

# 12.

PRINCIPAL  
ACHIEVEMENTS  
AND PROJECTS IN CSR  
IN 2022-23

contents



# 13.

PILLAR NO. 1

SUSTAINABLE  
AGRICULTURE



# 15.

PILLAR NO. 2

PROTECTION  
OF THE ENVIRONMENT



# 18.

PILLAR NO. 3

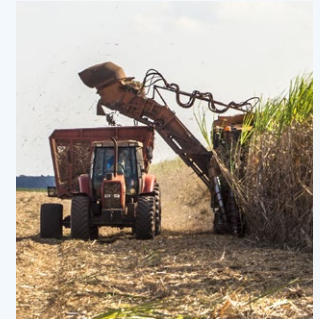
PRESERVATION  
OF RESOURCES



# 22.

PILLAR NO. 4

RESPONSIBLE  
CONSUMPTION



# 26.

PILLAR NO. 5

EMPLOYEES  
AND LOCAL  
DEVELOPMENT

# 31.

ETHICS AND  
ANTI-CORRUPTION

# 32.

INFORMATION  
SYSTEMS SECURITY  
AND GDPR

# 33.

RESPONSIBLE  
PURCHASING

# 34.

METHODOLOGY  
OF NON-FINANCIAL  
REPORTING

# 35.

DEFINITION OF KEY  
PERFORMANCE  
INDICATORS OUTSIDE  
SUSTAIN'2030

# 37.

INDEPENDENT  
THIRD PARTY'S  
REPORT



# Business model

With a long-term vision of transforming agricultural raw materials and developing quality products for the food, healthcare and renewable energy sectors, Tereos ranks among the world leaders in the sugar, alcohol and starch markets.

A cooperative group, Tereos has **11,200 cooperative members** and proven expertise in the processing of sugar beet, sugar cane, cereal, alfalfa and potatoes. Operating from **43 industrial sites**, with operations in **15 countries** and with **15,800 committed employees\***, Tereos supports its customers as close as possible to their markets with a broad and complementary range of products. In 2022-23, Tereos achieved **sales of €6.55 billion** and recorded **EBITDA of €1.1 billion**.

The main economic challenges for Tereos are to complete the transformation of the Group, improve productivity and to offer better remuneration for the agricultural production of its

cooperative members. To meet these challenges, the Group has defined a two-phase strategic plan:

- > **“Back to Basics” (2021-2023):** in order to regain financial flexibility and confront the economic and social challenges;
- > **“Back to Growth” (from 2024):** following a phase of disinvestment, a return to investing in growth drivers.

This plan defines three key areas for value creation: improving commercial efficiency and controlling costs, enhancing industrial excellence to become more competitive, and reviewing the management model to create more synergies between the various activities.



\*40 sites and 13,548 employees are taken into account in the scope of non-financial reporting. See “Methodology of non-financial reporting.”

## Breakdown of 2022-23 sales in % by market

### SUGAR



37%

### STARCH



7%

### ANIMAL NUTRITION



7%

### PROTEINS



6%

### ALCOHOL / ETHANOL



19%

### SWEETENERS










14%











### OTHERS (yc energies)








10%



|   |                              |  |   |  |
|---|------------------------------|--|---|--|
|  <h2>SUGAR AND ENERGY</h2> | <b>Entities</b><br>5         | <b>RAW MATERIALS PROCESSED</b><br> <br>Sugar beet    Sugar cane | <b>PRINCIPAL FINISHED PRODUCT</b><br> <br>Sugar    Sweeteners<br><br> <br>Alcohol and ethanol    Animal nutrition | <b>GEOGRAPHICAL ZONES</b><br>France (mainland and Reunion Island), Czechia, United Kingdom, Brazil.  |
|   | <b>Number of sites</b><br>28 |  |   | <b>PRINCIPAL END MARKETS</b><br>Food industry, Energy, Specialised nutrition, Pharmaceuticals, Spirits, Cosmetics, Perfume, Animal nutrition, Biogas, Plant chemistry, Fermentation, Soil nutrients. |
|   | <b>Workforce</b><br>11,224   |  |   |  |

|  |                             |  |   |   |
|--|-----------------------------|--|---|---|
|  <h2>STARCH &amp; SWEETENERS</h2> | <b>Entities</b><br>3        | <b>RAW MATERIALS PROCESSED</b><br> <br>Corn    Wheat<br><br> <br>Potatoes    Cassava | <b>PRINCIPAL FINISHED PRODUCT</b><br>  <br>Starch       Sweeteners<br><br>Alcohol and ethanol<br> <br>Plant-based proteins    Animal nutrition | <b>GEOGRAPHICAL ZONES</b><br>France, Belgium, Spain, Brazil, Indonesia.   |
|  | <b>Number of sites</b><br>8 |  |   | <b>PRINCIPAL END MARKETS</b><br>Food industry, Energy, Specialised nutrition, Pharmaceuticals, Spirits, Cosmetics, Perfume, Energy, Plant chemistry, Fermentation, Cardboard, Paper, Packaging, Oils, Animal nutrition. |
|  | <b>Workforce</b><br>2,243   |  |   |   |

|   |                             |   |  |   |
|---|-----------------------------|---|--|---|
|  <h2>ANIMAL NUTRITION</h2> | <b>Entities</b><br>1        | <b>RAW MATERIALS PROCESSED</b><br> <br>Sugar beet    Alfalfa | <b>PRINCIPAL FINISHED PRODUCT</b><br> <br>Fodder    Plant-based proteins | <b>GEOGRAPHICAL ZONES</b><br>France.                                      |
|   | <b>Number of sites</b><br>4 |   |  | <b>PRINCIPAL END MARKETS</b><br>Livestock, Aquaculture, Food supplements. |
|   | <b>Workforce</b><br>81      |   |  |   |



# Value chain of Group businesses

These non-exhaustive charts, provided for information purposes only, illustrate the Group's main businesses and markets.

## Value chain OF SUGAR AND ANIMAL NUTRITION BUSINESSES



SUGAR BEET, SUGAR CANE, ALFALFA



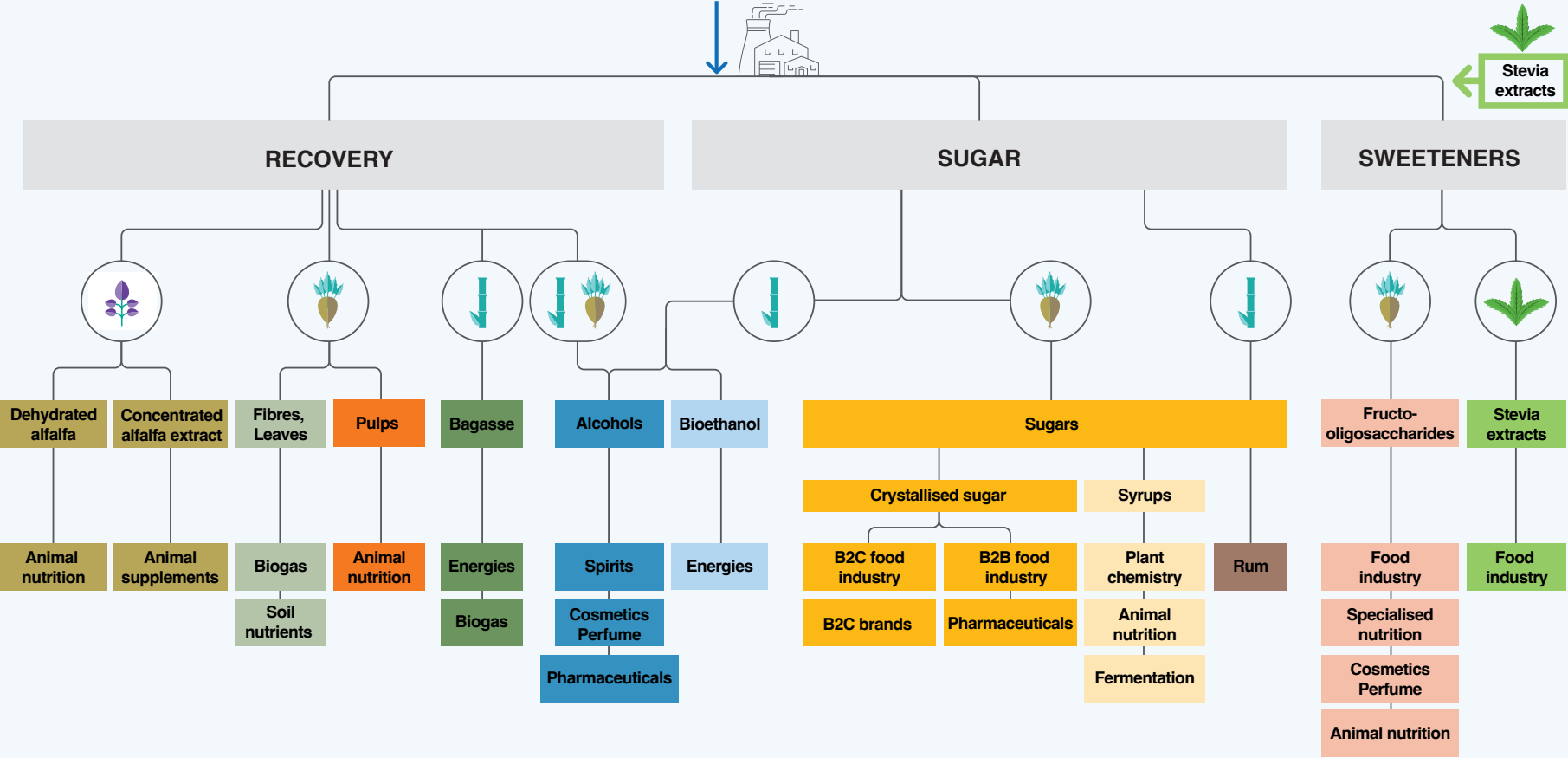
- Sugar beet** (Tereos cooperative members, origin France; supplier growers, varied origin)
- Sugar cane** (supplier growers and land cultivated by Tereos in Brazil ; varied origin supplier growers including Reunion Island)
- Alfalfa** (Tereos cooperative members, origin France)
- Stevia extracts** (varied origin suppliers)

Product typology

Raw materials

Product ranges

End markets





# Value chain OF STARCH & SWEETENERS AND ANIMAL NUTRITION BUSINESSES



WHEAT, CORN, POTATOES, CASSAVA



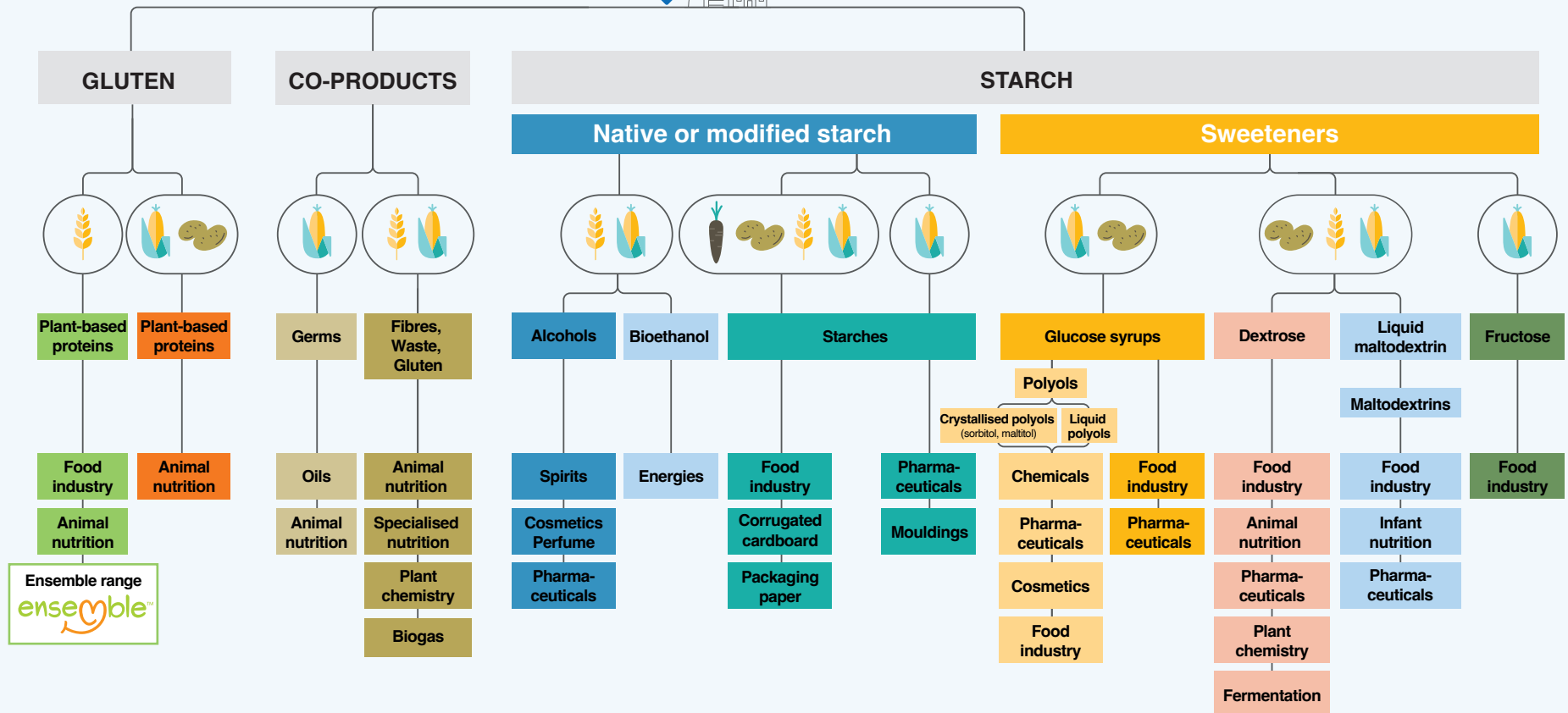
- Wheat** (supplier growers, varied origin)
- Corn** (supplier growers, varied origin)
- Potatoes** (Tereos cooperative members, origin France)
- Cassava** (land cultivated by Tereos and supplier growers, origin Brazil)

Product  
typology

Raw  
materials

Product  
ranges

End  
markets





# CSR governance designed for our SUSTAIN'2030 roadmap

A new CSR governance structure was introduced this year to define and oversee projects and actions linked to the Group's SUSTAIN'2030 strategy.

## Internal organisation and governance

The following roles and responsibilities have been defined within the Group:

- > **The Ethics and CSR Committee:** consisting of members of the Board of Directors, the Cooperative Board and the Management Committee. It defines our ambitions and monitors our non-financial performance.
- > **SUSTAIN'2030 Sponsors:** members of the Management Committee whose role is to guarantee that the targets set are achieved.
- > **SUSTAIN'2030 Leads:** they lead the policies and action plans of the challenge that is their responsibility.
- > **SUSTAIN'2030 Specialists:** coordinators in the various businesses who contribute to the rollout of actions and measure the Group's performance with regard to the challenge to which they are assigned.

The network of CSR Ambassadors, which was set up in 2022-23, will also help to promote the SUSTAIN'2030 roadmap within the Group. The aim of this voluntary programme is to train employees in CSR issues so that they become capable of initiating projects themselves.

## Coordination of CSR

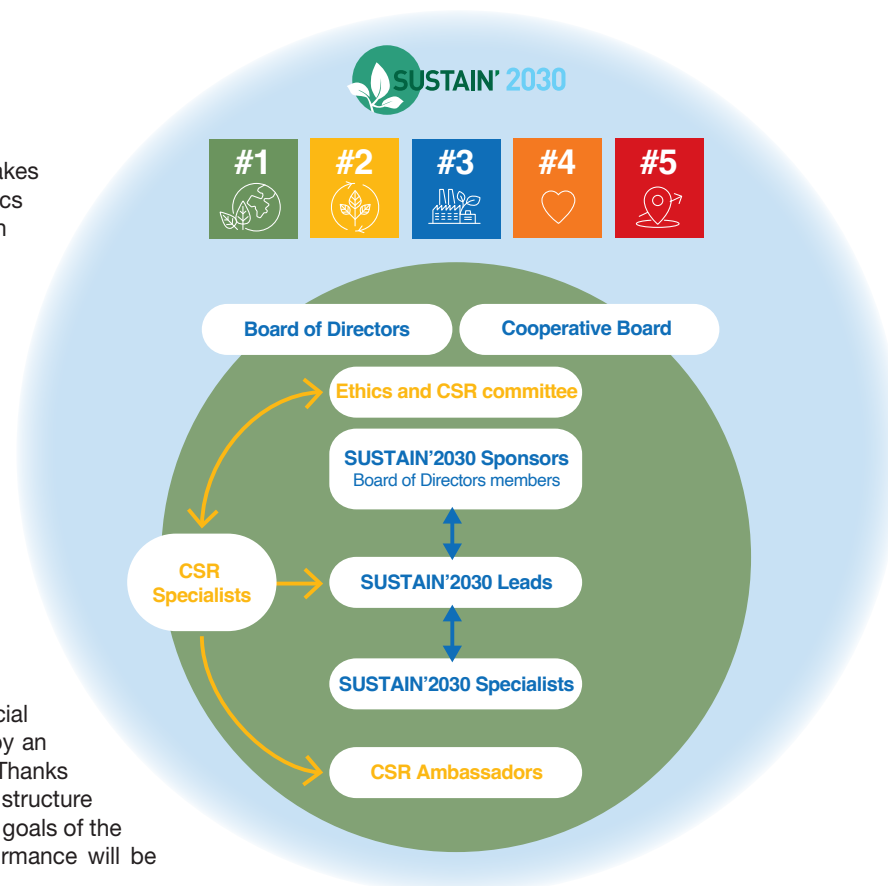
### CSR Specialists:

- > At Group level, the CSR team makes strategic recommendations to the Ethics and CSR Committee, defines a common framework for action, and promotes and helps spread best practices throughout the Group.
- > In the subsidiaries, the CSR Specialists manage the roll-out of the Group's SUSTAIN'2030 CSR initiative and measure its performance.

## Management

### of non-financial performance

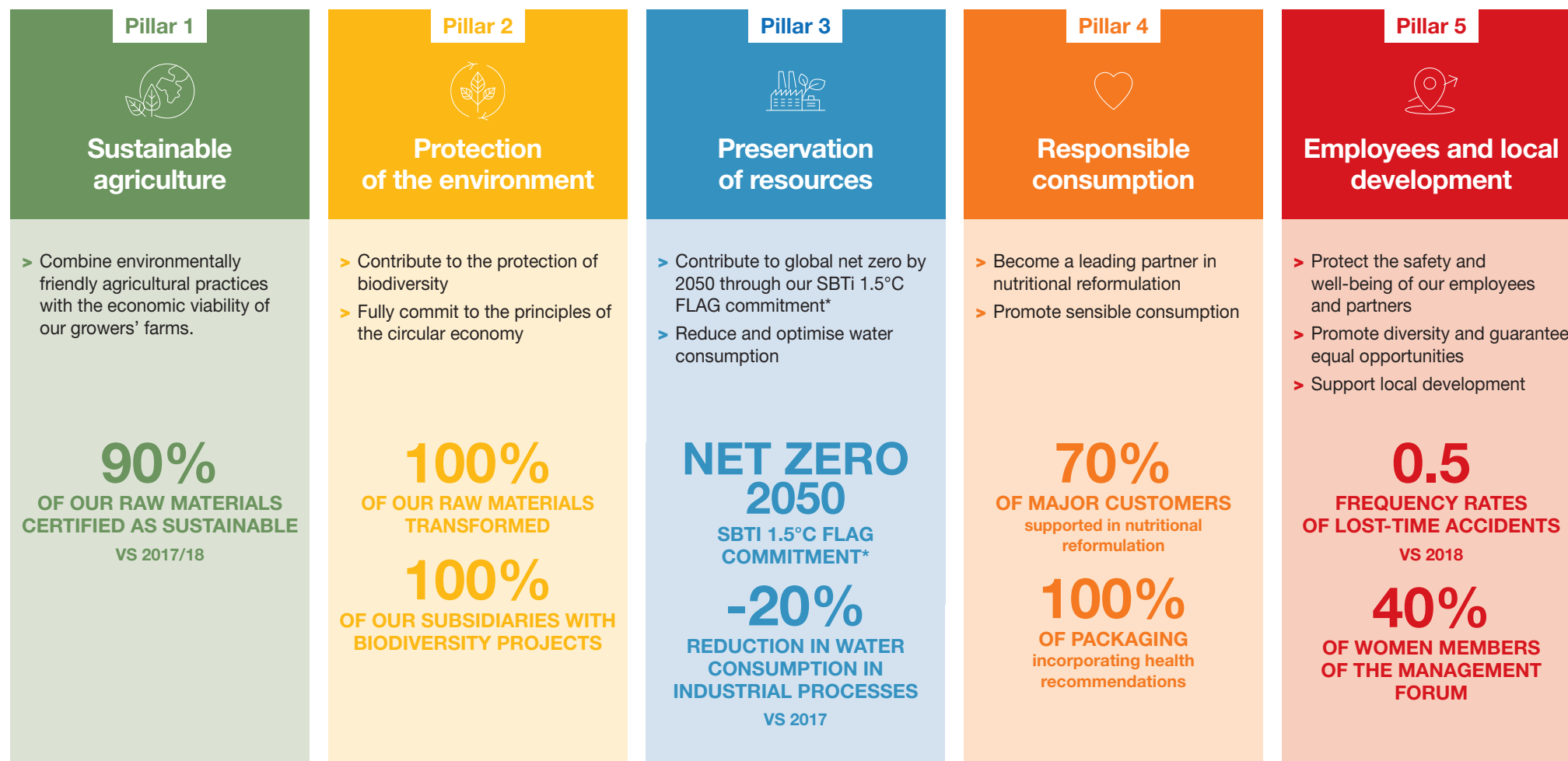
Tereos assesses its non-financial performance through reporting audited by an independent third-party organisation. Thanks to the new SUSTAIN'2030 governance structure and the work carried out to annualise the goals of the strategy over the 2023-24 period, performance will be monitored on a regular basis.



■ Coordinates the CSR performance ■ Ensures that SUSTAIN'2030 targets are met

# The SUSTAIN'2030 strategy

A Sustain'2030 roadmap based on 5 pillars has been adopted. This roadmap consists of targets that the Group has set for itself to achieve by 2030 and 2050.



\*SBTi has registered Tereos's Forest, Land, Agriculture (FLAG) commitment and will validate it within two years.



# Principal non-financial risks

## Identification methodology

In 2018, Tereos worked on identifying its principal risks with regard to Sustainable Development, with the support of an external consultant. In order to determine the risks to be retained for its non-financial statement, Tereos adopted the following approach:

- > **Identification of risks** through research based on CSR reporting guidelines, on the risks influencing its businesses and its value chain, taking account of several timeframes (short, medium and long term);
- > **Assessment made together with internal stakeholders** of the principal risks identified relative to the Group's businesses, their likelihood, the severity of their impact and the need for risk management;
- > **Consolidation and identification** of the principal non-financial risks;
- > **Validation of risks** by the Management Committee.

The analysis of the Group's non-financial risks will be updated in 2023-24 as part of a dual materiality analysis and compliance with the European Corporate Sustainability Reporting Directive (CSRD).

## Non-financial ratings

Tereos's non-financial performance is assessed annually by the following initiatives:

|                           | Rating 2022-23 | Description of the rating organisation   |
|---------------------------|----------------|--|
| Carbon Disclosure Project | B              | The CDP is a non-governmental rating platform that assesses the ability of players to control their carbon trajectory.             |
| EcoVadis                  | 63/100         | EcoVadis is a non-financial rating platform that assesses the ability of companies to manage their non-financial risks.            |
| Global Compact            | Active         | The Global Compact is a United Nations initiative designed to encourage stakeholders to support the Sustainable Development Goals. |



## PRESENTATION OF RISKS

| Challenge   | Related non-financial risk or opportunity  | Key performance indicators   | Results 2021-22   | Results 2022-23 <sup>1</sup>   |
|---|--|--|---|--|
| <b>Pillar no. 1<br/>Sustainable<br/>Agriculture</b>             | Reducing the environmental impact of up-stream agriculture is a major challenge. Agriculture has a range of tools at its disposal to adapt to climate change, reduce greenhouse gas emissions and play a significant role in carbon capture.   | - % of raw materials assessed or certified as sustainable  | - 75%   | - 77%  |
| <b>Pillar no. 2<br/>Protection of<br/>the environment</b>       | With the planet's limited resources, controlling environmental impacts is a major challenge for industrial and agricultural activities (waste, biodiversity, etc.). At a local level, particular attention is being paid to controlling odours for local residents and the maintenance of ponds. | - % of subsidiaries with a biodiversity project meeting the criteria of the Tereos biodiversity guidelines<br>- % of raw materials transformed<br>- % of sites certified ISO 14001   | - 40%<br>- 99.8%<br>- 28%   | - 67%<br>- 99.9%<br>- 28%  |
| <b>Pillar no. 3<br/>Preservation of<br/>resources</b>           | Global warming constitutes a systemic risk for agricultural and industrial activities (Scopes 1, 2, 3). More frequent droughts associated with the effects of climate change are adding to the risk of water shortages.  | - Scope 1 and 2 CO <sub>2</sub> emissions (Mt) <sup>2</sup><br>- % of renewable energies<br>- % of sites certified ISO 50001<br>- Water consumption (Mm <sup>3</sup> ) <sup>3</sup><br>- Water performance   | - 2.55<br>- 46%<br>- 44%<br>- 60.6 m <sup>3</sup><br>- 35.4   | - 2.45<br>- 53%<br>- 48%<br>- 57.7 m <sup>3</sup><br>- N/A   |
| <b>Pillar no. 4<br/>Responsible<br/>consumption</b>             | Responsible products meet a growing demand from the market and are a good way of reducing the social and environmental impact of the value chain. Changes in markets and food trends also mean needing to take product quality and safety into account, while ensuring traceability.             | - % of major customers to whom Tereos has offered a nutritional reformulation solution<br>- % of customer complaints processed on time<br>- % of sites certified ISO/FSSC 22000 (or equivalent )<br>- % of sites certified ISO 9001  | - N/A<br>- 69%<br>- 74%<br>- 63%  | - 41%<br>- 54%<br>- 78%<br>- 65%   |
| <b>Pillar no. 5<br/>Employees<br/>and local<br/>development</b> | Human resources management requires us to take action to promote diversity and prevent all forms of discrimination, in order to improve the working conditions of our employees and partners, and to ensure social dialogue.   | - Number of employees and distribution by gender<br>- Number of employees who are 'people managers' and distribution by gender<br>- % of employees with a disability<br>- Average seniority in years<br>- Average number of hours of training per employee receiving training<br>- Frequency rate of lost-time accidents<br>- Overall frequency rate<br>- Severity rate<br>- % of employees who have received health and safety training | - 13,876 of which<br>14% women<br>- 1,736 of which<br>14% women<br>- 3%<br>- 10.03<br>- 34<br>- 2.24<br>- 4.94<br>- 0.07<br>- 82% | - 13,548 of which<br>15% women<br>- 1,611 of which<br>13.8% women<br>- 2.9%<br>- 8.97<br>- 37<br>- 3.49<br>- 6.83<br>- 0.09<br>- 76% |
| <b>Ethics and<br/>anti-corruption</b>                           | A guarantee of fair and ethical practices is necessary for the private sector, through transparent practices that comply with regulations and prevent any risk of corruption, conflicts of interest, money laundering and anti-competitive practices.  | - No key performance indicators as yet   |   |  |
| <b>Information<br/>systems security</b>                         | The security of information and data belonging to our stakeholders (employees, customers, etc.) is one of the challenges taken into account by Tereos, particularly in the context of the GDPR.  | - No key performance indicators as yet   |   |  |
| <b>Responsible<br/>purchasing</b>                               | Responsible Purchasing provides an opportunity to reduce the Group's indirect environmental and social impact through its relations with suppliers.  | - No key performance indicators as yet   |   |  |

1 - See "Methodology of non-financial reporting" for changes in the scope of reporting • 2 - Millions of tonnes • 3 - Millions of cubic metres



# Principal achievements and projects in CSR in 2022-23

The continuing development of action plans and the roll-out of projects to implement the SUSTAIN'2030 strategy were among the key events of 2022-23.

## ACHIEVEMENTS IN 2022-23

| Achievements                             |  |
|--|--|
| <b>Governance</b>                        | Creation of an Ethics & CSR Committee chaired by the Board of Directors and a SUSTAIN'2030 governance structure (Sponsors, Leads and Specialists)  |
| <b>Climate</b>                           | SBTi 1.5°C FLAG commitment, Net Zero standard (action plan and objectives to be validated by 2024)   |
| <b>Raising employee awareness of CSR</b> | <ul style="list-style-type: none"> <li>- Creation of a community of CSR Ambassadors</li> <li>- CSR webinars for all employees to train them in the challenges of Sustainable Development and the SUSTAIN'2030 roadmap</li> </ul> |



## ONGOING PROJECTS

| Ongoing projects                          |  |
|---|--|
| <b>Governance</b>                         | <ul style="list-style-type: none"> <li>- Organisation of quarterly meetings of the CSR Specialist network</li> <li>- Annualisation of SUSTAIN'2030 targets</li> </ul>  |
| <b>Climate</b>                            | <ul style="list-style-type: none"> <li>- Definition of the climate roadmap to ensure validation of our 1.5°C FLAG Net-Zero commitment by SBTi</li> <li>- Updating of carbon balance in compliance with the GHG Protocol</li> </ul> |
| <b>CSRD<sup>1</sup></b>                   | Analysis of double materiality   |
| <b>Responsible purchasing</b>             | Integration of suppliers into our screening tool, enabling us to continuously monitor our third parties (customers and suppliers)  |
| <b>Duty of care and CSDD<sup>2</sup></b>  | Launch of work (risk mapping, vigilance plan, etc.)  |
| <b>Raising employee awareness of CSR</b>  | External partnerships with Axa Climate and Ma Petite Planète to train CSR Ambassadors and then employees in the challenges of sustainable development  |
| <b>Creation of a sustainable offering</b> | Definition of a sustainable product offering and associated product footprints   |
| <b>Ethics, Anti-corruption and GDPR</b>   | Ethics, Anti-corruption and GDPR training for the Group's networked employees  |

<sup>1</sup> Corporate Sustainability Reporting Directive

<sup>2</sup> Corporate Sustainability Due Diligence Directive



Pillar no. 1

# Sustainable agriculture

2 ZERO HUNGER



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



According to the FAO, sustainable agriculture is based on the balanced management of natural resources such as soil, water and biodiversity, and addresses the economic, social and environmental aspects of agricultural production.



## Policy and action plan

The Agricultural Sustainability team is currently drafting a roadmap for our activities in relation to Tereos cooperative members in France in order to structure our actions. The roadmap is based on 5 key areas:

- > **Agricultural certifications**, which are intended to highlight the good practices of cooperative members
- > **Protection of the environment** through biodiversity projects, optimising resources and limiting the use of inputs by providing cooperative members with advice (see Pillar no. 2, Protection of the environment)
- > **Low carbon agriculture** (see Pillar no. 3, Preservation of resources)
- > **Promotion of high-performance agriculture** through trials carried out by the Agronomy Department, summarised in the Agrobok, and through collaboration to set up a risk management tool
- > **Training and development of our employees** through the Ecole de l'Agro or using new sets of standards

The following certifications and standards are applied throughout the Group:

|                        | Coverage 2022-23         | Raw materials covered                        | Geographical scope   |
|------------------------|--------------------------|--|--|
| <b>SAI</b>             | 77%                      | Sugar beet, sugar cane, wheat, corn, alfalfa | France (cooperative members), Spain, Belgium, Czechia, Brazil (supplier growers) |
| <b>Bonsucro</b>        | 78%                      | Sugar cane                                   | Brazil (land cultivated by Tereos)   |
| <b>Organic farming</b> | 122 farmers*             | Sugar beet                                   | France   |
| <b>HVE</b>             | 151 cooperative members* | Sugar beet (cooperative members)             | France   |
| <b>2BSVS 1</b>         | 100% of raw materials    | Sugar beet (cooperative members)             | France   |

\* In 2022

**SAI (Sustainable Agriculture Initiative)** is a standard that rates the sustainability of agricultural practices, from Bronze to Gold. The standard recognises the Redcert, VegaPlant and ISCC certifications used by the Group for its cereal supplies as equivalent.

**Bonsucro** is a standard for sustainable agricultural practices applicable to sugar cane production.

**Organic Farming certification** allows organic products to be marketed in the European Union.

**French High Environmental Value (HVE) certification** guarantees the sustainability of agricultural practices based on a standard covering four key areas.

**2BSVS Standard 1** is a specific certification standard for biofuels, the criteria for which are set out in the European Directive REDD II.

## SUSTAIN'2030 KEY PERFORMANCE INDICATOR

| SUSTAINABLE AGRICULTURE KPI                                    | Initial value 2017-18  | Value 2021-22 | Value 2022-23 | SUSTAIN'2030 target |
|--|--|---------------|---------------|---------------------|
| % of agricultural produce certified or assessed as sustainable | 60%  | 75%           | 77%           | 90%                 |
| <b>Definition and information relating to the indicator</b>    | Percentage of agricultural products processed by the Group, from sources that have been assessed or certified as sustainable (SAI certified and recognised equivalents, and Bonsucro), out of the total of agricultural raw materials processed. |               |               |                     |
| <b>Scope</b>   | Group-wide – excluding agricultural produce purchased from third parties and not processed by Tereos.  |               |               |                     |





Pillar no. 2

# Protecting the environment



Mindful of the planet's limited resources, Tereos is committed to protecting biodiversity and limiting waste by maximising the value of its raw materials and by-products.



# Biodiversity

## Policy and action plan

To help protect biodiversity, the Group's actions focus on 3 main areas:

- > **Protecting soil:** the Group is rolling out trial agro-ecology projects, most notably on Reunion Island. The 'Previbest' soil compaction project, in partnership with Agro Transfert, assesses the impact of growing practices and harvesting operations on soil structure. It assesses the soil's biological activity and possible regeneration through the action of earthworms and the root systems of different crops.
- > **Protecting pollinators:** in France, as part of an industry-wide commitment, the Group sells its cooperative members seeds for melliferous flower strips. Tereos is also a partner of the Biodiversity for Bees network, RBA, and the Symbiose association, where the Apiluz project supports alfalfa grower partners to preserve 550 hectares of uncultivated strips to provide bees with a food reserve.
- > **Protecting endemic species:** in France, several sites are classified *Zone Naturelle d'Intérêt Ecologique Faunistique et Floristique* (natural area of interest for ecology, flora and fauna). In Brazil, the *Olhos d'Água* programme aims to restore springs, improve rainwater infiltration and maintain riparian forests. In Brazil, Tereos is running a project that uses biological control, which involves incorporating a type of wasp called *cotesia* into all the sugar cane fields grown by Tereos, resulting in a decrease in the use of chemicals.

## SUSTAIN'2030 KEY PERFORMANCE INDICATOR

| BIODIVERSITY KPI                                     | Value 2021-22  | Value 2022-23 | SUSTAIN'2030 target |
|--|--|---------------|---------------------|
| Share of subsidiaries with a Biodiversity project    | 40%  | 67%           | 100%                |
| Definition and information relating to the indicator | Percentage of Group subsidiaries with a biodiversity project. These projects must meet the criteria of the Tereos biodiversity guidelines. Only projects that were underway on or after January 1, 2022 were taken into account. |               |                     |
| Scope  | No exclusions.   |               |                     |

# Circular economy

## Policy and action plan

By embracing the principles of a circular economy, Tereos can improve its carbon footprint, resilience and competitiveness, while helping to create a more sustainable and fairer economy.

The Group's business model enables a high rate of recovery from the agricultural coproducts that it processes, as well as from the resources used in the process, through:

- > **Animal feed and biomethanisation** for products from the processing of raw materials (beet pulp, broken grains, etc).
- > **Water recycling** in the production process, and fertigation for watering crops.
- > **Cogeneration**, a process whereby the energy produced from bagasse on Reunion Island and in Brazil is used to supply local plants and networks with electricity.
- > **The carbonation sludge** recovered from sugar production is used to fertilise the soil.
- > **Molasses** can be used to produce yeast or alcohol.

## SUSTAIN'2030 KEY PERFORMANCE INDICATOR

| CIRCULAR ECONOMY KPI                                 | Initial value 2018-19   | Value 2021-22 | Value 2022-23 | SUSTAIN'2030 target |
|--|---|---------------|---------------|---------------------|
| Percentage of raw materials transformed              | 99%   | 99.8%         | 99.8%         | 100%                |
| Definition and information relating to the indicator | Percentage of agricultural raw materials transformed in relation to the total of agricultural raw materials processed. Transformation includes all food and animal nutrition products, energy produced by cogeneration, gas produced by anaerobic digestion, fertigation water and fertilisers. |               |               |                     |
| Scope  | No exclusions.  |               |               |                     |

# Environmental management

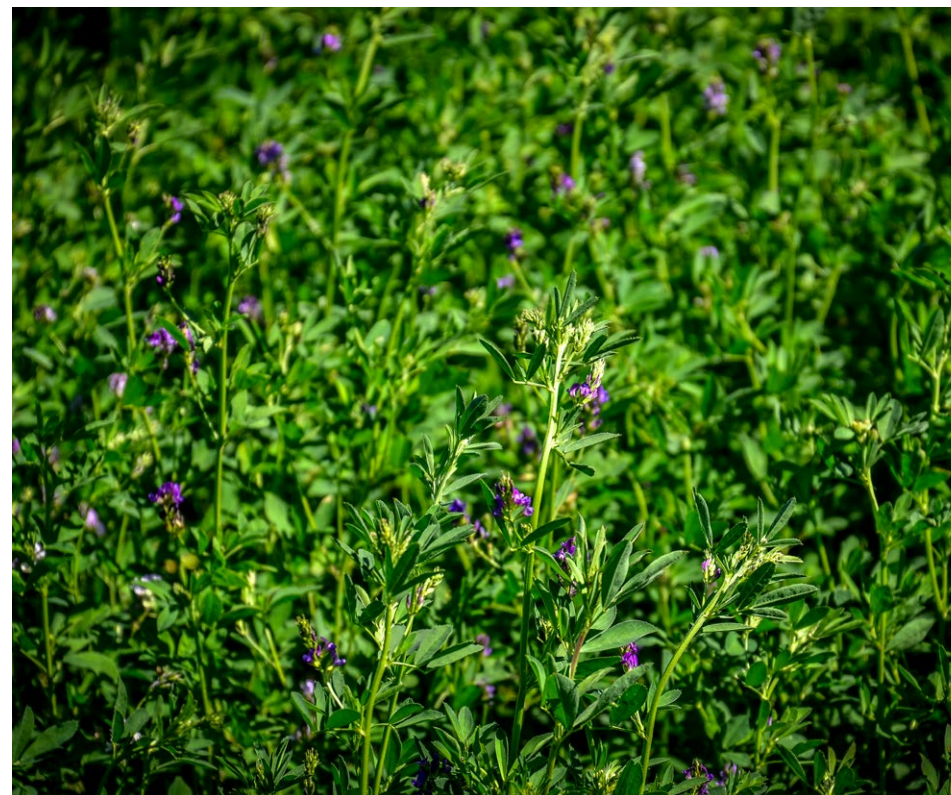
Tereos is committed to assessing, continuously improving and controlling the environmental impact of its industrial and agricultural activities.

## Key events

In an effort to foster exchanges and the implementation of best practices between all of the Group's European plants, coordination of environmental risk management efforts has been in place across Tereos Europe since September 2022.

## Policy and action plan

A project is currently underway to ensure that all production sites (excluding packaging and logistics sites) have an environmental management system. This programme is one of the key initiatives designed to strengthen our environmental risk management. By the end of 2022, 39% of the sites in question had an environmental management system, 28% of them ISO 14001 certified. Efforts in 2023 will focus on rolling out the programme to the 12 European sites that fall within the scope of the Integrated Emissions Directive (IED) but which do not have an



environmental management system. In Brazil, a similar multiannual project has been launched, with a first roll-out scheduled for 2023-2024.

The Group has continually invested in efforts to control air and water emissions, the aim being to guarantee its compliance and improve its environmental performance. Over the past 3 years, for instance, we have made significant investments in low NOx emission treatment plants and boilers at French sugar plants.

As a result of the incident that occurred on the dike of a basin at the Escaudoeuvres sugar refinery in 2020, audits and safety measures, where appropriate, have been implemented on all similar structures in France. As part of this, geotechnical assessments have been carried out on all basins, and a €12 million construction project has been scheduled over 3 years to reinforce these structures. A management system specifically dedicated to dealing with this risk has also been implemented, including annual external inspections and an annual internal audit.

The Group also relies on SMETA (Sedex Members Ethical Trade Audit) certification to audit its sites on environmental management, employee health and safety, labour standards and business ethics. By 2022-23, 28 Group sites were SMETA certified (worldwide scope).





### Pillar no. 3

# Preservation of resources



Global warming poses a systemic risk to our industrial and agricultural activities. It is also having an impact on the quantities of water available, with more frequent droughts. This is why Tereos is committed to contributing to global net zero by 2050 through its involvement in the SBTi 1.5°C FLAG initiative, as well as by reducing and optimising its water use.



# Climate

In this context, a climate strategy entails implementing measures to reduce greenhouse gas emissions as much as possible, storing carbon to offset residual emissions and incorporating the adaptation to climate change into the decision-making process.

## Key events

### SBTi 1.5 FLAG commitment

In 2020, Tereos set a goal of reducing its greenhouse gas emissions by 30% by 2030 in its European industrial facilities (scopes 1 and 2), compared to 2015.

In late 2022, the Group joined the Science Based Targets initiative (SBTi) and embarked on a FLAG 1.5°C process to establish a decarbonisation plan in line with the Paris Agreements. The FLAG method (Forest, Land and Agriculture) is used for setting science-based targets for sectors that require land use.

Tereos has designated 2022-23 as its reference year in order to assert its climate ambition, a choice geared towards future efforts, and it has two years to have its objectives and action plan validated by the SBTi.

Tereos is preparing its roadmap, which includes a new Group-wide target for curbing greenhouse gas emissions in all of its industrial and agricultural activities. This target will be broken down into short-, medium- and long-term strategies, with a transition plan jointly developed and validated with each of the Group's entities.

### Low carbon agriculture

During 2022-23, the focus was on low-carbon agriculture:

- > The Group committed to developing a specific SBTi FLAG methodology for sugar beet and sugar cane.
- > The Group also signed up to the CarbonThink project, as well as a multi-stream regenerative agriculture project.
- > 20 carbon diagnostics of farms were carried out with our cooperative members, and several methodologies were tested, with support from ADEME as part of its "Right Carbon Diagnosis" programme.

## Scopes 1&2

### Policy and action plan

In order to decarbonise our industrial scopes 1&2, our action plans have focused on:

- > **Energy efficiency:** projects are aiming to reduce the need for steam produced by boilers. This is achieved by investing in equipment that is more energy efficient, and by recovering and reusing waste heat from the plants.

48% of entities are already ISO 50001 certified, and the certification process will continue over the coming months.

- > **Decarbonisation of fuels:** to reduce its carbon footprint, the Group is investing to move its energy mix towards lower-emission fuels and renewable energies. By way of example, three biomass boilers have been installed at the Pleurs and Allemanche sites.

- > **Production of renewable energies:** the Group set up a strategic study in 2022 of the anaerobic digestion of its substrates to produce biogas that can be used to replace natural gas.

At the same time, Tereos is seeking to invest in renewable energy projects, with long-term PPA (Power Purchase Agreement) and GPA (Gas Purchase Agreement) contracts in Spain and in Czechia.



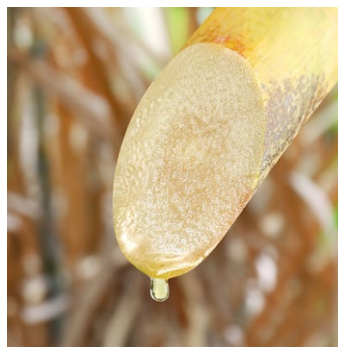
| DIRECT AND INDIRECT CO <sub>2</sub> e EMISSIONS (SCOPES 1 AND 2) KPIS | Value 2021-22  | Value 2022-23 | SUSTAIN'2030 target |
|---|--|---------------|---------------------|
| Greenhouse gas emissions (millions of tonnes)                         | 2.55   | 2.45          | Net zero by 2050    |
| Definition and information relating to the indicator                  | Total CO <sub>2</sub> emissions from fossil fuel consumption (coal, coke, anthracite, lignite, heavy fuel oil, natural gas, oil) and the production of steam and electricity from fossil fuels and bagasse. The emissions factors for the different countries in which the Group operates are those published by the French Agency for Environment and Energy Management (ADEME), in line with the GHG Protocol calculation method. The methodological change in accounting for emissions between 2021-22 and 2022-23 includes the following changes: application of an emission factor to bagasse, inclusion of fuel consumption by vehicles owned by Tereos, as well as an adjustment to the scope of reporting. |               |                     |
| Scope   | Excluding HFC, PFC and CH <sub>4</sub> emissions; greenhouse gas emissions resulting from combustion of biomass (except bagasse) and those not included in the Kyoto Protocol.   |               |                     |

### Scope 3 Agricultural

The Tereos Group has identified regenerative agriculture as a priority area for reducing its Scope 3 agricultural emissions, and will structure its approach as part of the definition of its climate roadmap, notably by building a common technical base for its sugar beet and cereal processing activities, including its partner suppliers. It would then be possible to extend this work to the potato and alfalfa processing activities.

A project with Bonsucro in Brazil is seeking to establish a sugar cane-specific FLAG methodology to determine science-based targets, and to build a tool for companies to implement them. For Tereos in Brazil, the aim is to develop a mitigation trajectory in 2023 with a project partner.

Tereos is a partner in the CarbonThink project, a recognised low-carbon agriculture project. CarbonThink is an initiative focusing on the assessment and carbon financing of farms, based on the field crops methodology used by the Label Bas-Carbone.



### Scope 3 Non-agricultural

The following initiatives for upstream transport in France are contributing to reducing the Group's carbon emissions:

- > **Optimisation of transport:** software is used to optimise the overall volume of transport from fields to industrial plants.
- > **Systems for removing soil:** 50 sugar beet loading areas have been equipped with systems that remove around half of the soil clinging to the sugar beet roots before loading, thereby avoiding the transportation of a million tonnes of unwanted soil per year.
- > **Trialling the use of 48-tonne trucks:** Tereos continued experimenting with these larger vehicles at one of its sites in 2022, in order to reduce the number of road journeys for the same overall volume transported.

With regard to downstream transport in Europe, the following levers have been identified:

- > **Multimodal logistics:** with the use of rail/road and barge/road. These solutions have been tried out with customers and between the Group's European facilities.
- > **Optimisation of transport:** the payload to be loaded has been maximised for bulk sugar flows from France. On average, the Group has been able to load roughly one tonne more payload in its shipments, equivalent to 5% more tonnage loaded.
- > **The use of alternative fuels:** in 2022, tests were carried out on two tractors powered by LNG (Liquefied Natural Gas), and ED95 biofuel is due to be trialled on one site in 2023.



# Water

With droughts becoming more frequent and more intense, water management is a key challenge for Tereos's industrial sites and the entire value chain.

## Key events

In 2022, at the request of the DREAL (the French regional directorate for the environment, planning and housing) and with the assistance of an external third party, five Tereos sugar and starch facilities in France carried out a technical and economic study aimed at precisely defining their water footprint and specifying a multi-year action plan to initially reduce their water consumption by 10% in 2025 (compared with 2019). This initiative will be extended to three other plants in 2023 and 2024.

## Policy and action plan

The Group's main lever for reducing water consumption is recycling water from the production process, particularly condensed water in the case of European sugar facilities. The aim is to recycle as much as possible of the water evaporated during the sugar production process – sugar beet contains 75% water – as a substitute for water drawn from the natural environment.

As a result, the Group is prioritising continued investment in this area. In previous years, four European sites acquired new water storage basins. This has enabled some of them to reduce their water extraction by a factor of three or four since 2017/2018.

In Brazil, Tereos is conducting several programmes to reduce the entity's specific water consumption:

- > **A Water Management, Optimisation and Treatment programme** has the goal of reducing the volume of water extracted and of increasingly reusing the wastewater generated by the industrial process.
- > **Monthly meetings** known as "Water Committees" are held to share best practices and new ideas to create solutions for reusing water and effluent.
- > **A Kaizen programme** allows each department to propose ideas and projects to optimise industrial processes while achieving business and sustainability objectives. In 2021, 49 Kaizen projects involved water management.

Thanks to these actions, we have already reduced our water consumption in Brazil per tonne of product by 12% since 2017, on course to achieve our target of 21.5% by 2030.

## SUSTAIN'2030 KEY PERFORMANCE INDICATOR

| WATER PERFORMANCE KPI                                | Value 2020-21  | Value 2021-22 | Value 2022-23          | SUSTAIN'2030 target |
|--|--|---------------|------------------------|---------------------|
| Water performance                                    | 40.2   | 35.4          | Indicator under review | -20%                |
| Definition and information relating to the indicator | Performance of water consumed during the industrial transformation process, calculated differently for each Entity to reflect the diversity of industrial processes and raw materials transformed. Tereos's objective is to be able to produce more while consuming as little water as possible in its facilities. |               |                        |                     |
| Scope  | Cooling water is not taken into account, except for subsidiaries in Brazil and Reunion Island, which are not yet able to dissociate these volumes from the total volumes of water extracted. Excludes Tereos Animal Nutrition.   |               |                        |                     |





#### Pillar no. 4

# Responsible consumption



Tereos is committed to addressing social, environmental and economic issues across its entire value chain, in keeping with society's expectations for responsible and affordable products. The Group is also aware of the importance of ensuring the quality, safety and traceability of the products it offers.



Innovation is an important element in the Group's strategy, and the nutrition and health business is a major focus for our Research & Development (R&D). The Group's ambition is to anticipate market trends by positioning itself in the segments of plant-based protein, dietary fibre, carbon-free products and new sweetening agents, as well as providing its expertise in reformulating products to comply with public health recommendations. Nutrition policies and action plans are directly operated and monitored Group-wide.

The Group's Food Transition roadmap is based on 4 pillars:

- > **Health:** optimising and diversifying our product portfolio, supporting our major customers in nutritional reformulation, etc.
- > **Satisfaction:** of our customers and consumers.
- > **Sustainability:** broadening our product offering, such as low-carbon products and plant-based alternatives.
- > **Digital.**

### Key events

In 2022-23, we established a new segmentation of our major customers, which led to the creation of a list of key food clients receiving our technical support in terms of nutritional reformulation.

We have also continued to develop our nutritional product portfolio, such as fructo-oligosaccharide fibres, as consumer demand for healthier and more natural foods grows (helping them to better track their nutritional intake, with more product information), and as they seek out new flavours and textures.

In June 2022, the Epi&Co and EpiWit brands were replaced by the new Ensemble™ brand, which offers a new and improved version of Tereos's range of plant-based protein meat substitutes. Ensemble™ is now a business in its own right, based in a specially created company in the United States, with a European launch due shortly.



## Nutritional reformulation

### Policy and action plans

To meet consumer expectations, and highly mindful of the challenges involved, Tereos supports its customers in the nutritional formulation of their products, by improving the Nutri-Score of finished products, for example. This reformulation activity covers all food segments: beverages, confectionery, chocolate, biscuits, cereal and dairy products.

The purpose of the reformulation programme is to make suggestions that focus on four main areas:

- > **Nutritional profile:** fewer calories, less sugar and more fibre and protein.
- > **Sensory preference:** the product must be as good as, or even better than, the reference product.
- > **Consumer perception:** clear labelling and ingredients that meet consumer expectations of simplicity and clean ingredients.
- > **Accessibility:** keeping the price affordable for consumers.

Tereos R&D teams do this by optimising the composition and functionality of the various nutrients: sweetening agents (including intense sweeteners such as stevia, low-glycemic carbohydrates and low-calorie bulking agents), proteins, dietary fibres and native starches of various botanical origins (tapioca, potato, wheat and corn).

With a product portfolio of more than 400 references, Tereos is currently the only player with such a broad and complementary range in terms of formulation.

This nutritional reformulation service is part of the Tereos service offering, which is segmented according to key customers. The Group is working with its sales and marketing teams to achieve its ambitions, and:

- > **Offers training sessions on standard proposals** during annual seminars for sales teams.
- > **Closely monitors customers who have already benefited from reformulation proposals**, tracking them on a scorecard.

As part of its work in reformulation, Tereos also offers a series of webinars for internal and external audiences, to present its product portfolio and the main types of ingredients that have a positive impact on health, such as FOS (Fructo-oligosaccharides).

| NUTRITIONAL REFORMULATION KPI  | Initial value 2018-19  | Value 2021-22  | Value 2022-23 | SUSTAIN'2030 target |
|--|--|----------------|---------------|---------------------|
| Percentage of major Food customers to whom Tereos has offered a nutritional reformulation solution by Tereos | 5%   | Not available* | 41%           | 70%                 |
| Definition and information relating to the indicator   | Percentage of major Food customers to whom Tereos has offered a nutritional reformulation for one of their products. The reformulation results in an improvement of the nutritional profile of the final product (reduction of simple sugars and/or fats, and/or calories, and/or enrichment in fibre or protein). |                |               |                     |
| Scope  | Group  |                |               |                     |

\* This was a new indicator under construction.

## Healthy products and Research & Development

Tereos is committed to diversifying its offering with products that promote a healthier diet. Among the most notable products are Actilight® fructo-oligosaccharide dietary fibre, a natural fibre with prebiotic properties, the natural sweetener stevia, Maltilite® maltitol, which substitutes for sugar in the diet of diabetics, plant-based proteins for a high-protein diet and maltodextrins for athletes. The portfolio is also being expanded to include new fibres, new low-calorie ingredients and new plant-based proteins.

To support these product developments, Tereos also invests in scientific nutritional studies to understand the physiological impact of our products, for example on human digestive comfort, sports performance and stress, as well as on animal health and immunity. A dedicated nutritional science team at Group level studies the physiological impact and benefits of our ingredients.

One of the key areas of focus in the redefinition of the Group's strategic plan for the next ten years is the definition of a sustainable offering.





# Plant-based proteins

## Policy and action plan

On the world market, plant-based proteins are experiencing annual growth of 7% to 8%. In France, sales growth is accelerating with existing customers, but above all with export markets. Favoured for their lower environmental impact, and as high-quality supplements to animal proteins, they also meet new consumer expectations (flexitarianism, healthier products, diversification, flavour).

Faced with these new consumer trends, Tereos has a policy of developing a range of ingredients that are rich in plant-based proteins, for food professionals, mass retailers and institutional and commercial catering.

The Ensemble™ product range has a number of key advantages, including a very short list of ingredients (there are only five), local production in Alsace, eastern France, raw materials from France or elsewhere in the European Union, nutritional aspects (rich in protein, source of fibre, low in salt and saturated fatty acids) and a use-by date of 12 months post-production, making it unique on the market. The Ensemble™ range is also available with an organic certification.

In 2022, the Group strengthened its support and allocated additional resources so that the plant-based protein development project could become a business in its own right. A company has also been set up in the United States (Ensemble Foods North America) to enable marketing operations in North America. In September 2022, an Ensemble Business Director was appointed, a dedicated team continues to be built up, and capacity investments will be made during 2023 and 2024.



# Quality, traceability and food safety

## Key events

Since September 2022, the new organisational structure of Tereos in Europe has enabled us to establish a joint roadmap for our European starch and sugar facilities. Ongoing efforts to ensure that our products are free of foreign bodies and contamination risks have continued, with modifications to existing plants, awareness-raising initiatives for our subcontractors and meetings with our customers so that our teams can fully appreciate the importance of this issue.

Also in 2022, our crisis management systems proved their resilience and prevented any impact on the quality and safety of our products for consumers.

## Policy and action plan

Tereos is committed to providing its customers with safe products that comply with regulatory requirements and with quality and food safety standards. A roadmap outlining the Quality policy in Europe has been defined and is being implemented in all European sites. It is supported and managed by the Quality teams at the Group's entities. The European roadmap focuses on three main areas:

- > **The Quality Charter**, which sets out three principles ("ensuring product quality and safety", "strengthening the quality culture", "ensuring customer satisfaction and continuous improvement").
- > **The eight Group Quality Golden Rules**, which remind employees of the essential attitudes and measures to be taken to ensure the quality and safety of products.
- > **The eight Group Quality Priorities**, ensuring the regulatory compliance of products and compliance with specifications; providing training; and managing the activities of external parties having an impact on products.

The Group's industrial sites have implemented quality and food safety management systems based on international standards and benchmarks. By 2022-23, 65% of sites were ISO 9001 certified, and 74% FSSC 22000, ISO 22000 or an equivalent certification.

The Group's goals include managing the risks of contamination throughout the production process, implementing preventive and corrective actions, and checking compliance with control standards and alert systems. Procedures have also been developed and implemented at all levels of the supply chain to ensure the traceability of agricultural products. These procedures are audited by an independent third party. Subcontractors are also included in the Group's action plan, through dedicated days, supplier evaluations and audits, as well as visits to suppliers.





**Pillar no. 5**

# Employees and local development

4

QUALITY  
EDUCATION



5

GENDER  
EQUALITY



8

DECENT WORK AND  
ECONOMIC GROWTH



To meet its stakeholders' expectations, Tereos is committed to the health and safety of its employees and partners; to promoting diversity, equal opportunity and the fight against discrimination; and to supporting local development.



# Human Resources

HR management involves taking action to promote diversity and prevent all forms of discrimination, to improve working conditions for our employees and partners, and to ensure effective social dialogue.

Particular challenges for Tereos France are to improve the efficiency of the HR function by aligning local and support activities, and to anticipate the risk of skills loss as a result of retirements and resignations.

## Key events

The new managerial organisation in Europe has created a need to adjust operating methods, with new interactions to be addressed.

# Fairness and diversity

## Policy and action plan

With operations in 15 countries, Tereos is a multicultural group. It intends to strengthen its diversity, and to increase access to management and leadership roles within the company for women. To achieve better female representation within the Group, in addition to its SUSTAIN'2030 target, the Group aims to increase the proportion of women among its employees, by ensuring equal access for women:

- > **to recruitment**, by encouraging female profiles during phases of recruitment,
- > **to training**, by ensuring that the proportion of women receiving training is at least equal to their proportion in the workforce,
- > **to promotion**, by ensuring that the proportion of women benefiting from promotion is at least equal to their proportion in the workforce.

The Group's diversity action plan also includes a number of levers to help speed up this process. These include:

- > **Changing people's opinions on diversity** by raising awareness among employees through training, but also **promoting the Group's commitment** to diversity among future female employees.
- > **increasing the commitment of senior management** teams and developing internal synergies.



In France, Tereos has made a commitment to professional equality:

- > **Training for recruiters** in non-discriminatory recruitment practices.
- > **Organisation of a training module in management** for women who are not managers, during the 2023/24 financial year.
- > **Dedicated interviews arranged with an HR representative** for women who have not been promoted in the last 5 years.

In Brazil, Tereos launched a programme in 2021 called *Diversifica Tereos*, a series of initiatives intended to encourage inclusion and diversity. The Code of Ethics prohibits any form of discrimination against employees, on the basis of gender, disability, or political opinions. Collective agreements relating to generation contracts and gender equality signed by certain entities extend this document.

In compliance with French legislation passed in September 2018, Tereos has published an Equality Index for those entities concerned since 2019. Results of the Tereos Equality Index in France as at December 31, 2022:

- > **Group tertiary teams:** 77/100 (+ 11 points vs 2021)
- > **Tereos Services Europe:** 97/100 (97 points in 2021)
- > **Sugar activities France:** 83/100 (+ 10 points vs 2021)
- > **Starch activities France:** 84/100 (+ 6 points vs 2021)

The inclusion of people with disabilities in the workplace is also a major challenge. In line with this, Tereos plans to promote the integration of all employees, regardless of age, gender or disability.

# Health and safety of employees and partners

The Group's industrial activities may result in health and safety risks for our employees and partners (subcontractors, temporary workers).

## Key events

A new Safety Roadmap has been defined for Europe. Since September 2022, Tereos's new organisation in Europe has made it possible for starch and sugar sites to progressively roll out a joint accident prevention roadmap.

## Policy and action plan

Tereos's health and safety policy focuses on the following priorities:

- > **Ensure the health and safety** of all employees and of all partners.
  - > **Develop a safety culture.**
  - > **Support sites** moving towards "independent", then "interdependent" modes of operation in future years, taking account of the current positions of sites.
- Tereos is committed to ensuring that every employee and every partner works in a way that respects and maintains their physical and mental well-being. To achieve this, the new roadmap is based on 3 pillars:
- > **Pillar 1 - Leadership:** each manager must promote and share Tereos's safety vision and values.
  - > **Pillar 2 - Prevention management:** the prevention approach makes it possible to monitor progress and is based on the development of simple, adaptable and progressive standards and tools.
  - > **Pillar 3 - Risk assessment:** risks are regularly assessed before any intervention so that the necessary measures can be implemented to reduce risks as much as possible.

This roadmap is based on the 8 Golden Rules and the Health and Safety Charter, which remain the foundation of our policy.

On the basis of diagnostics and site visits, 6 teams are working on identifying the priorities to make progress in controlling risks and improving the safety culture, in the following areas:

- > **Encouraging dialogue on safety** in order to change people's behaviour through support and commitment.
  - > **Making event management a proactive approach** that involves all interested parties.
  - > **Developing risk assessment** to make it a tool used by managers on site.
  - > **Improving analyses prior to intervention** and embedding the "know how to stop" principle.
  - > **Control all operations** involving energies and hazardous fluids.
  - > **Implement management visits** to align practices with applicable standards.
- In this context, results are monitored by:
- > **Increased monitoring of proactive indicators**, such as the quantity and quality of safety dialogues and reporting and handling of high-risk situations.
  - > **Monitoring frequency rates**, with a particular focus on incidents with a high potential severity (HiPo).



## SUSTAIN'2030 KEY PERFORMANCE INDICATOR

| HEALTH & SAFETY KPI   | Initial value 2018  | Value 2021-22 | Value 2022-23 | SUSTAIN'2030 target |
|---|---|---------------|---------------|---------------------|
| <b>Frequency rate of lost-time accidents</b>                | 2.8   | 2.24          | 3.49          | <b>0.5</b>          |
| <b>Definition and information relating to the indicator</b> | <p>Number of accidents declared with more than 24 hours of lost time (LWC), in relation to the number of hours of work carried out during the period in question, per million hours worked, according to the following formula:</p> $\frac{LWC \times 1\,000\,000}{Nb\ of\ worked\ hours}$ <p>The frequency rate of lost-time accidents covers all Tereos employee categories (permanent, fixed-term, temporary) as well as contractors working on Tereos sites. It is based on actual hours worked and not theoretical hours, except for fixed-rate employees. A maximum of 180 days is allowed for a lost-time accident. Relapses are not considered as accidents, but as prolongations of an initial accident.</p> |               |               |                     |
| <b>Scope</b>  | Group level. Includes the associated industrial and administrative sites within the scope of consolidation.   |               |               |                     |



# Career management

## Key events

In 2022, Tereos launched a project to create one single Human Resources information system to include performance, succession, recruitment, training and compensation modules. The benefit for employees is a more straightforward way of accessing information on various aspects of their careers, while for managers, it provides a clearer overview of their teams, whom they are able to manage more effectively.

The new “Share & Talks” initiative is designed to bring members of the Executive Committee closer to groups of employees. As part of this approach, meetings with a limited number of participants are held on a regular basis to give employees the opportunity to talk to a member of the management team. These discussions mainly focus on the company’s strategy, professional missions and individual contributions people can make to Tereos.

## Policy and action plan

Career management is considered a priority by Tereos. Every year, to give our employees the opportunity to assess their performance, we organise a performance review throughout all parts of the Group. This also allows us to set goals for the year ahead, establish a development plan which may include various actions (such as training, taking part in new projects, attending events, among other possibilities), and reflect on career aspirations. All this information will be reviewed during the course of the year, through a mid-year review.

In addition, to strategically manage careers across the Group, Human Resources has set up career committees with the line managers of all *cadre*-level employees. These committees are an opportunity to discuss each individual career path with managers from different departments, where different parameters are assessed.

Many of the career management initiatives result in various training courses for our employees, which are organised within the company or in partnership with other training organisations. An internal e-learning academy is available to employees to help them develop their careers, share knowledge, learn more about the company and so on. In addition, we also offer in-house training: in Brazil, for example, there is an extensive catalogue that supports employees at different stages of their careers, from their earliest positions through to junior leadership and senior leadership roles.

Internal mobility is also a key element in recruitment and career development at Tereos. Mobili’T, a dedicated programme, has been specifically designed to set rules for internal mobility and to encourage our employees to apply for internal positions. The entire Human Resources community, as well as recruitment managers, are committed to boosting mobility. In 2022, 30% of management positions in France were filled by internal candidates, and in Brazil more than 70% were similarly filled by internal candidates.



A dedicated training plan was recently launched in Europe. It is due to be presented to the Tereos Social Works Council in September. The Tereos Academy training catalogue is also being reviewed and updated.

# Industrial relations

## Policy and action plan

Tereos encourages good industrial relations in all its subsidiaries. This includes all forms of negotiation, consultation and simple sharing of information between employee representatives and management to promote better understanding on matters of common interest.

A Tereos European Works Council was created in 2017. Its purpose is to structure the consultation and dialogue process on a transnational scale. This body brings together some twenty employee representatives in Europe, including France (with Reunion Island), Spain, Czechia, Romania and Belgium. Its aim is to improve access to information for employees and to foster dialogue with the employee representatives of the European entities. It meets twice a year to discuss economic and social issues.

# Local development

## Local footprint

The Group contributes to local development through its activities. The Group's plants are vehicles for employment and training. They offer the surrounding rural populations the opportunity to work locally, which helps to maintain sources of employment in rural areas that can be hard hit by deindustrialisation.

A Local Footprint study carried out from 2018 to 2020 on nine industrial sites in Europe has revealed the indirect local impact generated by a Tereos site. Local impact is measured using several indicators: direct impact (investments), indirect impact (suppliers) and induced impact (contribution of Tereos employees and suppliers to the local economy, through spending and taxes: education, health, infrastructure, etc.).

For every Tereos employee, an average of 11.5 additional jobs are supported in the French economy. This means that the economic activity generated by our industrial sites has helped to maintain and create 25,000 jobs. More than a third of these are located in the same region as the plant. Four main sectors of activity are being sustained: agriculture, health, education and social services.



## Noise and odour pollution

Tereos is well aware of the impact of the odours emitted by its industrial activities, and has appointed an internal “nose” at each of its French sites to monitor the nuisances caused by beet processing. The measures deployed include:

- > **Installing anti-odour devices** around the tanks,
- > **Improved classification and management of effluents** to limit odorous biological processes (flow separation, aeration, etc.).

In three of its sites, in partnership with Odometric, Tereos has also set up odour monitoring centres, in which local residents can volunteer to take regular readings and report any odour nuisance.

Examples of odour and noise reduction measures implemented at European sites include the following:

- > Installation in Aalst of an anaerobic digester for the wastewater treatment plant, which also increases biogas production by 10% and reduces hydrogen sulphide (H<sub>2</sub>S) emissions.
- > Investments at Zaragoza in industrial processes to eliminate 95% of odours, the use of acoustic protection materials, improved maintenance of industrial equipment and the installation of sound level monitoring equipment.
- > Installation at Boiry-Sainte-Rictrude of caulking equipment and fans fitted with sound traps to cool the buildings at the pumping station.

## Partnerships with associations to address food waste, biodiversity, energy and waste management

The Group's local roots also involve partnerships with non-profit organisations. In France, Tereos signed a 25-tonne annual sugar donation agreement with the French Federation of Food Banks (FFBA) in 2020. On Reunion Island, Tereos helps to direct the work of the ECOAGRI association for waste collection, and is involved in two projects to protect endogenous bird species with the SEOR association. In Brazil, Tereos donates part of its surplus energy production to partner organisations, such as the Hospital de Amor in São Paulo..



# Ethics and Anti-corruption

## Key events

The assessment procedure for third parties was strengthened in 2022-23 with the introduction of a new screening tool. This tool has made it possible to continuously monitor more than 21,000 third parties identified on the basis of the Group's risk mapping. All new third parties falling within the scope of this procedure have been checked using this tool since January 2023 before entering into a commercial relationship. Specific training is now given to all exposed employees (purchasing, sales, trading).

A number of compliance procedures have also been written, updated and/or reviewed in the light of the latest legislative and regulatory developments in the fight against corruption. The Tereos Group also carried out a complete review of its anti-corruption measures in compliance with the Sapin II law when updating its risk mapping. General and department-specific action plans were identified.

Finally, in the areas of Ethics, Anti-corruption and GDPR, a new mandatory e-learning training programme has been launched for all Group employees with Internet access. The proportion of employees with a connection who have received training in Anti-corruption is 79%, 80% for the GDPR and 87% for the Code of Ethics.

## Policy and action plan

In order to address risks relating to corruption, the Group:

- > **has strengthened procedures** for whistle-blowing, the anti-corruption code, gifts, invitations and conflicts of interest
- > **will roll out action plans** resulting from the updated risk mapping.

With regard to anti-competitive practices, a mapping of the Group's competition risks is currently being drawn up. This exercise should help identify the actions that need to be taken in this area over the 2023-24 financial year. Training in the form of e-learning will be carried out by all employees with an Internet connection from the end of April 2023.

The Group has also begun mapping environmental and social risks in order to draw up a Duty of Care plan.



# Information systems security and GDPR

## Key events

A procedure manual relating to data and linked to the GDPR has been produced. Twelve procedures have been written, updated and/or reviewed in connection with data protection and information security.

## Policy and action plan

As cyber risk is constantly increasing and evolving in its form, Tereos has adopted a General Information Security Policy (GISP) that applies to all Group entities and all employees. It covers the security of customer and supplier data, as well as all data required by Tereos for its operations.

It is managed by a Group Information Systems Security Manager (Group ISSM), who coordinates a network of ISSMs and ISS correspondents within each region, country or Group site. The GISP is implemented in 6 areas:

- > Policy and governance
- > Cybersecurity awareness
- > Supervision and security tools
- > Infrastructures
- > Industrial IT and application security
- > Monitoring of cybersecurity risks posed by new technologies.

These procedures have been published in their entirety on the intranet, in order to improve the transparency of information and accessibility of the various documents used to declare the conformity of the procedures. These are supplemented by Tereos's information systems security policy. A GPRD indicator is currently being created.





# Responsible purchasing

## Key events

The assessment procedure for third parties was strengthened in 2022-23 with the introduction of a new screening tool. Criteria intended to address environmental and social risks are incorporated into third-party assessments.

## Policy and action plan

For purchases excluding raw materials, the Group's Responsible Purchasing policy aims to evaluate and monitor the social and environmental performance of major suppliers. The performance of the pairing of product and supplier is assessed as soon as it is approved, and it is then monitored throughout the relationship by means of six-monthly evaluations and audits.

This assessment is carried out annually in September/October by each buyer for all purchases identified as critical and whose sales with Tereos exceed a pre-established threshold, or in the event of a major incident involving the supplier. It is used to check a supplier's compliance with the Group's requirements, as well as with changes in regulations and quality standards. Supplier performance is assessed on the basis of indicators and a review of major incidents and recurrent minor incidents recorded during the period in question.

Evaluation of the CSR criterion is carried out as part of an annual exercise in partnership with EcoVadis. This independent platform evaluates suppliers in terms of sustainable development and social responsibility on four themes: environment, labour and human rights, ethics and responsible purchasing. In addition, each company is evaluated on key issues relating to its size, location and business sector.

In 2022-23, for Purchases excluding raw materials, Tereos teams carried out 40 supplier audits:

- > 6 approval audits
- > 27 systematic audits
- > 7 audits following up on non-conformity

Scores obtained by the Group's suppliers are included in the annual performance reviews carried out with them by the Purchasing Department. Suppliers who score less than 45/100 overall or on one of the EcoVadis pillars must submit a corrective action plan. As part of the new organisation of the Purchasing Department (excluding raw materials), we are going to redefine

our expectations in terms of CSR in relation to our suppliers. Although we will continue to work with EcoVadis on the evaluation of this criterion, our expectations will be revised according to the weight of the supplier in Tereos's expenditure (excluding raw materials) and the significance of the purchasing category.



# Methodological notes

## Methodology of non-financial reporting

### Organisation of Tereos Group reporting

The Tereos Group asks all its entities to report annually on social and environmental responsibility information. The indicators and reporting protocol have been defined for all the Group's Business Units. This protocol is used as a reference for the various correspondents and in all the Business Units for the preparation of this report. It describes the challenges, roles, indicators, the mechanics and scope of collection, the principal challenges identified and the procedure for controlling and regulating these challenges. The information published in the present report follows the rules and definitions established by the Group in order to ensure uniformity.

### Scope of collection

The indicators cover all Tereos Group entities that are fully consolidated for accounting purposes.

Entities are included in the scope when:

- the Group holds a majority stake in them, or
- the Group exerts operational control even though its stake is 50% or less.

As a result, 40 of the Group's industrial sites are included in the scope of reporting. Entities whose commercial activities are coordinated by Tereos Participations for sugar beet derivatives, Tereos Commodities, as well as the Group's administrative and tertiary sites are excluded from the scope. Entities sold, closed, purchased or created during the reporting year are not included in the scope: in particular, the Group divested its activities in Romania during 2022-23. Accordingly, 13,548 Group employees are included in the scope of reporting, out of a total of 15,800 (the overall consolidation).

The indicators of consolidated subsidiaries are presented without the application of a share or proportionate consolidation. Data for the entities is reported in full even when the Group's stake is less than 100%.

### Period covered

Unless indicated for a specific indicator, all Tereos Group entities are included in the reporting. The data presented in this statement is consolidated for the Group's financial year, which runs from 01/04/2022 to 31/03/2023, except for the indicators *"Number of employees and breakdown by gender"*, *"Number of employees who are 'people managers' and gender breakdown"*, *"Average number of hours of training per employee receiving training"* and *"Percentage of employees with a disability"*, which are calculated for the calendar year 2022.

### Limitations of data collection and reliability

The reporting protocol has been progressively structured and implemented in the Group's entities since 2014 and certain definitions are currently undergoing standardisation. Nonetheless, the consolidated indicators used remain consistent and meaningful.

The methodologies used for some workforce-related, environmental and social indicators may entail limitations. For example, there may be slightly different definitions of workforce-related indicators from one country to another, depending on local legislation. The Tereos Group is constantly working on harmonisation. The methods used to collect and input information and changes in definition may affect the comparability of indicators.

Following consultations carried out by the Tereos Group for its materiality analysis, some of the information requested in the framework of the NFS was found to be of little significance. Thus, the following information is not published: *"Respect for animal welfare"*, *"Fight against food insecurity"*, *"Actions to promote the practice of physical and sporting activities"*, as the Group's activity is exclusively based on the production and processing of plant raw materials, the relevance of these issues has not been demonstrated and does not require any special treatment by the Group.



# Methodological notes

## Definition of key performance indicators outside SUSTAIN'2030

### Share of ISO 14001 certified sites

**Definition:** the percentage of industrial sites in the scope of consolidation with ISO 14001 certification (environmental management system) valid during the financial year.

**Scope:** no exclusions.

### Water consumption

**Definition:** Total volume of water taken from the public water supply network, pumping from rivers or groundwater, for processing and cooling.

**Scope:** excluding captured and stored rainwater.

### Share of renewable energies

**Definition:** the percentage of renewable energy consumed by industrial sites within the scope and in relation to the total volume of energy consumed to process the agricultural products. Renewable energies are considered to be: solar energy, wind energy, hydraulic energy, biomass, bagasse, geothermal energy, electricity and steam produced from renewable energies.

**Scope:** no exclusions.

### Share of ISO 50001 certified sites

**Definition:** the percentage of industrial sites in the scope of consolidation with ISO 50001 certification (improvement of energy performance) valid during the financial year.

**Scope:** no exclusions.

### Share of ISO 22000 or FSSC 22000 certified sites (or equivalent)

**Definition:** the percentage of industrial sites in the scope of consolidation with ISO 22000 certification or its equivalent FSSC 22000 (food safety management system) or GFSI (Global Safety Initiative) recognised equivalent, valid during the financial year. For animal nutrition, Feed Chain Alliance (FCA) certification is taken into account for this indicator.

**Scope:** no exclusions.

### Share of ISO 9001 certified sites

**Definition:** the percentage of industrial sites in the scope of consolidation with ISO 9001 certification (quality management system) valid during the financial year.

**Scope:** no exclusions.

### Proportion of customer complaints processed on time

**Definition:** the percentage of customer complaints relating to product quality which are treated within a period considered acceptable by Tereos.

**Scope:** no exclusions.

### Overall frequency rate global

**Definition:** the number of accidents reported with and without lost time during the financial year in relation to the number of hours worked during the period in question per million hours worked, according to the following formula:

$$\frac{\text{Nb of cases registered} \times 1\,000\,000}{\text{Nb of worked hours}}$$

The overall frequency rate covers all Tereos employee categories (permanent, fixed-term, temporary) as well as contractors working on Tereos sites. It is based on actual hours worked and not theoretical hours, except for fixed-rate employees. LWC (Lost Work Cases) = work-related accidents, causing an injury that prevents the employee from working for more than 24 hours. RWC (Restricted Work Cases) = work-related accidents that prevent the employee from performing his or her regular duties and requires reassignment to an adapted position. MTC (Medical Treatment Cases) = work-related accidents requiring medical attention but not preventing the employee from returning to work. Relapses are not considered as accidents, but as prolongations of an initial accident.

**Scope:** this indicator applies worldwide and includes the associated industrial and administrative sites within the scope of consolidation.

### Severity rate

**Definition:** the number of days compensated per 1,000 hours worked over the financial year, i.e. the number of days lost due to temporary incapacity per 1,000 hours worked, according to the following formula:

$$\frac{\text{Nb of lost worked days} \times 1\,000}{\text{Nb of worked hours}}$$

# Methodological notes

The severity rate covers all Tereos employee categories (permanent, fixed-term, temporary) as well as contractors working on Tereos sites. It is based on actual hours worked and not theoretical hours, except for fixed-rate employees.

**Scope:** Group level, and includes the associated industrial and administrative sites within the scope of consolidation.

## Percentage of employees who have received health and safety training

**Definition:** the percentage of employees who have completed a health and safety training module (either a module offered by the in-house Tereos Academy e-learning tool or a face-to-face training session).

**Scope:** no exclusions.

## Average seniority in years

**Definition:** the total of the periods of presence of Tereos's permanent employees (expressed in FTEs) on the last day of the financial year, divided by the number of permanent employees (expressed in FTEs).

**Scope:** excluding employees on fixed-term contracts, interns and apprentices.

## Average number of hours of training per employee receiving training

**Definition:** the total number of hours of training in relation to the number of employees receiving training during the financial year. The indicator includes all categories of permanent and temporary employees, as well as contractors and those no longer working at Tereos by the end of the calendar year. The training hours considered are those planned and carried out by the employee.

**Scope:** excluding seminars, conferences, integration days, working groups and open days.

## Number of employees and gender distribution

**Definition:** the total of the Group's permanent and temporary employees at the end of the calendar year; this data is broken down by gender.

**Scope:** no exclusions.

## Number of employees who are 'people managers' and gender breakdown

**Definition:** the total of the Group's permanent and temporary employees at the end of the calendar year holding a 'people manager' position; this data is broken down by gender. Whatever the job title or job description of their position, employees are considered as 'people managers' when they supervises at least one other employee and carry out an annual performance review.

**Scope:** no exclusions.

## Percentage of employees with a disability

**Definition:** the total of the Group's permanent employees at the end of the calendar year recognised as being in a situation of disability according to the local legislation in force.

**Scope:** excluding the United Kingdom and Ireland.



# Independent third party's report



EY & Associés  
Tour First  
TSA 14444  
92037 Paris-La Défense cedex

Tél. : +33 (0) 1 46 93 60 00  
[www.ey.com/fr](http://www.ey.com/fr)

## Tereos

**Year ended March 31, 2023**

### Independent third party's report on verification of the consolidated non-financial statement

To the General Meeting,

In our quality as an independent third party, accredited by the COFRAC under the number 3-1681 (scope of accreditation available on the website [www.cofrac.fr](http://www.cofrac.fr)), and as a member of the network of one of the statutory auditors of your entity (hereinafter "entity"), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended March 31, 2023 (hereinafter the "Statement") with the provisions of Article R. 225-105 of the French Commercial Code (Code de commerce) and on the fairness of the historical information (whether observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code (hereinafter the "Information") prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

817 723 687 R.C.S. Nanterre

Société de Commissaires aux Comptes  
Société d'expertise comptable inscrite au Tableau  
de l'Ordre de la Région Paris - Ile-de-France

Siège social : 1-2, place des Saisons - 92400 Courbevoie - Paris-La Défense 1°



## Conclusion

Based on the procedures performed, as described in "Nature and scope of the work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Preparation of the non-financial statement

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement, or may be obtained on request from the head office of the entity.

## Limitations inherent in the preparation of the Information

The information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.



EY & Associés  
Tour First  
TSA 14444  
92037 Paris-La Défense cedex

Tél. : +33 (0) 1 46 93 60 00  
www.ey.com/fr

## The entity's responsibility

It is the responsibility of the Managing Director to:

- > select or establish appropriate criteria for the preparation of the Information;
- > prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key performance indicators;
- > and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's procedures, the main elements of which are presented in the Statement.

## Responsibility of the independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- > the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- > the fairness of the information provided in accordance with article R. 225-105 I (3) and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks.

As it is our responsibility 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 this could compromise our independence.

However, it is not our responsibility to comment on:

- > the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation;
- > the compliance of products and services with the applicable regulations.

## Regulatory provisions and applicable professional standards

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements with ISAE 3000 (revised)<sup>1</sup>.

## 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 verification work mobilised the skills of seven people and took place between October 2022 and May 2023 on a total duration of intervention of about 18 weeks.

817 723 687 R.C.S. Nanterre

Société de Commissaires aux Comptes  
Société d'expertise comptable inscrite au Tableau  
de l'Ordre de la Région Paris - Ile-de-France

Siège social : 1-2, place des Saisons - 92400 Courbevoie - Paris-La Défense 1<sup>re</sup>

<sup>1</sup> ISAE 3000 (revised) - Assurance engagements other than audits or reviews of historical financial information.





EY & Associés  
Tour First  
TSA 14444  
92037 Paris-La Défense cedex

Tél. : +33 (0) 1 46 93 60 00  
[www.ey.com/fr](http://www.ey.com/fr)

To assist us in our work, we enlisted the help of our specialists in sustainable development and corporate social responsibility. We conducted seven interviews with the persons responsible for the preparation of the Statement including in particular the management of Corporate Social Responsibility, Human Resources, Ethics and Compliance, Health and Safety, Environment, Agriculture and Nutrition.

## Nature and scope of the work

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- > we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- > we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- > we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III 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 principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the 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 its business relationships, its products or services, as well as its 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 principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and

- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1. Our work was carried out on the consolidating entity and on a selection of entities: Bucy-le-Long plant, Tereos Sugar France Business Unit, Nesle plant, Tereos Starch & Sweeteners Europe Business Unit, Bois-Rouge plant and Tereos Sugar Indian Ocean Business Unit;

- > 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 put in place and assessed the data collection process to ensure the completeness and fairness of the Information;

- > for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, 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 and covers between 7% and 28% of the consolidated data relating to the key performance indicators and outcomes selected for these tests (7% of raw agricultural material, 28% of headcount, 9% of energy consumption and 8% of water consumption).

817 723 687 R.C.S. Nanterre

Société de Commissaires aux Comptes  
Société d'expertise comptable inscrite au Tableau  
de l'Ordre de la Région Paris - Ile-de-France

Siège social : 1-2, place des Saisons - 92400 Courbevoie - Paris-La Défense 1<sup>re</sup>





EY & Associés  
Tour First  
TSA 14444  
92037 Paris-La Défense cedex

Tél. : +33 (0) 1 46 93 60 00  
[www.ey.com/fr](http://www.ey.com/fr)

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

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

Paris-La Défense, May 31, 2023

Independent third party EY & Associés

Thomas Gault  
Partner, Sustainable Development

817 723 687 R.C.S. Nanterre

Société de Commissaires aux Comptes  
Société d'expertise comptable inscrite au Tableau  
de l'Ordre de la Région Paris - Ile-de-France

Siège social : 1-2, place des Saisons - 92400 Courbevoie - Paris-La Défense 1<sup>re</sup>





EY & Associés  
Tour First  
TSA 14444  
92037 Paris-La Défense cedex

Tél. : +33 (0) 1 46 93 60 00  
www.ey.com/fr

## Annexe 1 : The most important information

| Workforce-related Information  |   |
|--|---|
| <i>Quantitative information (including key performance indicators)</i>   | <i>Qualitative information (actions or results)</i>   |
| Frequency rate<br>Severity rate<br>Percentage of employees who have received health and safety training<br>Average seniority in years<br>Average number of hours of training per employee receiving training<br>Number of managers and distribution by gender<br>Number of employees and distribution by gender<br>Percentage of employees with a disability   | Employment (attractiveness, retention)<br>Occupational health and safety<br>Labour relations (industrial relations, collective bargaining)<br>Training<br>Loyalty and commitment of talents<br>Equal treatment (gender equality, fight against discrimination, integration of people with disabilities) |
| Environmental information  |   |
| <i>Quantitative information (including key performance indicators)</i>   | <i>Qualitative information (actions or results)</i>   |
| Percentage of renewable energies produced<br>CO <sub>2</sub> emissions (scopes 1 and 2)<br>Tonnages of agricultural products processed<br>Percentage of agricultural raw materials certified/assessed as sustainable<br>Percentage of BUs with a biodiversity project meeting the criteria of the Tereos biodiversity guidelines<br>Percentage of agricultural raw materials processed<br>Water consumption. | The results of the environmental / energy policy (certifications, means)<br>The energy transition<br>Environmental impacts (water, air, soil)<br>Actions relating to sustainable agriculture  |
| Social information   |   |
| <i>Quantitative information (including key performance indicators)</i>   | <i>Qualitative information (actions or results)</i>   |
| Percentage of product quality-related customer complaints processed on time<br>Percentage of major customers to whom Tereos has offered a nutritional reformulation solution   | Quality and traceability of products and food safety.<br>Reformulation and R&D innovations in nutrition.  |

817 723 687 R.C.S. Nanterre

Société de Commissaires aux Comptes  
Société d'expertise comptable inscrite au Tableau  
de l'Ordre de la Région Paris - Ile-de-France

Siège social : 1-2, place des Saisons - 92400 Courbevoie - Paris-La Défense 1''

