



**Non-Financial
Statement
2020/21**

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This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

Photo credits: Michel Blossier for Tereos



1. GROUP PROFILE

Tereos is a cooperative group with proven expertise in the processing of sugar beet, sugar cane and cereal. Operating from 48 industrial sites and with 23,000¹ employees, Tereos supports its customers as close as possible to their markets with a broad and complementary range of products (sugar and sweeteners, starch, alcohol and ethanol, proteins, dietary fibres, animal nutrition).

¹ Financial scope.

For the past 15 years, Tereos has developed its activities and locations in Europe, Brazil, East Africa and Asia, to be closer to its customers and growth markets. In 2020/21, the Group achieved sales of €4.3 billion.

Tereos is an international agribusiness player with approximately 12,000 French cooperative members. Sustainability and responsibility are at the heart of its model and values: "Looking forward, keeping close", whether in terms of agricultural or industrial practices, bu-

siness model, or involvement with society or its various stakeholders. This approach is reflected in the Group's major ambitions:

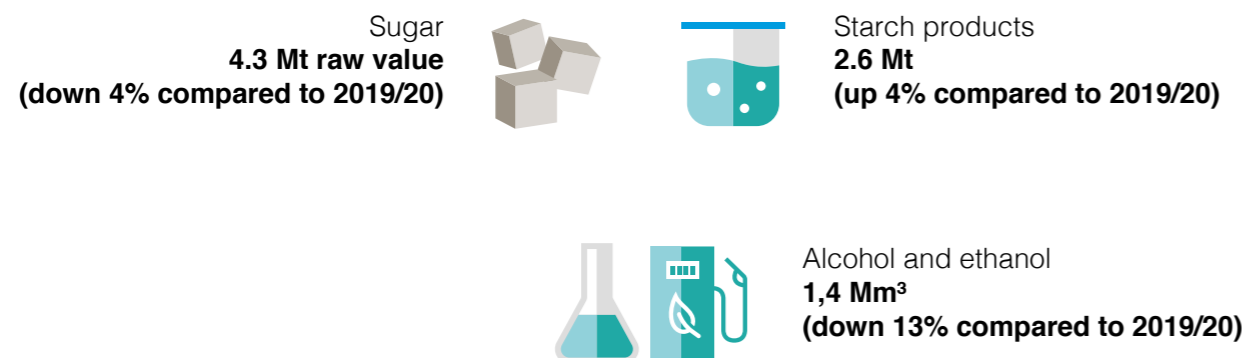
- Process all the components of agricultural production,
- Offer quality products and services, adapted to the needs of its customers and consumers,
- Develop sustainable production methods.

KEY FIGURES²

Processed agricultural products:



Our production of processed materials:



² Same scope as March 2021. Financial scope (including minority holdings and joint ventures at rate of ownership in France, Tanzania, Kenya and China) is different from the scope used for monitoring NFS indicators.
³ Volume of sugar beets after washing (clean).

1.1 VALUE CHAIN

Tereos is present throughout the entire value chain: from the upstream agricultural activities to the industrial transformation of agricultural raw materials into sugars, alcohols and starches, as well as the final product distribution to customers.

Tereos comprises 12,000 cooperative members in France, who hold the cooperative's share capital and supply it with agricultural raw materials. In order to maintain control of production conditions and ensure the traceability of the various products, most of the agricultural raw materials processed by the Group come from direct channels.

Depending on the specific crop, raw materials are supplied by Tereos' cooperative members (sugar beets, starch potatoes and alfalfa) or by supplier growers (sugar cane, corn, wheat and cassava). The Group itself undertakes agricultural operations in Brazil and Mozambique, directly cultivating part of the land on which sugar cane is produced. Region by region, the following table shows the origin of the raw materials processed by the Group:



RAW MATERIAL	ORIGIN	TEREOS COOPERATIVE MEMBERS	SUPPLIER GROWERS	LAND CULTIVATED BY TEREOS
Sugar beets	France	✓		
	Czech Republic		✓	
	Romania		✓	
Sugar cane	Brazil		✓	✓
	Reunion Island		✓	
	Mozambique			✓
Wheat	Multiple origins		✓	
Corn	Multiple origins		✓	
Potatoes	France	✓		
Alfalfa	France	✓		
Casava	Brésil		✓	✓

To provide essential products to the world's growth markets, Tereos has chosen to establish a direct international presence. Tereos has eight industrial sites in Brazil, six in Africa and the Indian Ocean and three in Asia.

With an extensive portfolio of products and ingredients, Tereos sells most of its products to its 5,800 customers, who are local and international players in sectors such as food, pharmaceuticals and cosmetics, animal nutrition, paper and cardboard, biofuels and green chemistry.

Tereos products are distributed in 112 countries around the world. Tereos' presence is also established among B2C consumers with five consumer brands, which are highly regarded by local consumers: Béghin Say, La Perruche, Guarani, TTD, Sucreries de Bourbon and Whitworths.



1.2 STRATEGY

Please note: due to the changes that have occurred within the Tereos Group, new strategic and operational priorities will be established by the summer of 2021.

The mission of the Tereos cooperative group is to transform and sustain the agricultural production of its

members (sugar beet, alfalfa, potatoes). This model creates a real chain, from the field to the plate.

This mission embraces two complementary dimensions, both economic and social.

Meeting customers' expectations by transforming members' products

Through its value chain, Tereos responds as closely as possible to its customers' concerns, whether in terms of the production or the processing of quality and certified raw materials.

Every day, the teams are creating solutions and products to meet essential needs: nutrition, personal care, the use of new energies.

All plant-derived raw materials are processed in the Group's facilities to produce sugar, alcohol, starch and plant proteins. In turn, these products are converted into ingredients for everyday products such as drinks, desserts, sauces, baby foods, excipients for medicines, pharmaceutical glucose pouches, cardboard and bio-fuels, alcohol and even hand sanitiser.

Meeting the social expectations of citizens

Tereos has 12,000 cooperative members, mostly located in northern and eastern France. Its presence in this agricultural region naturally defines Tereos' long-term approach. As a cooperative deeply rooted in its territories, Tereos cannot be relocated and is not vulnerable to takeover. For each of its locations, in France and other countries, the cooperative's socio-economic impact contributes to the local economy. This makes it a sustainable and important economic player.

Through this in-depth knowledge of the regions, Tereos contributes to creating a link between the agricultural world and society's expectations. As a corporate citizen, Tereos plays a key role in mobilising the economic world to address environmental issues. To support the changes that are occurring, Tereos can call on its cooperative members' know-how and knowledge of the cycles of nature as well as its own agronomic expertise to achieve a balance between production and environmentally friendly practices.

Our challenges

To address each aspect of the Group's social and environmental footprint, its sustainable development strategy is based on five pillars (see chapter 3). All Tereos

subsidiaries are making a contribution, as they seek a transition to a more sustainable model and strive to meet the challenges of today:

- **Diversifying products and services to maintain a local and virtuous agricultural sector**

In a deregulated market, Tereos has developed a strategy of diversification to expand its business and offer long-term prospects to its cooperative members, while attenuating the effects of cycles and the impact of

market volatility. The Tereos offer includes biofuels and alcohol for pharmaceutical use, for instance, and the Group continues to position itself in growth markets.

• **Innovating to stay ahead of new needs**

By creating value for all its stakeholders through its expertise in R&D, the cooperative group is contributing to healthy and sustainable food, to the conversion of biomass and to the improvement of agronomic and industrial processes. Tereos is also focusing on anticipating new consumer expectations in terms of nutritional

and environmental issues. In this context, the Group is investing in sustainable production, nutritional reformulation and the development of plant proteins.

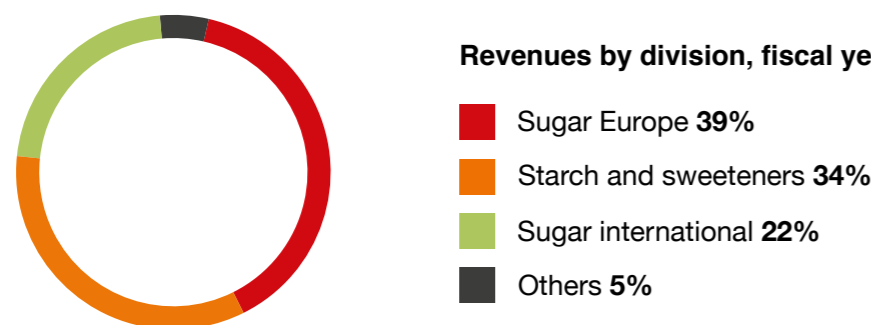
• **Being a driving force in the energy transition**

Seeking to achieve carbon neutrality by 2050, Tereos is pursuing a strategy of decarbonisation in both its agricultural and industrial practices. This includes modernising its energy facilities, boosting the development

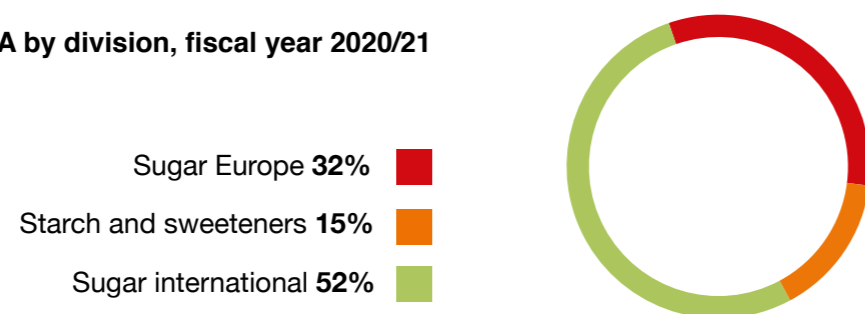
of renewable energies, optimising its energy consumption, etc. This robust and sustainable energy model is a real lever for competitiveness, which is essential in commodity markets.

RESULTS BY ACTIVITY

Revenues by division, fiscal year 2020/21



Adjusted EBITDA by division, fiscal year 2020/21



1.3 IMPACT OF COVID-19 ON OUR ACTIVITIES

Since the beginning of the Covid-19 public health crisis, the health and safety of employees and the continuity of operations to serve Tereos customers have been priorities for the Group. Thanks to everyone's commitment

and all the measures implemented, it has been possible to maintain the level of activity and effectively prevent the spread of the virus in our plants while demonstrating a spirit of solidarity.

Impact on our organisation

Faced with the Covid-19 public health crisis and in view of recognition by the authorities of the Group's production as being of strategic benefit to all its areas of operation, the agricultural, operational and administrative teams committed themselves to ensuring the continuity of activities while complying with the necessary preventive measures.

A specific BCP for employees working on production sites was established in March 2020. It includes specially adapted workplace arrangements, an individual health protocol and reinforced cleaning of the premises. Measures taken in consultation with the trade unions made it possible to continue production, packaging, shipping and maintenance operations under good conditions, with no disruption to production. The necessary production rate was maintained while protecting the health of employees, for example by setting up revolving shifts or introducing work from home.

The Group had prepared a Business Continuity Plan (BCP) coordinated at global level, which was implemented at each plant at the start of the coronavirus crisis. The plan has the dual aim of ensuring the safety of its employees and partners, while maintaining its quality of service.

Commitment and solidarity

Tereos teams have been actively involved in providing infrastructure, resources and know-how.

teams from Lillebonne provided equipment to fire-fighters. Tereos Sugar Indian Ocean provided a group of nurses in Reunion Island with FFP2 masks and single-use protective equipment (overshoes, coveralls and bonnets).

As the leading manufacturer of alcohol in France, Tereos launched a philanthropic operation in March 2020: the Belgian site in Aalst and seven French plants (Origny-Sainte-Benoite, Connantre-Morains, Lillers, Artenay, Nesle, Marckolsheim and Lillebonne) started producing hand-sanitising solution alongside their regular activities. More than 200,000 litres were produced and made available free of charge to regional health authorities, with 24,000 litres donated to the network of food banks. Production of ethanol was stepped up by 60% to meet these needs. One-litre containers of hand-sanitising solution were distributed free of charge by the Group to all its cooperative members.

Making use of its unique know-how, Tereos launched Gel Hydro®, a range of hand-sanitising gels, on the B2B market in February 2021. The aim was to satisfy a strong demand from its customers for a French-made product that meets regulatory health standards. Sugar beet produced by cooperative members is earmarked for the manufacture of superfine alcohol, which constitutes 70% of Gel Hydro®, which is manufactured in the Artenay plant.

In Brazil and in the Czech Republic, donations of disinfecting alcohol were made to hospitals, regional health services and local authorities. The Attin and Marckolsheim plants donated protective clothing to medical staff, while

Impact on our operations

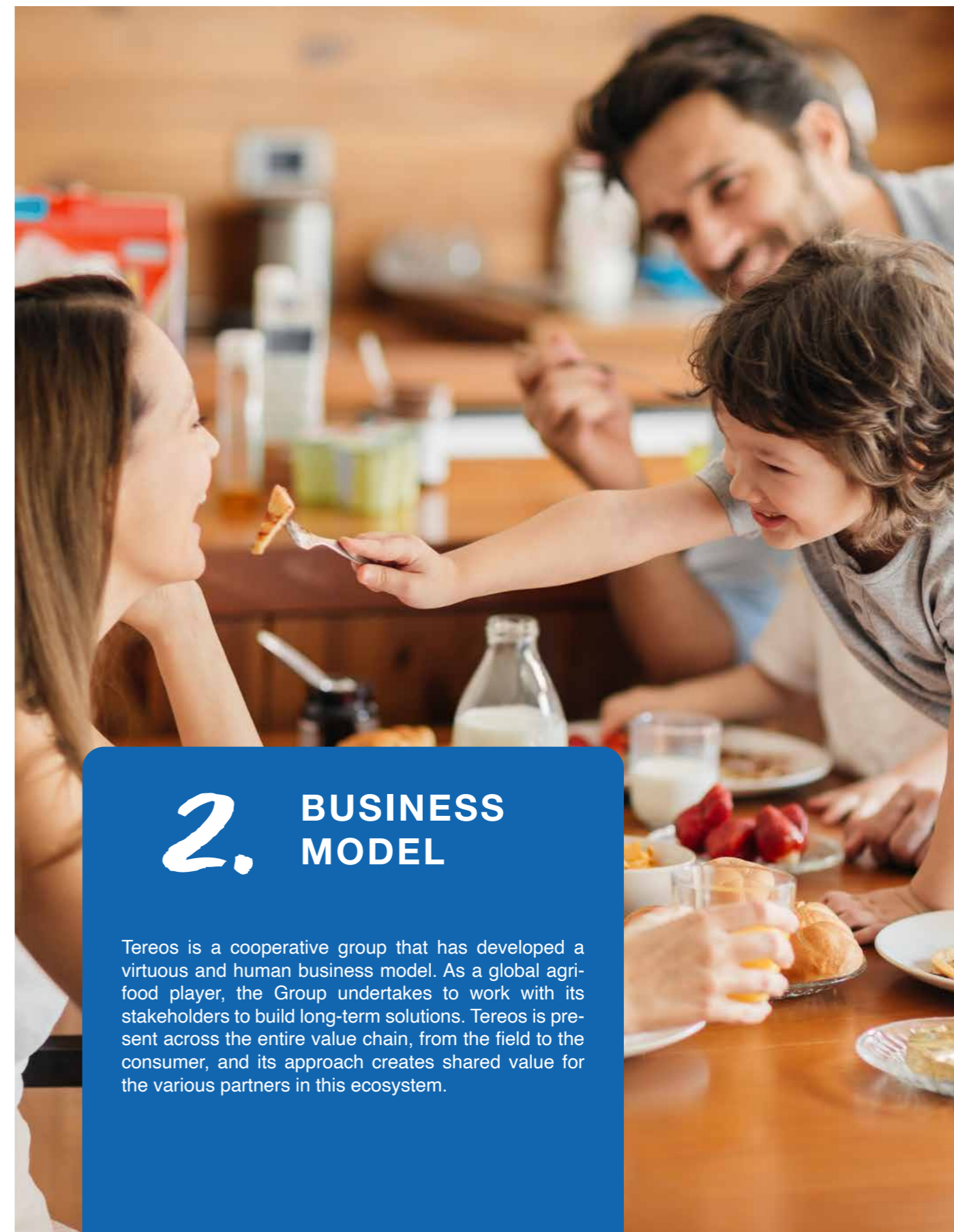
Covid-19 gave rise to a period of high volatility on the markets in 2020 (foreign exchange, oil, sugar) and a disruption of agri-food supply flows (contraction of transport and fuel consumption, an end to eating out, a sharp rise in demand for sugar for consumption and alcohol for pharmaceutical use, etc.).

Nevertheless, Tereos' industrial operations were largely unaffected by the consequences of the pandemic. The Group did not encounter any significant disruptions in its logistics and transport operations.

Covid-19 had relatively little impact on sugar sales volumes, except through the drop in beverage consumption due to the closure of cafés and restaurants. This relative decline was offset by the increase in household purchases during lockdown: taking advantage of the market turnaround, the Béghin Say brand gained 13% of market share in the B2C sector, higher than growth in the segment.

By contrast, the health crisis has had a significant effect on ethanol sales, which plummeted by 80% in spring 2020. Prices fell from €600 per cubic metre at the start of the year to €450, following a collapse in demand for oil relating to the suspension of much transport and the imposition of travel restrictions. The market then rallied strongly during the summer before slumping again at the end of 2020.

The alcohol market remained buoyant due to strong demand from the pharmaceutical segment: sales of superfine alcohol, the main ingredient in hand-sanitisers, increased by 22% in the first quarter of 2020. Starch and sweetener production declined slightly (by 1.3%) in the first half of 2020, marked by a slowdown in demand in the food sector (sweeteners) and the industrial sector (industrial packaging). Business has since picked up again, but suffers from irregular demand, in a public health context that remains uncertain.



2. BUSINESS MODEL

Tereos is a cooperative group that has developed a virtuous and human business model. As a global agri-food player, the Group undertakes to work with its stakeholders to build long-term solutions. Tereos is present across the entire value chain, from the field to the consumer, and its approach creates shared value for the various partners in this ecosystem.

Our strategic challenges

DIVERSIFYING RANGES // ANTICIPATING

NEW NEEDS // ACCELERATING THE ENERGY TRANSITION

Our resources

natural

44.2
million tonnes
transformed
worldwide

- sugar beet
- sugar cane
- wheat
- corn
- potatoes
- cassava
- alfalfa

human

23,000

employees

12,000

cooperative members

industrial and commercial

48

industrial facilities

€ **363m**

industrial investments
(2020/21)

700

strategic suppliers

intellectual

6

R&D centres

5

consumer
brands

economic

112

distributing countries

18

operating countries

Our mission

We meet food and energy needs by transforming agricultural raw materials. Through our presence along the entire value chain, from the field to the consumer, we have developed a virtuous economic and human model with a long-term focus.

6 PRODUCT RANGES



5,800 CUSTOMERS WORLDWIDE

CONSUMER BRANDS

- BÉGHIN SAY
- LA PERRUCHE
- GUARANI
- TTD
- SUCRERIES DE BOURBON

Our strengths

LEADING POSITIONS ON OUR MARKETS

for sugar, starch, alcohol and ethanol, wheat protein

A PRESENCE THROUGHOUT THE ENTIRE VALUE CHAIN

production, processing, distribution: our offer covers the entire value chain, from the field to the consumer

A STRATEGY OF DIVERSIFICATION AND INTERNATIONAL GROWTH

which allows us to capture growth in new markets and manage our risks

CIRCULAR ECONOMY AT THE HEART OF OUR MODEL

99% of raw materials processed

Our impacts

on the regions

- 11.5 jobs on average are sustained in the French economy by one job at Tereos
- local development programmes for neighbouring communities

on the environment

- 62% of raw materials are sustainable (SAI, Bonsucro)
- 55% of renewable energies in our energy mix
- production and marketing launch of organic and HVE beet sugar

on cooperative members and farmers

- tools and services to provide agronomic guidance
- technological innovation programmes to boost performance
- 6,000 experimental micro-plots on the Tereos multi-crop farm

on our customers

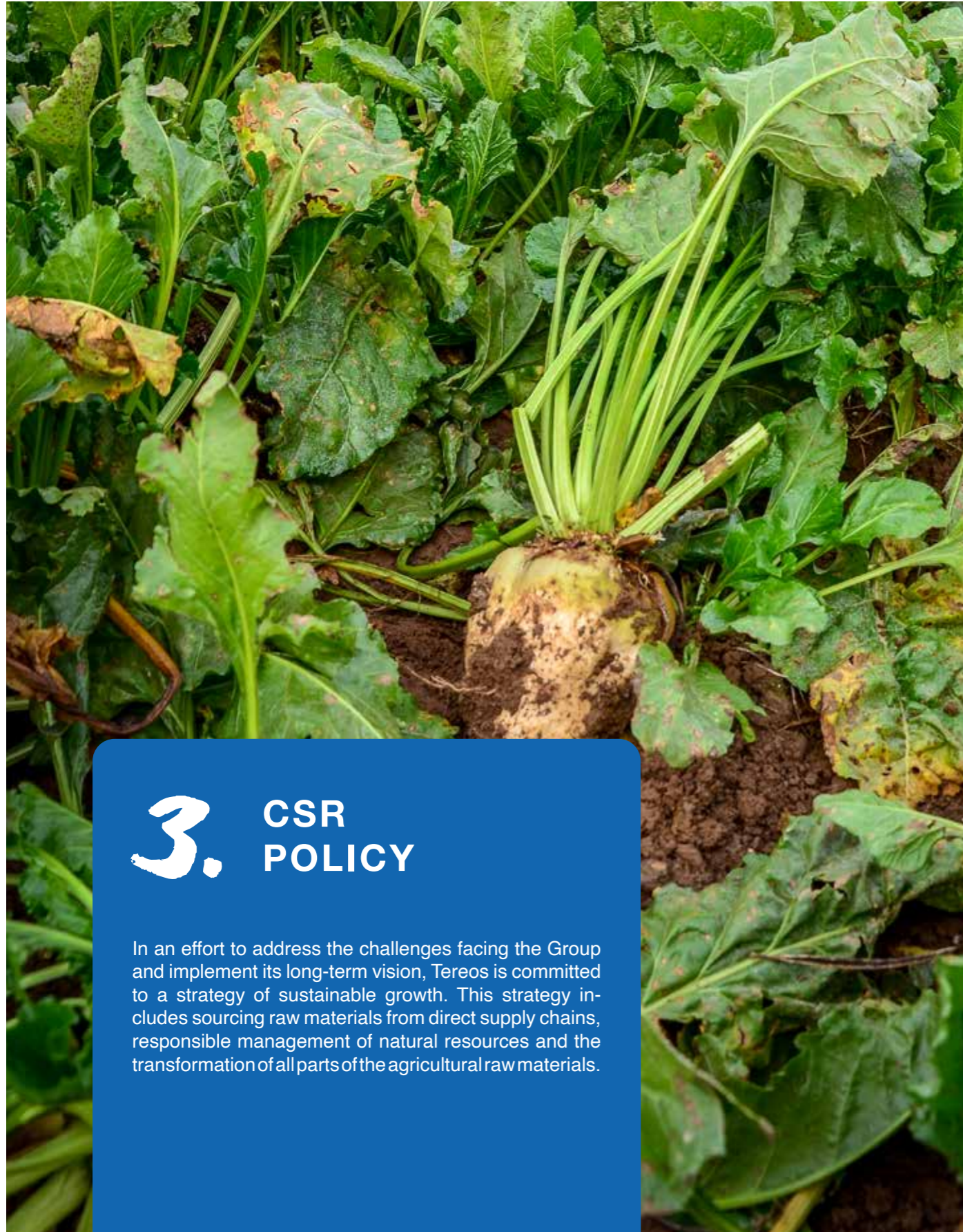
- 66% of our facilities certified ISO 22000 for food safety
- Sweet&You reformulation service to aid nutritional and dietary balance
- extensive portfolio of products with over 400 references

on our employees

- safety day held throughout the Group
- 24 hours of training on average per employee receiving training

on the economy

- taxes re-injected into the local economy



3. CSR POLICY

In an effort to address the challenges facing the Group and implement its long-term vision, Tereos is committed to a strategy of sustainable growth. This strategy includes sourcing raw materials from direct supply chains, responsible management of natural resources and the transformation of all parts of the agricultural raw materials.

Tereos' sustainable development policy is found throughout the entire value chain. It was devised and is now managed by a dedicated team that coordinates a network of CSR correspondents, based in the Business Units and at the different sites.

To address each aspect of the Group's social and environmental footprint, the sustainable development strategy is based on five pillars, rolled out throughout the Group. Each pillar has defined commitments for 2020/21, with contributions from all Tereos subsidiaries:



Sustainably performing agriculture

Increase yields while reducing our environmental footprint



Commitments:

- Calling upon our agronomic know-how to achieve high yields while respecting the environment
- Guaranteeing long-term contracts in agricultural production
- Evaluating our practices using external standards

Target 2020/21: 75% of our raw materials evaluated/certified as sustainable

Positive industry

Réduire les consommations d'eau et d'énergie et valoriser les coproduits non-alimentaires



Commitments:

- Reducing the energy consumption needed to process raw materials
- Recycling non-food waste as renewable energy.
- Measuring and improving our water recycling system
- Using fibres and proteins in animal feed

Target 2020/21: 50% renewable energy in our energy mix

Local development

Support employment and skills development in the regions where we operate



Commitments:

- Contributing to the local community through 3 priority themes: education, health, environment
- Developing skills through training programmes

Target 2020/21: implementing development programmes with communities where we operate; developing training for employees

Product guarantee and workplace safety

Make the health and safety of our employees and contractors the Group's number one priority



Commitments:

- Certifying our quality management and food safety standards
- Developing accident risk awareness programmes
- Raising employee and stakeholder awareness about responsible behaviour and business ethics

Target 2020/21: 100% of our industrial facilities certified ISO/FSSC 22000 or ISO 9001

Nutrition

Create innovative solutions that meet our consumers' expectations

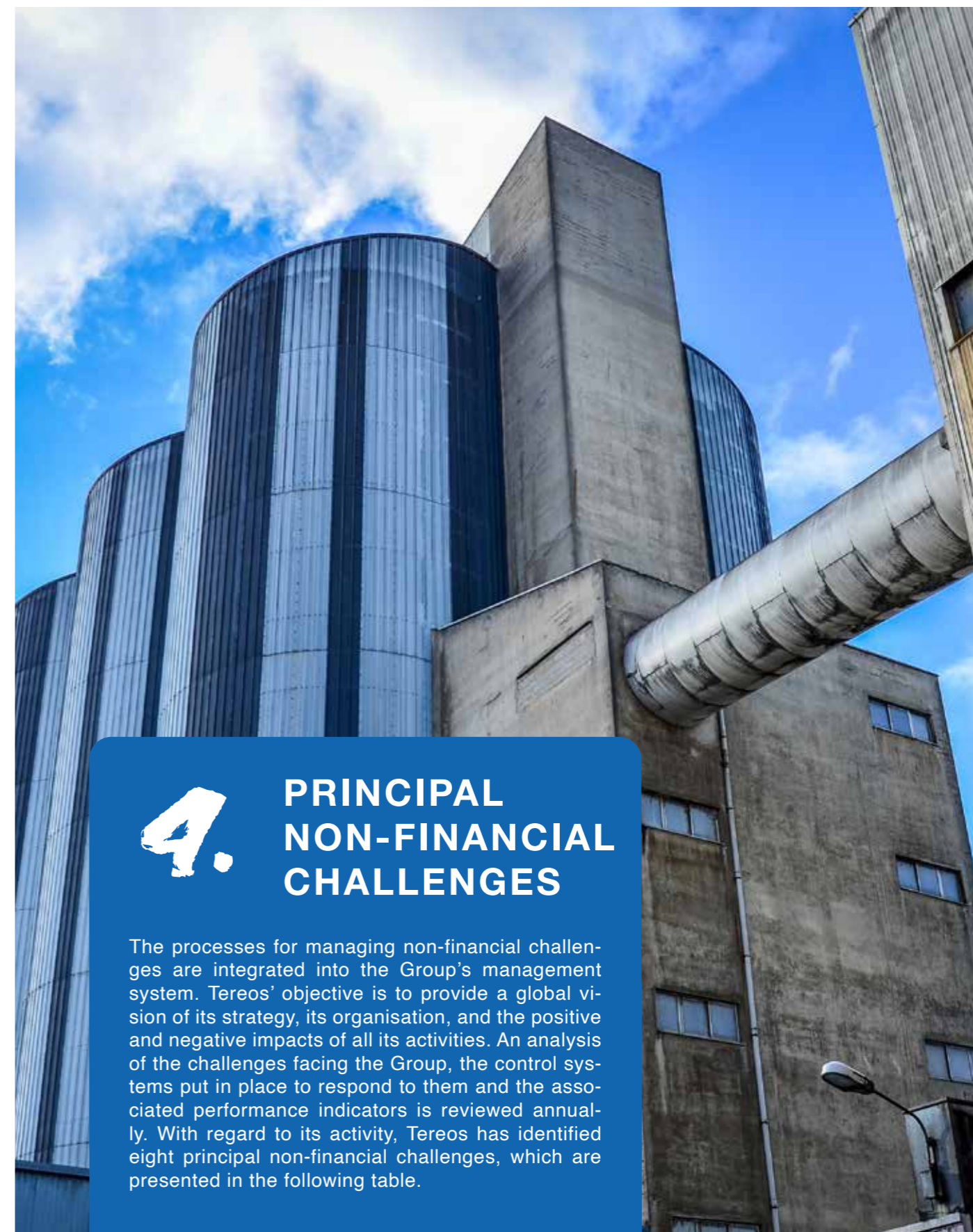


Commitments:

- Providing advice for our clients to help them improve the nutrition profile of their products
- Developing innovative products to meet future nutrition needs

Target 2020/21: continue to develop our product portfolio to provide optimum coverage of nutritional and functional needs

The foundations of the CSR policy, which were established in 2015 and implemented subsequently, will be replaced in 2021/22 by a new chapter. The Group's transformation programme is aiming for operational excellence and is based on a philosophy of ongoing improvement. The plan includes five priority areas (safety, competitiveness, quality, compliance and sustainability). The Group's new sustainable development strategy has been constructed in this framework, to take over from the current strategy and extend its efforts. The Group's new sustainable development strategy for the next ten years will be published during 2021.



4. PRINCIPAL NON-FINANCIAL CHALLENGES

The processes for managing non-financial challenges are integrated into the Group's management system. Tereos' objective is to provide a global vision of its strategy, its organisation, and the positive and negative impacts of all its activities. An analysis of the challenges facing the Group, the control systems put in place to respond to them and the associated performance indicators is reviewed annually. With regard to its activity, Tereos has identified eight principal non-financial challenges, which are presented in the following table.

Chapter 7 of the present statement defines each indicator as well as possible exclusions from the reporting scope.

NON-FINANCIAL CHALLENGE	THEMES	PRINCIPAL KEY PERFORMANCE INDICATORS	RESULTS
Sustainably performing agriculture	Quality of supply of agricultural products (suppliers, farming practices, partnerships, security of supply); adaptation to climate change	Tonnage of agricultural products processed	43.9 Mt
		Percentage of agricultural products certified / evaluated sustainable	62%
Environmental impact	Noise, odour, soil and air pollution; water and waste management	Percentage of plants certified ISO 14001	27%
		Percentage of agricultural raw materials processed	99%
		Percentage of water returned to the environment	96%
Energy transition & Climate	Energy efficiency, renewable energies, contribution to climate change	Percentage of renewable energies	55%
		CO2 emissions	2.44 Mt
		Percentage of plants certified ISO 50001	47%
Quality, traceability and food safety	Food safety, origin of products, traceability, quality	Percentage of plants certified ISO 22000 or FSSC 22000	66%
		Percentage of plants certified ISO 9001	67%
Nutrition & Health	R&D innovations, nutritional solutions and public health	No indicator	N/A
Occupational health & safety	Safety at work, accident prevention, working environment	Overall frequency rate	6.09
		Severity rate	0.06
		Percentage of employees with access to the Tereos Academy receiving health & safety training	64%
Talent retention, change management	Talent retention, employability, upskilling	Average seniority in years	10.87
		Average number of hours of training per employee trained	24
Industrial relations	Workforce, collective bargaining agreements	No indicator	N/A

Scope: the data in this table, as well as in the rest of this statement, is based on the scope of the NFS (excluding the integration of trade investments, joint ventures and administrative sites), unless explicitly specified in a footnote.



NFS COMPLIANCE	THEMES	PRINCIPAL KEY PERFORMANCE INDICATORS	RESULTS
Fighting discrimination	Measures against discrimination and in favour of people with a disability	Number of employees and gender breakdown	18.888 including 12% women
		Percentage of employees with a disability	2%
Fighting food insecurity	Support for initiatives against food insecurity	No indicator	N/A

4.1 METHODOLOGY

In 2018, Tereos worked on identifying and selecting its main non-financial challenges, with the support of an external consultant.

This process was carried out as follows:

- Definition of a spectrum of issues based on the ISO 26000 standards, the GRI (Global Reporting Initiative) standards, the NFS regulations, the Group's main CSR challenges, its competitive environment and market trends.
- On the basis of this work, the Group defined the scope of the CSR challenges in relation to its activities.
- These issues were classified and submitted to a panel of internal stakeholders in France and internationally, who evaluated and selected the issues with the greatest potential impact for Tereos and its stakeholders.
- Two axes were defined to map the issues according to three parameters: severity, probability of occurrence and control of the issue.

The severity of impact was initially rated according to a scale ranging from 1 (limited) to 4 (critical). A second rating was made on the probability of occurrence, ran-

ging from 1 (unlikely) to 4 (certain). The selection of identified challenges was presented to the Group Executive Committee for validation. For the challenges selected, the level of control of each one was assessed to determine whether the procedures and action plans put in place by the Group were sufficient and to identify priority measures for implementation.

In 2019/20, following the publication of the first NFS, the indicators relating to certain challenges were expanded. More specifically:

- Addition of "Percentage of raw materials transformed" and "Percentage of water returned to the environment" indicators for Environmental Impact.
- Addition of the "Severity rate" indicator for Occupational Health and Safety.

In 2020/21, the Nutrition & Health challenge, which already formed part of the CSR strategy, was incorporated into the list of the Group's principal non-financial challenges. This challenge is considered on a qualitative level, with no related key performance indicators.

Scope: the data in this table, as well as in the rest of this statement, is based on the scope of the NFS (excluding the integration of trade investments, joint ventures and administrative sites), unless explicitly specified in a footnote.



4.2 NFS COMPLIANCE AND OTHER INFORMATION EXPECTED BY STAKEHOLDERS

Code of Ethics

Tereos has adopted a Code of Ethics, available on the Tereos.com website in all the languages of the countries in which Tereos operates.

This Code of Ethics highlights the Group's values and ethical principles:

- Respect for dignity and human rights,
- Human safety and food safety,
- Sustainable development,
- Data protection for the Group and all its stakeholders,
- Protection against corruption and money laundering,
- Compliance with the right to competition.

This Code of Ethics is based on several international standards to which the Group is signed up, particularly the United Nations Declaration of Human Rights, the European Convention on Human Rights, various International Labour Organisation agreements and the OECD Guidelines for Multinational Enterprises.

This Code of Ethics enables the Group to undertake major commitments to its various stakeholders (particularly its cooperative members), who, in turn, also commit themselves to Tereos.

A training course on ethics and compliance was launched in December 2020 with the goal of training all employees targeted (those employees with access to the training platform). This course, accessible via the Tereos Academy online training platform, includes four modules designed to train and raise awareness among employees about rights and obligations arising from various regulations relating to ethics:

- Code of Ethics
- Combating money laundering and the financing of illegal organisations
- Anti-corruption
- Protection of personal data



[4 https://tereos.com/app/uploads/2021/03/ethical-charter-en-2021.pdf](https://tereos.com/app/uploads/2021/03/ethical-charter-en-2021.pdf)

Sustainable procurement policy

Agricultural raw materials

Tereos has a vertical integration strategy which takes account of the various stages in the value chain, from cultivating agricultural raw materials to marketing the resulting products. Through its control of the entire value chain, the Group can oversee the production conditions and origin of the products (see chapter 5.1, *Sustainably Performing Agriculture for more details*).

Cooperative members are the principal suppliers of raw materials to Tereos. The sustainable management of agricultural supplies is of the utmost importance to Tereos, which devotes a large part of its efforts to it. Agricultural raw materials purchased by the Group and processed in its plants account for approximately two-thirds of the Group's Cost of Sales. Around 90% of these agricultural raw materials are purchased directly from Tereos' 18,000 cooperative members and partner growers. This integrated approach provides the Group with a better understanding of the issues at stake and an effective collaboration with the agricultural sector.

In addition, the Group relies on the benchmarking of the Sustainable Agriculture Initiative (SAI) Platform to ensure socially and environmentally responsible agriculture (see chapter 5.1 below). This initiative, which is based on self-assessment and verification by an independent third party, was employed for purchases of sugar beet in France, Romania and the Czech Republic, as well as for purchases of sugar cane in Reunion Island.

Other purchases

Outside of purchases of agricultural raw materials, the rest of the supply chain is monitored by the Group's Procurement Department, by way of the sustainable procurement policy. The Group's objective is to choose industrial and business partners who can guarantee total compliance, in the countries in which they operate, with the ethical principles set out by Tereos in its Code of Ethics.

Tereos' business partners are committed to complying with all of Tereos' ethical principles as defined in the Code of Ethics, making it an integral part of all Group contracts.

Any partner entering into a contractual relationship with Tereos must accept the Group's Code of Ethics. Recognition and respect for the Code of Ethics and the values and principles it advocates by Tereos suppliers is a prerequisite for any supply contract with a Group entity.

The Group pledges to terminate all relations with an industrial and business partner that does not respect one of the ethical principles or objectives set out in the Code of Ethics at the earliest opportunity.

In 2018, the Group's Procurement Department introduced a sustainable procurement policy with three main components:

- Development of a culture of responsible procurement among the internal players in the procurement process:
 - Training sessions for purchasers and extension to other players in the procurement process, specifiers, operational managers.
- Involvement of suppliers in the Group's responsible procurement policy:
 - Commitment of suppliers by signing the Group's Code of Ethics,
 - Encouragement of suppliers to become a force of proposal on issues relating to sustainable development,
 - Regular evaluation of suppliers' CSR performance by EcoVadis (see below).
- Implementation of targeted procurement actions with high stakes:
 - Faster referencing of eco-responsible products,
 - Improved waste sorting and energy savings at the Group's industrial sites in keeping with the ISO 14001 certification process,
 - Targeted action on the implementation of a process to recover packaging for reuse.

Integrating and monitoring suppliers

In order to involve suppliers in the Group's responsible procurement policy, the Group's Procurement Department introduced a strategy to evaluate and monitor major suppliers on their social and environmental performance in 2018. The performance of the pairing of product and supplier is assessed as soon as the latter is listed and monitored throughout the relationship through a combination of six-monthly evaluations and audits.

The half-yearly evaluation of suppliers is carried out in April and October by each buyer for all purchases on the list of critical purchases on which Tereos' expenditure has been greater than €100,000 over the previous six months or in the event of a major incident involving the supplier. It provides a means of verifying a supplier's compliance with the Group's needs, but also with changes in regulatory requirements and quality standards. The evaluation of supplier performance is based on indicators and an assessment of major incidents and recurrent minor incidents recorded over the period in question.

The evaluation covers five criteria: quality, safety, logistics, productivity and CSR (the assessment of the latter criterion being carried out by means of EcoVadis audits). The evaluations are then communicated to suppliers, so they can take note of them and provide an action plan for each point of non-conformity identified.

Six-monthly evaluations are supplemented by audits which are intended to confirm that the Group's suppliers are compliant with its demands with respect to the first four criteria listed above: quality, safety, logistics, productivity. An audit can occur at various stages of the relationship:

- At the supplier approval phase,
- Systematically on a three-year cycle for purchases classified as critical, in order to detect risks and secure our purchases (e.g. audits of washing facilities, laboratories, storage warehouses, etc.),
- Following an incident of non-conformity.

In 2020/21, 86 supplier audits were conducted: 16 approval audits, 68 systematic audits and two audits following up on non-conformity.

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 March 2021, 545 suppliers were invited to answer the EcoVadis questionnaire. 72% of them were evaluated (and 15% are currently undergoing evaluation), representing more than 90% of the break-even point. With an average score of 54/100, their performance is higher than the average global EcoVadis score of 43/100. The scores obtained by the Group's suppliers are included in the annual performance reviews carried out by the Procurement Department. Suppliers who score less than 45/100 overall or on one of the EcoVadis pillars must submit a corrective action plan.

Benchmarks

For the fourth consecutive year, the Group was among the top-rated companies by the EcoVadis platform in 2020, with a score of 71/100 (Gold level). Out of the 60,000 companies evaluated by EcoVadis, Tereos ranks in the top 2%.

The Group also relies on the SMETA (SEDEX Members Ethical Trade Audit) standard and is audited by its customers. In 2020/21, 20 Group plants were certified. This standard encourages the various links in the supply chains to progress towards more ethical and responsible practices. It was drawn up in collaboration with global groups by SEDEX (Supplier Ethical Data Exchange).

SMETA audits are conducted by third party organisations and cover environmental management, employee health and safety, labour standards and business ethics.

United Nations Global Compact

In 2017, the Group signed up to the United Nations Global Compact, committing to its ten fundamental principles in the areas of human rights, labour law, the environment and fighting corruption⁵.

By integrating these principles into its strategy and action, Tereos is committed to acting in support of the Sustainable Development Goals (SDGs) defined by the United Nations. The Group has selected seven of these SDGs, presented below, in line with its activity and areas of operation:



Positive impact finance

In June 2020, Tereos Sugar & Energy Brazil signed an agreement for the first positive impact loan in Brazil in the sugar and ethanol sector, a new long-term loan of USD 105 million. Contracted with a consortium of seven long-standing Tereos partner banks, the five-year finance agreement incorporates an interest rate reduction in consideration of achieving sustainable development objectives.

With this sustainability initiative, Tereos is committing to four sustainability performance targets, based on four key indicators: annual reduction in GHG emissions per tonne of sugar cane processed, annual reduction in water consumption per tonne of sugar cane processed, an increase in annual production of certified sugar cane, and a higher score in the formal assessment of the Group's Environmental, Social and Corporate Governance (ESG) criteria.

Under the terms of the financing agreement, Tereos will benefit from a reduction in the interest rate on the loan for each year that these sustainable performance targets are met, as validated by an independent audit.

⁵ See table of correspondence, Appendix 2
⁶ See table of correspondence, Appendix 3



5. CSR PRIORITIES

Through its CSR priorities, Tereos is reaffirming its commitment to meeting the expectations of society: healthy and safe food, agricultural practices that respect the environment and biodiversity, products from short supply chains, clean and renewable energies, and a low-carbon industry. These commitments are fully consistent with Tereos' long-term vision and strategy. They apply to all areas of its activity, and in all countries where the Group operates.



5.1 SUSTAINABLY PERFORMING AGRICULTURE

BACKGROUND

Tereos supports a sustainable agriculture model that addresses the challenges of tomorrow: by 2050, the worldwide population will be close to 10 billion. To feed all the world's inhabitants, current agricultural production will have to increase by more than 70%. This will have to go hand in hand with an evolving agricultural model to ensure the

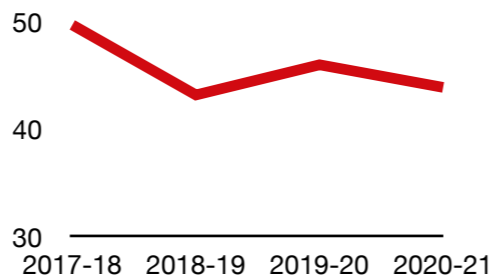
conservation of the planet and its resources. The Group seeks to combine yield growth with environmentally friendly practices, by drawing on its agronomic know-how and the implementation of technological innovations.

RESULTS



43.9

million tonnes of raw materials transformed in 2020/21 (46 million tonnes in 2019/20)⁷



Tonnage of agricultural products processed (Mt)



Lower production of sugar beets as a result of the beet yellows virus explains the overall reduction in raw materials processed.



62%

of the Group's agricultural products are assessed or certified as sustainable (61% in 2019/20)



Progress made in cereals and sugar cane has been outweighed by the decline in production of sugar beet, a raw material for which the entire sustainable supply has already been assessed.

■ 2017-18 ■ 2019-20
■ 2018-19 ■ 2020-21



Percentage of agricultural products certified or assessed as sustainable

⁷ Following a change in methodology in 2020/21, volumes are expressed after washing (clean). This change has been applied retrospectively to 2019/20 volumes.

COMMITMENTS

- Promote sustainable agriculture by harnessing the agronomic know-how of Tereos teams and growers to combine agricultural competitiveness and respect for the environment.
- Guarantee long-term agricultural production contracts in a context of increasing market volatility.
- Adopt and apply the highest ethical standards for the elected officials of the cooperative (Code of Ethics).
- Evaluate the Group's practices on the basis of external standards.
- 2020/21 target: 75% of agricultural products assessed or certified as sustainable.

POLICIES AND ACTION PLANS

The Tereos model is based on enduring local relationships with its cooperative members, then with all parts of the agricultural world (suppliers, transporters, etc.). This control of the value chain combined with an international presence enables the Group to provide its customers with direct and secure supply chains. To meet climate change challenges, the Group helps growers to improve their resilience while reducing the environmental footprint of their activity through new practices such as precision farming and sustainable agriculture.

Governance of the Sustainably Performing Agriculture pillar is decentralised at Business Unit level. Although they form part of a common framework, the elements relating to this challenge vary from one Business Unit to another. The need for adaptation is explained by the diversity of the raw materials transformed, the profiles of the supply chain and other specific local features.

Nonetheless, Tereos has undertaken a Group-wide review to ensure that these challenges and the related risks are better covered and coherently managed. A study of all Business Units was carried out in 2020 to improve understanding of how the Sustainably Performing Agriculture challenge is managed in terms of leadership and responsibilities.

One of the areas for improvement envisaged is the creation of a network of specialists in agricultural issues, led by the CSR team. Alongside this, the implementation of the Group's new sustainable development strategy, which includes the question of sustainable agriculture, will be regularly monitored at Business Unit level by the committee responsible for steering it. The approach chosen for this strategy, built in consultation with the Business Units, also entails their responsibility for achieving the goals set with each of them.

INITIATIVES IMPLEMENTED BY TEREOS IN THE UPSTREAM AGRICULTURAL SECTOR

Innovation & new technologies

Agronomic innovation is an ongoing process at Tereos. New production techniques for sustainable agriculture are at the heart of the work of the Agronomy Department, which carries out numerous trials and experiments every year in the Tereos multi-crop farm. Like an open-air agronomy R&D laboratory, the farm tests innovative new techniques that it then rolls out to cooperative members.

In 2020/21, over 6,000 experimental sugar beet, starch potato and alfalfa micro-plots were set up. The Tereos multi-crop farm makes it possible to develop numerous innovations seeking to improve the performance and profitability of its cooperative members' farms, allowing each cooperative member to benefit from the best techniques available through the personalised advice of their sector manager.

The Group also relies on digitalisation and other new technologies to increase farm profitability: image capture and analysis by drones and satellites, the use of algorithms, and the installation of mobile work stations to carry out surveys as close as possible to the fields. In particular, the use of drones makes it possible to map the presence of weeds in the fields, to significantly reduce inputs and to estimate the level of biomass, and hence the yield.

With regard to potatoes, dealing with mildew is a major challenge for starch potato producers. In order to secure production, Tereos has installed a network of around 115 on-line weather stations to support development of the Mileos decision-making tool. Used by more than 90% of Tereos' starch-producing cooperative members, Mileos enables them to moderate the use of inputs, by adjusting the fungal control strategy according to the risk. The use of the Mileos decision-making tool results in a saving of three to five treatments from

year to year and therefore a reduction in environmental impact, while guaranteeing good economic performance.

A new digital project was introduced during the 2020/21 campaign. "My Silos by Tereos" is a smartphone application that cooperative members can use to notify Tereos teams in real time of changes in the status of their silos, using GPS technology. This information exchange tool optimises logistics for silo emptying and allows users to compare their key indicators (yield, soil tare, richness) with those of other cooperative members.

In Reunion Island, meanwhile, the eRcane research centre, which was founded in 1929, plays a major role in the processing of sugar cane, seeking to increase production, profitability and sustainability. The research work carried out by eRcane, in partnership with CIRAD (International Cooperation Centre for Agronomic Research for Development) contributes to agricultural innovation in two priority areas:

- Variety selection: from a wide range of varieties created each year, an eRcane programme identifies those that offer better resistance to the vagaries of the climate and superior agronomic aptitudes to the varieties planted commercially in Reunion Island.
- Cultivation techniques: an R&D programme using demonstration plots provides planters with environmentally friendly and economically efficient cultivation practices. The principal research topics include weed control, mineral fertilisation, tillage and mechanisation.

Agronomic advice

The role of Tereos Sugar France's Agronomy Department is to identify and implement potential areas for progress and agronomic innovation, particularly with regard to changes in the agricultural model and regulations. It plays its part as an expert in the cooperative's various specialist committees and acts as a scientific advisor. Its work chiefly focuses on improving yield and the quality of agricultural production, leading to the development of a model of sustainable agriculture. All Tereos cooperative members have access to agronomic advice. On average, four technical meetings per year are held between each cooperative member and a Sector Manager from the cooperative.

The Agronomy Department works at the heart of crop-related issues and conducts experiments in the regions in order to identify the best practices to be shared. Whatever the topic of a trial - crop protection, alternative weed control methods, raw material conservation - when one of them is set up on a cooperative member's premises, it is monitored throughout by the agronomists. Every year, they write summaries of the experiments and recommendations for the following years. These reports are listed in *Agrobooks* dedicated to each of the Group's crops.

Commitments made as part of the sugar beet sector's prevention plan

In 2020, beet growers in France and other European countries faced a crisis caused by the beet yellows virus transmitted by aphids. Following a mild winter and a warm spring, aphid flights were particularly intense and early: the virus developed massively in all French production regions. Sugar beet growth and therefore production were severely affected, with yield losses for the sector of around 30% by comparison with the five-year average. This beet yellows crisis has weakened the entire sugar sector, exposing it to the risk of some growers abandoning beet in favour of other crops in their rotation.

The risk of exposure to the beet yellows virus was previously controlled by sugar beet growers through the use of neonicotinoid seed treatment. Since 2018, the use of plant protection solutions containing active substances

The Agronomy Department also focuses its trials on the way in which Tereos' products are integrated into cropping systems (sowing and harvesting dates, etc.), with the aim of creating value at the level of the farm. One of the main areas of work for the Group's agronomists is varietal experimentation. Genetics is a major lever for innovation in the face of issues linked in particular to climate change, disease resistance and yield improvement. The Agronomy Department carries out this work on a European scale, in the context of sharing experience with the Czech Republic and Romania, where sugar beet is also processed.

Dedicated teams also work with cooperative members to reduce the use of phytosanitary products by helping them identify sustainable practices based on varietal research, mechanical weeding, biocontrol (a plant protection method based on the use of natural mechanisms) and soil protection.

from the neonicotinoid family is no longer permitted in Europe. However, many European countries have made use of the derogations provided for in European law.

On the basis of available scientific studies and taking account of the absence of flowering of sugar beet before its harvest, France enacted a law on December 14, 2020, amending the provisions of the Biodiversity Act of August 8, 2016. Under defined conditions, this derogation allows the use of seeds coated with neonicotinoids until 2023, exclusively for sugar beet crops. The French State Council validated this law on March 15, 2021. In the lack of a viable alternative, this provision is intended to allow sufficient time for research to develop new effective methods to combat beet yellows.

In September 2020, the Interprofessional Association of Sugar Beet and Sugar (AIBS), of which Tereos is a member, published a prevention plan for the entire sector to establish a transition process towards neonicotinoid-free sugar beet cultivation by 2024 at the latest. This plan aims to target the use of neonicotinoids and prevent their potential impact on pollinators, through four priority areas:

- Monitoring reality on the ground
- The implementation of all alternatives to neonicotinoids
- Protecting pollinators and biodiversity
- Sharing knowledge and the results of research.

The second commitment of this plan consists of conducting pilot operations under real conditions, without the use of neonicotinoids: 53 volunteer growers (including some twenty Tereos cooperative members) will make available approximately 450 hectares of sugar beet, thanks to a network of pilot farms representative of the entire sugar beet growing area.

In addition to this prevention plan, Tereos is working actively with the entire industry on the development of alternative solutions. A National Research and Innovation Plan will be undertaken over the next three years by the National Research Institute for Agriculture, Food and the Environment and the Sugar Beet Technical Institute. It aims to find operational alternatives to neonicotinoids, by stepping up the research work begun in recent years with seed companies.

The two institutes will work together on four broad themes:

- Improving diagnosis and advice to growers.
- The implementation of measures to promote natural regulation of aphids on the scale of the plant environment, crops and landscapes.
- Control of aphids using new synthetic aphicides and biocontrol products.
- Use of natural defence systems (tolerant varieties, improvement of plant nutrient status, cross-resistance, etc.).

Tereos' agricultural teams are fully committed to communicating the most recent advances in research to cooperative members on a regular basis, so that they can adopt them promptly, thereby ensuring the sustainability of sugar beet cultivation on their farms.

Protecting biodiversity

The crops grown by Tereos' cooperative members and supplier growers are adapted to the local climate and soils. The Group's vision is to produce a safe, quality product with a satisfactory yield and a controlled environmental footprint.

Numerous practices are already undertaken by Tereos' cooperative members and partner growers, and these contribute to preserving the quality of the environment: agro-ecological practices, pasture systems, low-input crop systems, agro-forestry, etc. In addition, the Group encourages agricultural best practices that promote biodiversity, such as:

- Encouraging biodiversity with sugar beet storage: growers can sow sugar beet storage areas (outside the fields) in order to plant honey-bearing species. The objective is to stabilise these areas, avoid the proliferation of undesirable species and favour a habitat for auxiliary insects. Since 2021, Tereos has been encouraging its cooperative members to plant flower strips with honey-producing seeds in order to provide a food source for pollinators.
- Protecting biodiversity during the alfalfa harvest, to minimise game disturbance on the plots. The aim is to adopt good driving practices with harvesting machines: reduce the driving speed and install a scare bar to allow game to shift, leave a strip of uncut vegetation to provide shelter for small wildlife and insects. In addition, in 2021 Tereos signed up to the Apiluz project, led by the Symbiose association, to leave 3-metre wide non-mown strips in its plots. The aim is to develop a food resource for pollinators and improve the health of bees thanks to alfalfa.
- Developing alternative practices to synthetic inputs, prioritising organic rather than mineral fertilisation, and implementing flower strips that provide year-round coverage. The latter contribute to attracting, maintaining and promoting certain forms of functional biodiversity and are also sources of nectar and pollen, allowing a greater presence of auxiliary insects.

The sugar beet sector's prevention plan (see above) also entails optimising practices to protect and encourage pollinators and crop protection agents. Tereos is contributing to the sector's commitment made to plant 4,000 hectares of land with melliferous plants (summer alfalfa, wildflower strips, melliferous fallow, etc.) on all sugar beet farms by 2023 on the basis of the expertise of local apiculture networks.

In Brazil, sugar cane producers use a soil preparation method that consists of loosening compact layers of soil without turning them over. The aim is to restore soil permeability by improving natural drainage and preserving soil biodiversity. This method is sometimes accompanied by a contour cultivation system that reduces the formation of gullies and swales in the event of heavy rainfall. Mechanisation also makes it possible to limit compaction, which affects the amounts of water and air in the soil, to preserve its seepage capacity.

In addition, the agricultural teams are encouraging the planting of crotalaria (*crotalaria juncea*) as part of the crop rotation. This forage legume contributes to nitrogen fixation in the soil (approx. 300 kg/ha) and acts as a green manure improving soil fertility. As a cover crop, crotalaria reduces weeding operations and contributes to the fight against erosion and soil degradation.

MONITORING THE ENVIRONMENTAL PERFORMANCE OF THE UPSTREAM AGRICULTURAL SECTOR

Sustainability standards

Facing climate and demographic challenges, Tereos supports its cooperative members and partners throughout the world to ensure the long-term preservation of natural resources. In this context, Tereos is committed to environmentally friendly agriculture, on the basis of demanding standards. In line with the Group's vision, these standards support the development of socially and environmentally responsible agriculture.

In Reunion Island, the Cultivation Techniques department of the eRcane research centre (see above) is working on soil conservation. Among the research and development themes it is developing are:

- Minimal tillage in plantations to limit the risk of water erosion linked to slopes and high rainfall during the cyclone season.
- The recovery of fertilising residual materials in order to preserve and increase the soil's biological activity and thus improve productivity in the field while conserving essential biodiversity.

The SAI (Sustainable Agriculture Initiative) Platform is a standard that was created by Nestlé, Unilever and Danone to promote a common base of competitive sustainable agricultural practices, both upstream and downstream of the supply chain. Tereos was the first sugar cooperative to join this initiative in 2015. For the past six years, it has been an active member of the SAI initiative. It started by implementing these guidelines among its 12,000 cooperative members in France, to help them gain the maximum value from their agricultural raw materials.

After a first successful evaluation in 2016, this initiative was renewed in 2019, with 100% of the cooperative members rated “gold” or “silver”. With an increase of 8 points over the previous audit, the growing proportion of farms rated “gold” shows Tereos’ cooperative members’ commitment to sustainable and efficient agriculture. The Group extended this initiative to the Czech Republic in 2017 (with a renewal in 2020), then to Romania and Reunion Island in 2019.

In 2020, the Group also assessed its cereals (wheat and corn) against the SAI Platform standard. In Tereos Starch & Sweeteners Europe (TSSE), more than 38,000 partner growers already meet the sustainability criteria of the standard. At Tereos Iberia, the Group’s Spanish subsidiary, all suppliers have received a verification certificate, 80% of which were rated “gold” or “silver”. Thanks to these efforts, TSSE surpassed its target of 75% of raw materials assessed as sustainable by the end of 2020, with 78%.

High Environmental Value (HVE)

Alongside conventional and organic sugar, Tereos continued to develop its range of products in 2020 by offering a line of sugar made from sugar beet with High Environmental Value (HVE) certification. The aim is to support and promote growers’ sustainable development initiatives and to meet society’s expectations in terms of both environmental sustainability and traceability.

HVE certification, introduced in the wake of France’s “Grenelle” environmental round table (2008), covers four key areas: protection of biodiversity, phytosanitary strategy, fertilisation management and water resource management. While Level 2 certification entails an obligation of means, Level 3 HVE certification is based on an obligation of results, measured by environmental performance indicators.

In Brazil, the Group is encouraging the implementation of Bonsucro, a sustainability standard designed to reduce risks throughout the sugar cane supply chain, from cultivation to end-products (ethanol and sugar). It is a demanding standard that incorporates over 200 parameters, with particular emphasis on respecting human rights and the environment. Sugar cane suppliers must comply with these parameters, reflected in 53 indicators. In 2020/21, 30% of Tereos’ sugar cane production in Brazil as well as five of its seven sugar plants received this certification.

The Group also works with the 2BSvs standard, a certification relating to the sustainable production of biomass and which concerns producers of biofuels, bioliquids and biogas in particular. This certification allows international recognition of products marketed according to the sustainability conditions set by the European directive 2009/28/EC: biomass production areas, reduction of greenhouse gas emissions. Tereos can thus certify 100% of its beet production for bioethanol production. In 2020/21, Tereos had fourteen 2BSvs certified plants.

This label represents the highest level of environmental certification for farms in France. It is a voluntary programme accessible to all farming sectors, implemented by growers to maximise the value of the agro-ecological good practices they apply to throughout their farms.

The first trial campaign was run at the Artenay plant, with fifteen cooperative members and approximately 400 hectares of HVE sugar beet. Following this pilot operation, and depending on market developments, the Group intends extending the initiative to its other supply basins. Tereos has the ambition of becoming the leader in the production and marketing of HVE beet sugar, by offering a complete range for industrial customers (B2B) and end consumers (B2C). From spring 2021, HVE beet sugar under the Béghin Say brand is available in French supermarkets alongside Béghin Say’s 100% French organic beet sugar.

Organic farming

Sustainability and traceability are now an important part of consumers’ expectations. Organic products are one of these new trends and are growing rapidly in popularity. Tereos has been a pioneer in the distribution of organic cane sugar in Europe for more than fifteen years.

In 2018, Tereos Sugar France started developing its own range using French sugar beet, with the key advantage for the Group’s European customers of being a local product. Following successful agronomic and industrial trials in 2018, Attin was the first sugar plant to be certified organic by Ecocert in 2019 and to produce French organic beet sugar. Tereos teams worked alongside some thirty organic and in-conversion growers cultivating a surface area of around 200 hectares, to offer them help in implementing new techniques more suitable for organic farming. The sugar produced was sold primarily to the Group’s industrial customers in the beverage and confectionery sectors.

In 2020, the Group stepped up its ambitions, increasing the area under organic beet from 200 to 500 hectares, as well as doubling the number of producers (more than 60, spread over four regions).

Reflecting the Group’s diversification strategy, Tereos’ organic development goes further than just the production of organic sugar:

- Animal nutrition: in 2019/20, Tereos launched a pilot campaign for C2 alfalfa (second year of organic conversion) at one of the dehydration plants of Tereos Animal Nutrition, in Pleurs, north-eastern France. Three cooperative members in the process of converting to organic farming and located close to the plant successfully carried out a trial campaign on 60 hectares, representing dehydrated alfalfa production of more than 600 tonnes. For the 2020/21 campaign, a dozen cooperative members have signed up for this initiative, with around 170 hectares of organic C2 alfalfa grown. The super-pressed organic beet pulp processed at the Attin plant is also included in the organic animal nutrition range.

- Plant proteins: since 2019, the Epi&Co and EpiWit ranges of plant-based products (see chapter 5.5) have been available in organic-certified versions. Epi&Co is the first of Tereos’ starch-based activities to be awarded organic certification.

- Organic alcohol: in 2021, the Group extended its range with the production of organic beet alcohol. For the first time in France, Tereos has been granted Cosmos certification, which is awarded to players in the organic cosmetics industry. This alcohol is produced at the Artenay sugar plant and distillery, and is derived from organic sugar beets processed at the Attin sugar plant. This first production of French organic beet alcohol thus meets the expectations of Tereos’ customers in the perfume and cosmetics sectors, some of whom are located in Cosmetic Valley, close to the plant.

France: harvest assessment 2020/21

The 2020/21 sugar beet campaign unfolded in an unprecedented context owing to the Covid-19 epidemic, but it was also strongly marked by drought and attacks of the beet yellows virus.

The area sown to sugar beet by Tereos' cooperative members rose by 3.5% in 2020 by comparison with the previous campaign, but agricultural yields were significantly impacted in some regions: there was an average decline of 26% compared to the five-year average. The impact of beet yellows varied from region to region, with very marked yield losses south of Paris.

As a result, the Group decided to delay its timetable for starting up industrial activities in the regions affected. This measure was intended to allow a longer growing season for the cooperative members affected, which would be beneficial to the yield.

On an industrial level, the performance of the plants was very good, with one of the best production rates of the last ten years.

Brazil: harvest assessment 2020/21

Tereos Sugar & Energy Brazil achieved record production in the 2020/21 campaign, processing 20.9 million tonnes of sugar cane at its seven facilities, the highest milling volume in its history. In the previous campaign, Tereos Sugar & Energy Brazil processed 19 million tonnes.

Although weather conditions were unfavourable, with a prolonged drought, the Group also recorded its all-time best agricultural productivity, with an average yield of 12.2 tonnes of sugar per hectare (compared to 11 tonnes in the 2019/20 campaign).

This increase in yields was supported by the Group's

investments in agricultural production technologies, an improvement in varietal selection and the evolution of the digital transformation process, with more accurate use of data, thus improving operational indicators.

In a context of favourable world sugar prices, Tereos' production mix was 63% sugar and 37% ethanol. Sugar production reached a record 1.9 million tonnes (up 19% compared to the 2019/20 campaign) and ethanol production amounted to a volume of 730 million litres.



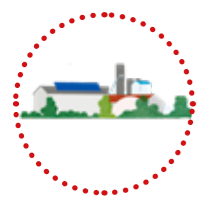
5.2 ENVIRONMENTAL IMPACT

BACKGROUND

As an industrial company and a cooperative, Tereos has opted to pay particular attention to reducing its environmental impact, particularly by reducing the carbon footprint of its industrial assets, protecting water resources, controlling its discharges, recycling its resi-

dues and improving air quality. The Group is also committed to energy transition through converting its residues into green electricity.

RESULTS



27%

of Group plants are ISO 14001 certified (environmental management system) in 2020/21 (27% in 2019/20)



The number of plants with ISO 14001 certification was stable in 2020/21

2017-18 2019-20
2018-19 2020-21



Proportion of sites certified ISO 14001 (%)

2017-18 2019-20
2018-19 2020-21



Proportion of agricultural raw materials processed (%)



99%

Percentage of raw materials processed in 2020/21 in the Group (99% in 2019/20)



The Group continued to improve its utilisation rate (+0.2%), which remains above 99%.



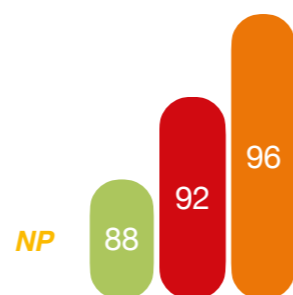
96%

Percentage of water returned to the environment within the Group in 2020/21 (excluding Tereos Mozambique) (92% in 2019/20)



The higher percentage of water returned to the environment is partly explained by the inclusion of volumes from Tereos Sugar Indian Ocean.

2017-18 2019-20
2018-19 2020-21



Water returned to the environment (%)

NP = indicator not published

8 Following a change of methodology in 2020/21, the volume of water returned to the environment by Tereos Sugar Indian Ocean is now included in this indicator. This change has been applied retrospectively to the 2019/20 volumes.

COMMITMENTS

- Transform all parts of the agricultural raw materials
- Improve the water balance and reduce discharges
- Increase the number of sites certified ISO 14001 (environmental management system)

POLICIES AND ACTION PLANS

In 2019, Tereos worked on a Sustainability strategic plan for its subsidiaries, Tereos Sugar France and Tereos Starch & Sweeteners Europe, with the objective of finalising it in 2020. Initially defined at European level, this strategic plan was adapted in 2020/21 for use in all Business Units worldwide. This commitment is part of the Group's operational excellence plan. Included in the strategic plan, the section relating to energy and the Group's contribution to the energy transition are given very high priority at Tereos.

By way of illustration, Tereos Sugar France has set up an environmental management system that takes these issues into account. The action plans implemented by this Business Unit aim specifically to:

- Control and reduce atmospheric emissions. A multi-year investment programme enables the implementation of new techniques associated with combustion installations.

- Control the impact of activities on the aqueous environment by organising regular monitoring of discharges, maintaining the performance of wastewater treatment facilities and conducting a multi-year programme to optimise water consumption.
- Maintain a waste recovery rate of over 98% by regularly seeking waste processing channels and organising waste sorting.
- Reduce the impact of our plants on local residents through actions aimed at reducing odour nuisance, along with regulatory studies on noise and regular communication with external stakeholders.

The Group also intends to adopt eco-design principles in order to anticipate product end-of-life, rationalise packaging and optimise waste management.

Rethinking the use of water

Water is central to the concerns of the Group, which is committed to reducing its water use, optimising the quality of water discharged from its facilities and recycling it. Beet sugar production is an industrial activity that is structurally in surplus in terms of water management. The ability to fully recover this water is one of the characteristics of Tereos' sustainable development policy. The recovery of condensed water from the manufacturing process is used in particular for hydraulic testing, soil spreading and fertigation.

Three industrial sites (Artenay, Boiry-Sainte-Rictrude and Connantre) have set up fertigation networks supplying growers operating in the vicinity of the plants concerned with water from the sugar plant basins. Most of this mineral-rich water comes from beet washing. It provides growers with a double benefit: it prevents drawing on the natural environment and adds mineral elements to the soil. Through fertigation at the Boiry-Sainte-Rictrude site, for example, an average of 90,000 m³ of water is distributed per week over the course of the campaign.

In France, several plants are equipped with storage basins – Connantre (150,000 m³), Boiry-Sainte-Rictrude (165,000 m³) and Chevrières (65,000 m³) – which represents an annual saving of 380,000 m³ of water not drawn from natural resources. For a facility such as Connantre, the installation of a storage basin resulted in a 50% reduction in water extraction in 2019/20.

In 2020, the Artenay plant significantly reduced its withdrawals from the water table by implementing technical improvements and organisational progress (improved recycling of vinasse, reduced consumption of demineralised water, etc.). These measures have reduced the facility's annual consumption by 25%. At the Connantre plant, the construction of a new washing facility with a larger capacity of 30,000 tonnes is under way. It is due to be commissioned in September 2021, and will make it possible to reduce the volume of water in circulation by approximately 50%.

In addition, an R&D programme has been launched in Europe to select new technologies for the treatment and recycling of process water.

In Brazil, Tereos Sugar and Energy Brazil has launched the Water Management, Optimisation and Treatment programme, in which each stage of sugar, ethanol and energy production is carefully analysed to identify new opportunities for reducing water consumption. The objective for Tereos Sugar and Energy Brazil is to achieve 0.5 m³ of water consumed per tonne of sugar cane processed by 2024.

Spain: preserving water resources with reverse osmosis

At the Tereos Starch & Sweeteners corn starch facility in Zaragoza, a reverse osmosis plant provides high quality water, which is essential to the industrial process. This water purification technology is used, among other things, to remove ions (salts), small particles and potential microbes from well water. Thanks to this system, the ion exchangers for the demineralisation of glucose last 40% longer and so the Zara-

As part of this programme, an industrial water recycling initiative was implemented in 2020 at the São José plant. The project consists of setting up a cascade circuit, in which water collected from rivers and wells is only used in really essential areas. The aim is also to create opportunities for reusing water and effluents: phlegm (distillation liquid), for instance, can be reused to clean the cooling circuits. This system reduces the use of water resources and optimises the water circuit in the plant. A second phase is planned for 2021/22, when visualisation of the water flow meters will be automated, so that flows can be measured more accurately, and any water losses can be mapped.

In addition, Tereos is contributing to the «*Olhos d'agua*» programme, which has already rehabilitated five springs in the northeast region of São Paulo, and is currently working to rehabilitate two more. The purpose of this programme is to reforest natural areas around springs, to give the soil favourable conditions for rainwater to infiltrate, leading to an increase in the quantity and an improvement in the quality of water.

goza site has substantially reduced its consumption of water from the natural environment. The annual savings achieved through the use of reverse osmosis amount to more than 135,000 m³ of water.

Air emissions

The most recent carbon balance in France was carried out in 2020, using data from 2019. It showed that the most significant items in terms of GHG emissions in Tereos Sugar France's supply chain were divided between upstream beet growing (between 20% and 25%), on the one hand, and industrial processing (between 65% and 70%), on the other.

The gradual phasing out of coal in Tereos Sugar France's energy supply through the installation of new gas boilers has contributed to the decrease in atmospheric emissions linked to the industrial activities of the sugar plants and distilleries (reductions of 40% in CO₂ emissions and 90% in dust emissions). The Chevrières and Lillers facilities replaced their coal boilers with gas boilers between 2019 and 2020, for instance. Preparations for the conversion of the Escaudœuvres site started in early 2020, with commissioning scheduled for 2022.

Tereos Animal Nutrition is rolling out a project across all its sites which consists of installing biomass on its

Reduction of odour and noise pollution

In France, in order to combat odour emissions stemming from its industrial activities, Tereos has appointed an internal "nose" on each of its sites to monitor the nuisances caused by sugar beet processing in particular. Particular efforts have been made on the Artenay site to respond to complaints sent by a local pressure group, *Bien vivre à Artenay* ("Live Well in Artenay"). These efforts have involved placing an odour-absorbing gel around the basins, but also improving the assessment and management of effluents in order to limit ill-smelling biological processes (flow separation, aeration, etc.).

At the Chevrières and Lillers sites, Tereos has set up odour surveillance programmes in partnership with Odometric, based on the involvement of volunteer local residents. They report any odour nuisance generated by the Group's facilities several times a week. This monitoring work makes it possible to identify and evaluate the odour nuisance generated, in order to find solutions to limit it, such as the use of biological treatments in the effluent basins to accelerate organic degradation.

In recent years, the Zaragoza site in Spain has made major investments to reduce the environmental pollution of the plant, which is located near residential

drying lines. The investment is supported by ADEME, the French environmental and energy management agency, and is one of the projects selected for inclusion in the "France Relance" recovery plan (see box in chapter 5.3 below). The system was commissioned at the Pleurs plant in May 2021, and will be responsible for cutting CO₂ emissions by 70%.

Meanwhile, the Tereos Starch & Sweeteners Europe plant in Nesle installed two new back-up boilers in 2020. They ensure that steam is available when other equipment is undergoing maintenance and reduce emissions into the atmosphere, emitting only 35 to 40 mg of NO_x (nitrogen oxide), compared with the standard of 100 mg. A project is also under study on the possibility of expanding the plant's activities with the on-site production of green hydrogen (without CO₂ emissions), which is necessary for the manufacture of polyols, using wind or solar energy.

areas. In particular, the site has reviewed its industrial processes by working with universities and suppliers. This has enabled it to eliminate 95% of odours, which are now undetectable outside the factory. The site has also reduced noise pollution by using acoustic protection materials, optimising the maintenance of industrial equipment and installing sound level meters near residential buildings.

The Group is also committed to reducing noise pollution, whether caused by road traffic during the campaign or by the industrial facilities themselves. In 2020, the Boiry-Sainte-Rictrude plant, for example, worked closely with local authorities and residents affected by noise from the site's pumping station. A public meeting was held to share the results of a noise impact assessment commissioned by the site. Fans with sound traps have been installed to cool the pumping station buildings which allows the doors to be kept closed, and additional soundproofing equipment has been installed to reduce noise leakage. A follow-up study is planned to share the results of these improvements with local residents.

Recovering residues

Tereos transforms all the constituents of the plant-derived raw materials it processes and generates little waste. The Group already succeeds in transforming 99% of the agricultural products it processes. For example, beet pulp in particular is recovered for animal nutrition, to help farmers meet the nutritional needs of their livestock and contribute to the competitiveness of their herds. There are many solutions and partnerships in place to conserve resources through a circular economy model. Energy recovery from residues and fertigation are among the techniques used.

- Anaerobic digestion: vinasses are a product resulting from the production of alcohol from sugar beets. Transforming them into biogas using anaerobic digestion tanks enables the Group to reduce its fossil energy consumption and CO2 emissions. At the Dobrovice site in the Czech Republic, for example, the anaerobic digestion system covers a large part of the distillery's energy needs during the campaign.

- Cogeneration: energy produced from bagasse (residue from sugar cane), which enables sugar cane facilities to be energy neutral during the campaign.
- Fertigation: the reuse of water extracted from sugar beets to irrigate and nourish neighbouring cultivated land.
- Composting: the installation of composting units at all Tereos Sugar and Energy Brazil sites has decreased the total volume of organic residue by 40%, with the production of 48 tonnes of organic fertiliser annually, applied in particular on green spaces and in nurseries for seedlings at the plants.
- Biomaterials: tests are underway to employ beet pulp or bagasse for food packaging (e.g. trays or cartons).

Brazil: a lagoon anaerobic digestion project

The Tereos Starch & Sweeteners site in Palmital, Brazil, recycles its effluents into biogas through anaerobic digestion. This natural process of decomposition of organic matter allows the recovery of starch factory effluents from the processing of corn and cassava, producing natural and non-polluting energy. The installation consists of two 5,600 m2 anaerobic digestion lagoons. This surface area allows the breakdown process

to take place naturally, without any chemical reaction. The increase in the plant's production capacity has raised the potential organic feedstock input to 110 m3/hour. The anaerobic digester is expected to achieve an 80% to 90% yield of organic matter. This feedstock will then be recovered as biogas and used on site to fuel the boilers, thereby achieving energy savings.

Optimising packaging

The Tereos Group, consumers and local authorities all share the same ideal of wanting to see a reduction in packaging. As the majority of the Group's offerings are intended for the B2B market, packaging is a less significant issue than for consumer products. Most of its B2B packaging is reusable, i.e. it is washed and reused, with a lifespan of around five years. The challenge is ensuring the packaging is returned and remains in good condition. In addition, as Tereos products are generally used as ingredients by its customers and consumers, the Group has limited influence on the end-of-life of its products.

In Brazil, legislation requires reverse logistics (from consumer to producer) for consumer product packaging, as part of the «*Eu reciclo*» (I recycle) initiative. Tereos goes about this by partnering with recycling cooperatives to outsource the logistics aspect of the process, which cannot be done in-house. In Europe, Tereos is actively working on packaging that meets recyclable criteria, particularly for plastic versions. A search for alternative solutions has been initiated, in line with the Group's environmental ambitions and consumer demands. Currently, approximately 85% of B2C packaging is already 100% recyclable as it is made of paper or cardboard.

For its consumer products, which are used as ingredients, product end-of-life is not the most significant issue for Tereos, but it is rather the fight against food waste and the reduction of packaging. The Group wants its final packaging to be recyclable, if not reusable (Béghin Say, La Perruche, Guarani, TTD, Sucreries de Bourbon and Whitworths brands) and is seeking to develop packaging that avoids food waste.

The Group is continuing its efforts by working on eco-design and optimising its packaging: in 2019, the packaging of sugar stick sachets was the subject of an optimisation project in partnership with a paper supplier. Thanks to this innovation, a new packaging format for sugar stick sachets led to an 8% reduction in paper for the same volume of sugar. The change in format has resulted in an optimisation of the supply chain with fewer pallets for the same quantity of products. Over the course of a year, the reduced number of pallets produced and transported represents the equivalent of 31 fewer truckloads. In addition, Tereos' Béghin Say brand launched organic beet sugar and HVE-certified beet sugar in Spring 2021, sold in fully recyclable cardboard packaging.





5.3 ENERGY TRANSITION & CLIMATE

BACKGROUND

To speed up its energy transition, the Group is seeking to reduce its energy consumption, to replace fossil fuels and to establish a robust and sustainable energy model in the face of the challenges of energy supply, depletion of resources and the imperatives of environmental protection. The steady rise in energy costs also makes energy efficiency a prerequisite for the Group's long-term competitiveness.

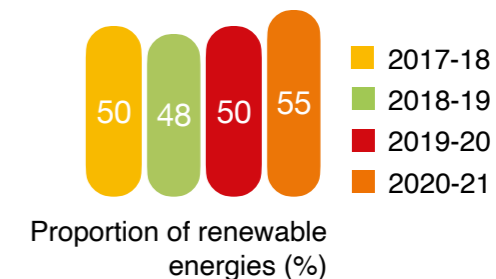
RESULTS

In 2020/21, Tereos continued its efforts in energy transition through a policy of investments and optimisation of its energy consumption.

In 2020/21, renewable energies (biomass, biogas) represent 55% of the Group's energy mix. (50% in 2019/20)



The 5-point rise was chiefly due to cogeneration in sugar cane plants. Volumes for this raw material increased in relative terms in 2020/21. The Group's energy consumption fell by 0.4% by comparison with 2019/20.



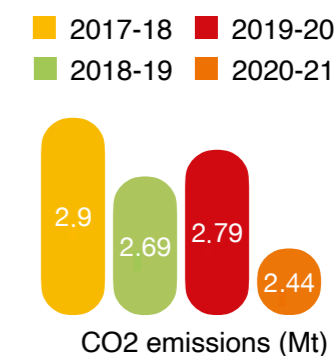
CO2 emissions (direct and indirect) represented 2.44 M tonnes of CO2 eq. in 2020/21 (2.79 Mt of CO2 eq. in 2019/20).

2.44 M

tonnes of CO2 eq. in 2020/21 (2.79 Mt of CO2 eq. in 2019/20).

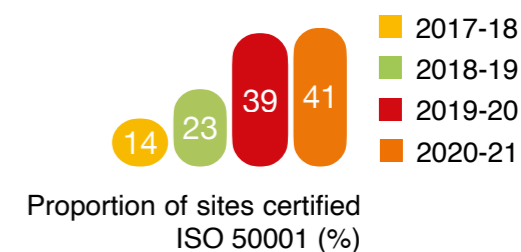


The 12.5% decline in CO2 emissions is proportionally bigger than the 4.7% fall in production, on account of the Group's decarbonisation policy.



41% of the Group's sites have implemented an ISO 50001 (energy management system) process (39% in 2019/20).

One further site in France was certified 50001 in 2020/21.



To meet the urgent need for transition, and in anticipation of the challenges of the European Green Deal, Tereos is investing in the modernisation of its industrial equipment and capitalising on renewable energies to reduce its energy consumption and fight against global warming. In 2020, the Group went beyond the symbolic threshold of 50% of renewable energies in its energy mix for the first time, and for all its activities.

In 2020, Tereos was awarded a B rating for 2019 by the CDP organisation (formerly known as the Carbon Disclosure Project) for the whole Group. An international non-profit organisation created in 2002, CDP collects data measuring the GHG emissions of participating companies through an evaluation system based on a comprehensive questionnaire. From this information, CDP assesses each player's environmental impact, as

well as the actions and programmes they implement, and assigns them a rating ranging from A to D-. The B rating achieved by the Group on the Climate Change component places it among the best performing companies in this area in its sector. For comparison, the average rating that CDP assigns to companies is C, and the average rating for companies in the agri-foods sector is D. Its participation in the CDP survey and the B rating it obtained ensure that the Group is in compliance with the recommendations of the international Taskforce on Climate-related Financial Disclosures (TCFD).

COMMITMENTS

- Reduce energy consumption in the processing of agricultural products
- Convert non-food waste into renewable energy
- Increase the number of sites with ISO 50001 (energy management system) certification

POLICIES AND ACTION PLANS

Energy management and consumption is central to the Group's environmental challenges. In 2018, Tereos initiated a programme to speed up its efforts in this area. Each Group entity is responsible for implementing action plans relating to its activities and key goals, as well as sustainability reporting.

In 2020, Tereos launched a wide-ranging initiative to define and implement its global decarbonisation strategy. The Group intends to harmonise its ambitions with those of the European Green Deal and France's National Low-Carbon Strategy (SNBC), in line with the 2015 Paris Climate Agreement. As part of this project, the Group is actively studying techniques and process technologies to optimise its energy consumption and all options for producing renewable energies, in order to drastically reduce its carbon footprint.

There are three key areas where Tereos is working to control its energy consumption and reduce its carbon footprint:

- Renewable energy production
- Reduction of energy consumption throughout the value chain
- Optimising production yields, logistics flows and reducing losses.

Renewable energy production

Tereos processes all of its agricultural raw materials and uses their waste to transform them into green energy such as bioethanol or bagasse, thereby reducing the energy it needs to consume to transform the raw materials.

In Brazil, Mozambique and Reunion Island, the sugar cane transformation process produces energy from bagasse, which is fibrous cane residue. Through cogeneration, it is burned in high-efficiency boilers and supplies industrial sites with steam and electricity, thus achieving energy self-sufficiency. Any surplus renewable electricity is fed into the grid. In Reunion Island, 10% of the island's annual electricity consumption is produced from bagasse, supplied by the two local Tereos sugar plants. Green electricity produced in this way in Brazil in 2020/21 corresponds to 1,770 GWh (including the energy consumed by the plant and the portion donated to humanitarian partners), of which more than 1,150 GWh of electricity were sold.

The Group has been committed to developing bioethanol in Brazil and Europe for a number of years, constantly seeking new outlets for its products and enhancing their value. Bioethanol is a biofuel produced from the fermentation and distillation of agricultural raw materials (wheat, corn, sugar beet, sugar cane) and waste products (molasses and residual starch, for example) from the transformation of plants into food.

Bioethanol is a local renewable energy produced from co-products of transformation for food production (sugar and starch). It helps to support local farm production by boosting agricultural income through diversified outlets. Used as an alternative to fossil energy, which is imported and responsible for greenhouse gas emissions (in E5, E10, E85 and ED95), bioethanol is a sustainable energy that reduces greenhouse gas emissions from well to wheel (taking into account emissions over the entire lifecycle) by an average of 72.5% compared to petrol in Europe⁹. As for ED95, it reduces greenhouse gas emissions by up to 88% from well to wheel compared to diesel in urban areas (according to a study by ADEME – the French Agency for Environment and Energy Management – in December 2018).

In 2020, in spite of lockdowns and travel restrictions, sales of superethanol-E85 rose by 4% in France, while the fuel market fell by 14%. The distribution network has increased with more than 2,300 stations now selling E85, representing a quarter of the French network, growth of 32% in one year. More than 15,000 approved Flex fuel conversion units were fitted in 2020, while the choice of factory-built flex-E85 vehicles is expanding with the launch of new models from Ford and Jaguar Land Rover.

The European Green Deal is intended to speed up efforts to decarbonise the European economy. In 2020, the target for reducing greenhouse gas emissions was raised from 40% in 2030 (compared to 1990) to 55%. This new target requires an increase in the decarbonisation objectives in the transport sector, which accounts for a quarter of the EU's total emissions. The Renewable Energy Directive is therefore due to be revised in 2021, and the European Commission estimates that in order to reach the new 55% target, it will be necessary to increase the target for renewable energy in transport from 14% to around 24% by 2030. This situation constitutes an opportunity for bioethanol, which has an important role to play in decarbonising the petrol vehicle fleet, alongside other developing technologies, such as electric vehicles.

⁹ ePURE (European Renewable Ethanol Association) study, 2019

Reduction of energy consumption throughout the value chain

A major lever of Tereos' contribution to the fight against climate change is saving and preserving energy resources. To optimise its production equipment and make it more reliable, the Group has taken several actions:

- Sugar plants: completion of the programme to replace coal-fired boilers with gas-fired boilers, investment in new technologies for motor and variable speed drives to optimise electricity consumption.
- Starch facilities: implementation of an initiative to recover and recycle fatal heat in plants.
- Dehydration units: for the drying units used for alfalfa and dehydrated beet pulp intended for animal feed, the Group is looking into using biomass and optimising the heat transfer process.
- As mentioned above, renewable or alternative energies are an important part of Tereos' energy sourcing, with 50% of its energy mix consisting of renewable energies. Each year, the Group continues to develop new projects in this area. On the Lillebonne industrial site, for instance, Tereos has signed a partnership agreement with the Estuary Waste Disposal and Energy Recovery Authority to be supplied with the steam produced by the household waste incinerator located 3 km from the facility. This steam replaces up to 65% of the energy produced by the site's boiler, which runs mainly on natural gas, and is a genuine circular economy project at a local level. This partnership enables the

plant to significantly reduce its fossil fuel energy consumption.

In March 2021, Tereos and SUEZ announced a partnership project that will result in reduced gas consumption at the Origny-Sainte-Benoîte sugar plant in northern France. SUEZ will supply renewable and recovered energy in the form of steam produced from solid recovered fuels (SRFs), which will be processed from non-hazardous waste (materials rejected by recycling facilities, business waste, wood waste, bulky waste, etc.), much of which is at present sent to landfill.

Built and operated by SUEZ on the Origny-Sainte-Benoîte site, the new boiler will generate about 400 GWh/year of alternative thermal energy in the form of steam, covering nearly 40% of the site's energy needs. The use of this non-recyclable waste as fuel will maximise the production and recovery of energy, while minimising environmental impact. The project to build the recovery plant, which is scheduled to be operational in 2024, will also enable the Group to reduce its consumption of fossil energies.

Optimising production yields and logistics flows and reducing losses

With the aim of reducing its carbon footprint, another one of Tereos' priorities is the optimisation of its logistics flows. In France, production facilities are located in the heart of agricultural production areas. In an effort to reduce transport flows, the supply radii of plants are limited to 35 kilometres, particularly for sugar beet and potato processing activities.

The constant modernisation of sugar plants, including conversion to gas, also significantly reduces transport-related CO2 emissions. In Attin and Escaudœuvres, the implementation of new-generation on-site milk of lime

production units in 2019 – a first in the sugar beet sector – will enable the company to obtain a higher quality of lime while reducing road transport and CO2 emissions.

Tereos is also working on limiting the number of trucks on the road, in a further effort to limit CO2 emissions and fuel consumption. Initiatives relating to loading techniques, increasing the raw material's sugar content or controlling the soil tare (soil and leaves stuck to the sugar beets) contribute to optimising the quantities transported by trucks. Over 35% of the road fleet is also fitted with rear screen doors. Lighter in weight, they allow the

tonnage of sugar beets transported by truck to be further optimised – since 2010, the net tonnage has risen from 20 tonnes to 28 tonnes. Tereos is also continuing its work on increasing the payload of trucks, in line with practices already adopted in a number of northern European countries, which will improve road safety, reduce carbon emissions and lessen the nuisance to residents of rural communities affected by sugar beet collection.

The Logismart tool, launched in France in 2019, aims to optimise the flow of trucks supplying sites with sugar beet during the campaign (26,000 silos to be collected). The initiative was extended in 2020 to all the Group's sugar plants in France. Thanks to real-time data and the communication of the best routes for trucks to use, this initiative makes it possible to optimise flows; the goal is also to improve sugar beet transport productivity by 5%.

The Group also favours sustainable modes of transportation for its flow of goods. The recent creation of a packaging and logistics platform at the Escaudœuvres site near Cambrai has increased Tereos' export capacity while limiting its carbon footprint. With a logistics capacity of 500,000 tonnes of sugar per year, the site allows for the rapid loading of containers to be transported by river and sea.

The Group has implemented multimodal logistics solutions as an alternative to road transport to ensure that its customers receive deliveries under optimal cost and quality conditions: these include road/rail transport, rail transport and a combination of the two. As an example, Tereos Sugar France developed a new supply chain with one of its customers in 2019/20, based on the combined use of rail and road. This partnership made it possible to secure the customer's supplies, keep logistics costs under control, and considerably reduce the carbon impact of operations. This multimodal logistics initiative, which gives priority to rail, resulted in an 83% reduction in transport-related CO2 emissions, compared with the exclusive use of road transport.

In Brazil, Tereos signed a partnership agreement in 2018 with VLI, an integrated logistics company that operates railways, intermodal terminals and ports. This agreement provides for the rail transport of 1 million tonnes of sugar per year to VLI's export terminal. The first shipment via VLI logistics took place in June 2019. The two sugar warehouses at the Guar and Tiplam terminals in the port of Santos, in the State of So Paulo, were commissioned in April and August 2020. With a total capacity of 240,000 tonnes, the two warehouses were instrumental in supporting the 60% increase in sugar exports during the last campaign, for a volume of 1.15 million tonnes of raw sugar. Transport by rail compared to road represents an annual saving of 220,000 tonnes of CO2.

Europe: continuing the drive for ISO 50001 certification

In 2020/21, the Group continued working towards obtaining further ISO 50001 certifications, a process that has been underway for several years and is aimed at improving energy performance. Tereos encourages its European sites to engage in ISO 50001 certification process in order to help it reduce its impact on the climate, preserve resources and improve its results through efficient energy management.

Tereos Sugar France initiated this continuous improvement approach to the management of energy consumption at its distilleries and sugar facilities: as a result, the Escaudœuvres, Lillers, Connantre, Bucy, Boiry-Sainte-Rictrude, Artenay and Attin sites were certified. Tereos Starch & Sweeteners Europe also focuses on ISO 50001 certification. Five of its six production sites

are certified: Marckolsheim, Nesle and Lillebonne in France, along with Zaragoza, in Spain, and Aalst, in Belgium.

In the Czech Republic, Tereos TTD completed the certification process for all its sites in the country at the beginning of the year. A total of six sites received certification in 2020. The teams have implemented an energy management system with the twin goals of continuing to improve energy performance on sites and raising employee awareness of these issues. Throughout the Group, 41% of Tereos sites were ISO 50001 certified in 2020/21 (39% in 2019/20).

Tereos among the first winners of the France Relance call for projects

In 2020, as part of the national «France Relance» recovery plan, the French government allocated €1.2 billion to aiding the ecological transition of industry and supporting its efforts to reduce greenhouse gas emissions. The plan is based on two main components: carbon-free heat (heat production from biomass) and energy efficiency. Following the call for projects, three pre-projects led by Tereos have been selected by ADEME:

Energy efficiency

(1) The project proposed by Tereos Sugar France for its Connantre site is to minimise the consumption of fossil energy used for dehydrating beet pulp in four Tereos Animal Nutrition drying units, located near the sugar plant. The implementation of a pre-drying process using recovery of various types of waste heat from the Connantre sugar plant will save around 60 GWh of energy per year as well as an annual saving of more than 18,000 tonnes of CO2 for the other four drying units.

(2) The project submitted by Tereos Starch & Sweeteners Europe for its Nesle site relates to glucose syrup production, which includes membrane filtration and a final evaporation step. The project consists, on the one hand, of replacing the ceramic membrane filtration systems with an organic membrane filtration system, reducing electricity consumption, and, on the other hand, of replacing the final triple-effect evaporator with a mechanical vapour recompression (MVR) evaporator, replacing the gas with electricity. Taken together, these modifications will amount to annual savings of 58 GWh of primary energy and a saving of 7,760 tonnes of CO2.

Biomass heat

Tereos Animal Nutrition is planning to install biomass injectors on all the coal-fired boilers at its sites in Pleurs, Montépreux and Allemanche. These three projects would make it possible to substitute 70% of the coal consumed and avoid more than 48,000 tonnes of CO2 emissions per year. The increasing use of biomass is part of a process of diversifying the energy mix and recovering regional wood resources.

RenovaBio, Brazil's programme for reducing greenhouse gas emissions

The Brazilian federal government committed itself in the Paris Agreement to a 43% reduction in its CO2 emissions by 2030. The RenovaBio Programme is the official expression of this commitment, calibrated to stimulate the industrial development of Brazilian ethanol. The 10-year programme, which came into force in 2020, aims to double ethanol production by 2030. This target represents a major opportunity for Tereos, which is a leading player in the Brazilian ethanol industry with production of 730,000 m3 in 2020/21.

Once certified, Tereos' facilities in Brazil can issue carbon credits (CBIOs) to biofuel distributors based on the volumes of fossil fuels sold in the previous year.

By early 2020, all Tereos production facilities in Brazil were RenovaBio certified and Tereos Sugar and Energy Brazil had launched the sale of 80,000 CBIOs credits.



5.4 QUALITY, TRACEABILITY & FOOD SAFETY

BACKGROUND

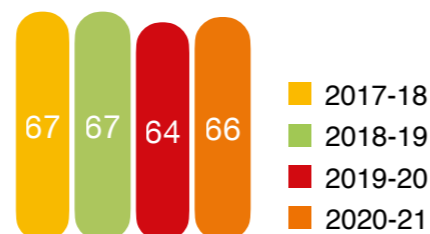
Tereos maintains close relations with upstream agricultural producers and implements a continuous improvement process for food quality and safety at all its sites. This approach aims to anticipate consumers increasingly sensitive to the origin of the food they consume. Tereos maintains close relations with upstream agricultural producers and implements a continuous improvement process for food quality and safety at all its sites. This approach aims to anticipate consumers increasingly sensitive to the origin of the food they consume. Food quality and safety are among the Group's priorities, and these issues are among the five priorities of the global transformation plan. The aim is to make all employees more accountable for product safety-related risk prevention.

Tereos is committed to providing its customers with safe products that meet regulatory, qua-

RESULTS

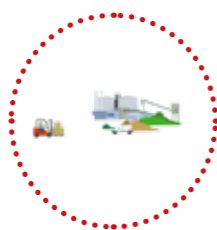
66%

of the Group's sites have implemented an ISO 22000 policy (food safety management system) or equivalent (64% in 2019/20)



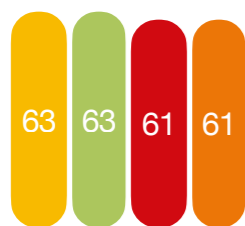
Proportion of sites certified ISO 22000 or FSSC 22000 (%)

One additional site has been taken into account after the inclusion of certification equivalent to ISO 22000



61%

of Group sites are certified ISO 9001 (quality management system) (61% in 2019/20)



Proportion of sites certified ISO 9001 (%)

The percentage of sites certified ISO 9001 or ISO/ FSSC 22000 (or equivalent) was 86% in 2020/21.



ENGAGEMENTS

- To certify quality and food safety management practices.
- 2020/21 target: 100% of industrial sites certified ISO/FSSC 22000 (or equivalent) or ISO 9001

POLICIES

The Group's policy roadmap has been defined and rolled out on all sites. The aim is to adopt and share the same quality and food safety standards throughout the Group. This roadmap is supported by all Quality teams at Business Unit level as well as on industrial sites, and is based on three main areas:

Quality Charter

A founding document signed by the Chairman of the Management Board sets down three quality principles shared by the entire Group:

- Ensuring product quality and safety,
- Strengthening product quality and safety culture,
- Ensuring customer satisfaction and continuous improvement.

The eight Golden Rules of Group Quality

These guidelines remind employees of the essential initiatives and measures to be taken to ensure the quality and safety of products, such as wearing clean and appropriate work clothes, complying with rules specific

to the work area, applying work instructions, protecting products from sources of contamination, keeping the work area clean and tidy, preventing the risk of vermin, complying with rules relating to allergens, and identifying and reporting any anomalies to management.

The eight Group Quality Priorities

Applying the eight Golden Rules of Quality; updating procedures and instructions and monitoring their implementation; ensuring the regulatory compliance of products and compliance with specifications; handling and communicating product complaints and incidents; defining employee roles and responsibilities relating to product quality and safety; providing product quality and safety training; developing the management of product quality and safety issues (indicators, rituals, audits); managing the activities of external parties having an impact on products.

Customer satisfaction surveys

In 2019, the Group's marketing teams conducted a survey of customers of Tereos Sugar France and Tereos Starch & Sweeteners Europe to assess their satisfaction levels and identify areas for improvement. Their testimonials provided a better understanding of customer perceptions and helped to identify both positive points and levers for improvement. More than

600 professionals were surveyed, in nine languages. The customer satisfaction rate was 84%. In March 2021, a similar study was conducted to consolidate the results of 2019 and evaluate the impact of the actions taken and to further improve customer service.

ACTION PLANS

Food safety and product quality are essential to Tereos, which works on a daily basis to provide its customers and consumers with the best product guarantees. The Group's goal is to maintain zero product recalls.

The Group's industrial sites have implemented management systems that are based on international standards and benchmarks (ISO 9001, FSSC 22000, BRC/IFS, etc.) and are regularly audited by third-party certification bodies. In 2020, Tereos Sugar France's three packaging plants (Artenay, Nantes and Thumeries) renewed their IFS (International Featured Standard)

Quality and food safety management

Quality and food safety policies are implemented in all subsidiaries with a focus on continuous improvement. The aim is to control contamination risks throughout the production process, implement preventive and corrective measures, and monitor compliance with control standards and alert systems.

For instance, Tereos Starch & Sweeteners Europe has implemented a guaranteed GM-free corn purchasing policy for both its corn processing production sites. This requirement is included in all supplier contracts.

Processes have 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.

Tereos Sugar France has implemented a certified quality and food safety management system on all its industrial sites, for example, based on a risk analysis of its activities. Particular attention is paid to these main challenges:

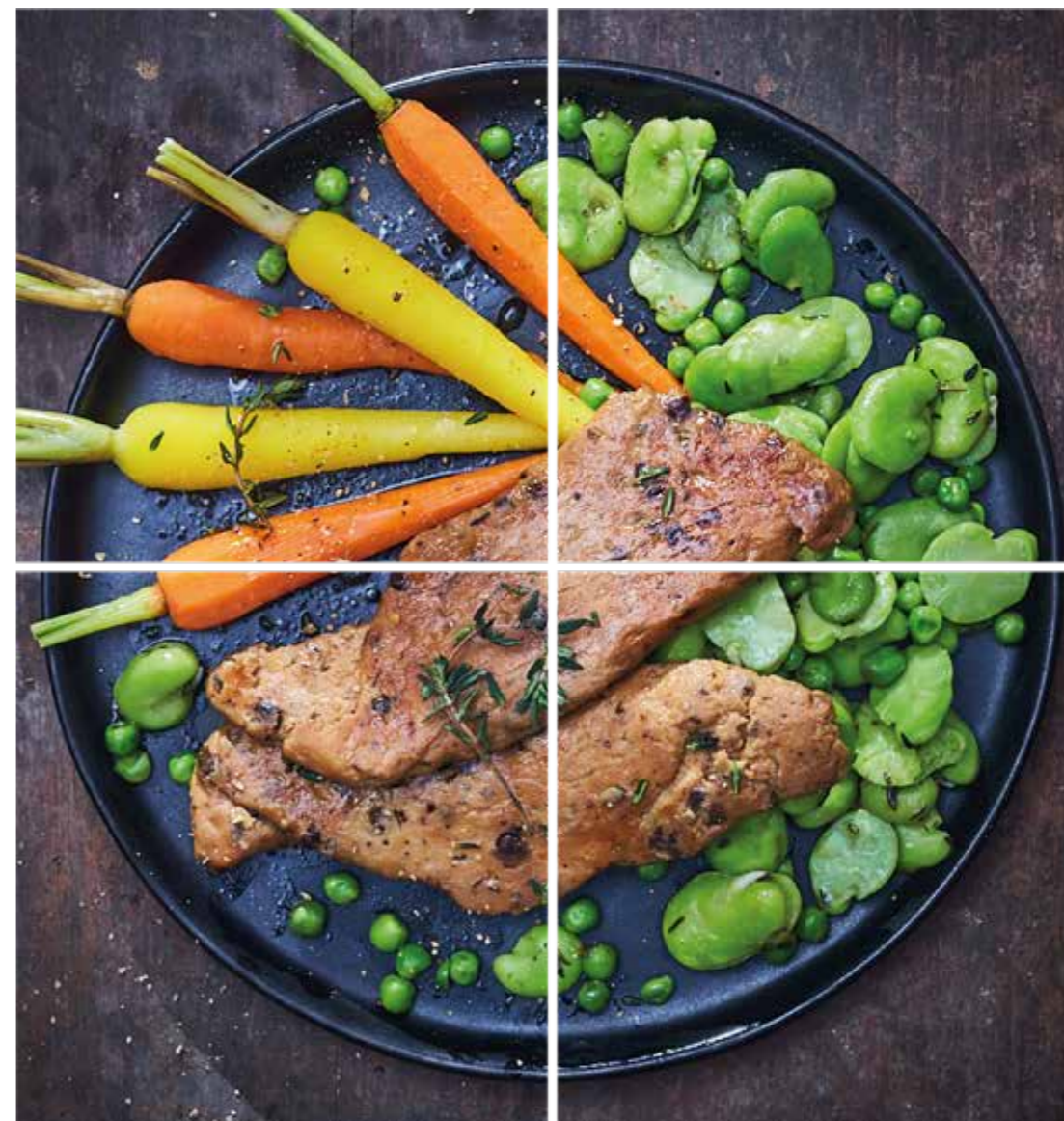
- Increasing finished product food safety by making sure that all sugar and pulp production processes comply with the best practices identified by HACCP, Food Defence and Food Fraud.

/ BRC (British Retail Consortium) certification. These two standards, developed by European retailers, are aimed at companies producing private label food products, to ensure that safe and compliant products are put on the market.

Tereos created a Group Quality Department in 2019 in support of the quality teams deployed in all Group units. It is responsible for setting up and rolling out the quality roadmap and leading the quality networks on cross-disciplinary issues.

- Ensuring product quality and conformity by analysing samples according to various criteria (physico-chemical and microbiological) and according to the defined control plan.
- Loading and deliveries: achieve a service rate of at least 95% by improving operations performance from the time products are made available for loading to the time they are delivered to customers.

To reinforce the quality culture within the Group, training courses in product quality and food safety are organised by the Business Units to maintain a high level of commitment and knowledge. A self-assessment questionnaire has also been set up, enabling all Business Units to assess their compliance with the principles laid down in the Quality and Food safety Charter, the eight Golden Rules and the eight Priorities. This enables each site to assess its level of maturity and identify areas needing improvement. In addition, dialogue and exchanges between the various Business Units are encouraged, as part of a process of cross-fertilisation.



5.5 NUTRITION & HEALTH

BACKGROUND

Tereos is actively committed to seizing the growth opportunities represented by changes in economic, social and cultural behaviours related to food. There are many reasons for these changes: population growth and rising urbanisation, an improvement in the living standards of the middle classes in emerging countries, strong consumer demand in terms of the naturalness and nutritional quality of

products, etc. Through innovation and research, Tereos is offering new solutions that contribute to safer and healthier food. The Group's innovation approach is a key factor in differentiation and competitiveness for gaining new markets and making a contribution to public health issues.

COMMITMENTS

- Continue to develop our product portfolio, so that each category of the population's nutritional and functional needs are covered in an optimal way
- Advise customers by helping them to improve the nutritional profile of their products
- Develop innovative products to meet the nutritional needs of tomorrow

POLICIES AND ACTION PLANS

Innovation is at the heart of the Group's business model, and nutrition & health is a key focus of Tereos Research & Development. In addition to developing the potential of its agricultural raw materials, the Group is aiming to anticipate market developments by positioning itself in the plant protein and new proteins segment, but also by providing its expertise in nutritional reformulation, in line with public health recommendations.

The development of plant proteins

As the world's second largest producer of wheat proteins, Tereos is convinced that, as a supplement to animal proteins, the plant protein market is one of the answers to anticipate changes in food requirements in terms of quantities and of taste.

The market for alternative proteins is expanding fast: demand in the food industry for wheat protein has grown 10% per year between 2014 and 2020. This trend was supported by the launch of a National Plant Protein Strategy in France in 2020, funded by €100 million from the government's «*France Relance*» recovery plan. The strategy envisages that the area dedicated to the production of plant proteins in France will double in ten years to 2 million hectares, 8% of the Utilised Agricultural Area. It aims to strengthen food sovereignty, reduce environmental impact, create and distribute value and improve nutrition.

In addition, the Group's R&D teams are developing technologies for extracting proteins from industrial co-products and by-products in order to offer new raw materials for the livestock sector, thus strengthening national food sovereignty.

Tereos is a founder member and one of the leaders of *Protéines France*, a consortium formed in 2017 with the objective of accelerating the development of the plant protein and new resource sectors in France on the basis of innovation, regulations and industrialisation. It currently consists of 24 companies representing all the links in the value chain, and it heads the protein programme of the strategic committee of the food industry, coordinated by the National Association of Food Industries in conjunction with the ministries and the calls for projects of the «*France Relance*» recovery plan.

Through its Tereos Starch & Sweeteners Europe entity, the Group has been developing Epi&Co, a food made entirely from plant proteins (wheat and chickpeas) with a limited number of ingredients, since 2015. It is intended for people who want to vary their diet, in line with the current trend to find a new balance between animal and plant proteins.

In 2019, an organic version certified by Ecocert was launched. This initiative was prompted by the observation that plant proteins and organic produce are highly complementary: consumers with a preference for plant proteins are also interested in organic products.

In 2019, the Epi&Co range, intended for the catering industry, was adapted under a new brand, EpiWit. This new version is specifically geared towards the food manufacturing industry for incorporation in recipes and supermarket chains wishing to develop own-brand ranges of dishes produced with an innovative plant protein source.

In 2020, the equivalent of 150,000 Epi&Co meals were sold monthly (excluding the organic range) in eight countries but primarily in France and Germany.

The Sweet&You nutritional formulation service

Consumer needs are constantly changing: consumers are looking for new flavours and new textures, they want to exert control over their nutritional intake, and they want more information about the products they consume. To meet these expectations, Tereos' customers – leading players in the agri-foods industry – are obliged to innovate and develop their product ranges. With these new challenges in mind, Tereos supports its customers in optimising the nutritional formulation of their products and improving both the Nutri-Score of their finished products and their positive rating through smartphone apps that analyse labels.

This 360° reformulation programme is based on four main components:

- Nutritional profile: lower calories and higher fibre and protein
- Sensory preference: the new product should be as good as or better than the old one
- Consumer perception: clear labelling and ingredients in line with consumer expectations of naturalness and simplicity
- Affordability: keeping recipe costs competitive 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 boasting more than 400 references, Tereos is currently the only player with a range of sugars, sweeteners and starch products that is so broad and complementary. This advantage enables the Group to support its customers in making optimal use of this vast product portfolio.

Previously focusing on applications in confectionery, beverages and pastries, the service is now available to manufacturers of dairy products (milk desserts, ice cream, etc.). Another advantage is that Tereos' teams work on reformulating products in line with public health recommendations: because the fat and sugar content has been reviewed, a product's Nutri-Score rating can be raised from C or D to A.



Public health issues

Consumer demand for better, more local, more ethical or more nutritionally balanced consumption is growing. Through Cultures Sucre, the interprofessional association of the sugar beet sector in France, Tereos is committed to responding to these expectations and concerns in a factual manner, relying on validated and easily verifiable scientific and statistical data.

In 2018, all players in the sugar beet / sugar cane sector decided to take a stance that is strong and shared by all, in favour of sensible consumption of sugar. Tereos supports consumption that is not excessive in either one sense (excessive use, systematically adding sugar, eating sweet foods all the time) or the other (avoiding even the smallest amount). It is a style of consumption in which we have a more relaxed approach to our food, and which is part of an active and balanced lifestyle.

Along with all professionals in the sugar sector, Tereos is fully aware of food-related public health issues. It is important from this point of view for the sector to assume a socially responsible attitude. As such, Cultures Sucre supports preventive and educational actions on nutrition. The interprofessional association is also wor-

king with health professionals to develop tools and information materials that provide the keys to sensible sugar consumption:

- Recommendations on sugars from the health authorities
- The effect of excessive sugar consumption on health
- Information on labelling and consumption indicators in line with official recommendations.

Sugar is a natural ingredient, produced locally in our regions, and it must remain a source of pleasure that is one of the mainstays of French gastronomy and an integral part of our food model. Tereos and the entire sector advocate, in both words and deeds, common sense, moderation and balance.

What is sensible consumption?

In concrete terms, it is consumption in line with the recommendations on levels of sugar intake issued by health authorities such as:

- the World Health Organisation (WHO), which recommends that free sugar intake should be less than 10% of calorie intake
- the French National Agency for Food safety, according to which adults should consume less than 100 g per day of total sugars excluding lactose.

It also means using common sense in one's daily life. Sensible consumption is:

- consumption that is not excessive in one direction

- (over-consumption) or the other (deprivation)
- mindful consumption, i.e. not throwing oneself on food, whether during or outside of meals
- the good sense of favouring dietary diversity, where one eats everything in reasonable quantities, according to one's needs, as part of an active lifestyle
- having a harmonious and relaxed relationship with one's food, and not a guilty one
- giving oneself the right to pleasure
- just the right amount of sugar at the right time, and not all the time, all day long.



5.6 OCCUPATIONAL HEALTH AND SAFETY

BACKGROUND

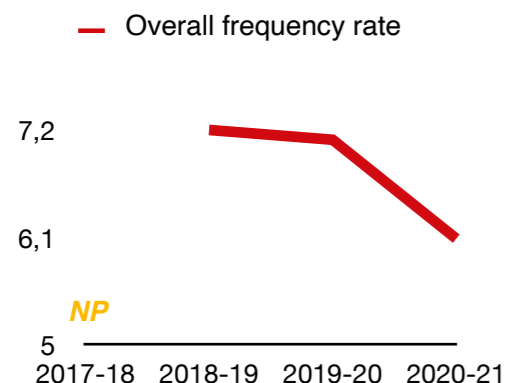
The health and safety of employees, temporary workers and subcontractors is the Group's top priority. The goal is to develop a genuine safety culture to make all employees accountable for risk prevention and compliance with the rules and behaviours to be adopted.

RESULTS

Overall frequency rate with or without lost time (2020/21):

6.09

(7.1 in 2019/20)



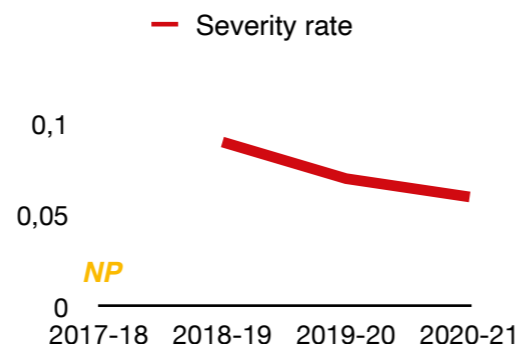
The overall frequency rate has been falling since 2018/19 thanks to the Group's proactive safety policy.



Severity rate (2020/21):

0.06

(0.07 in 2019/20)



There has been a constant fall in the severity rate since 2018/19, testifying to the Group's efforts on its top priority.

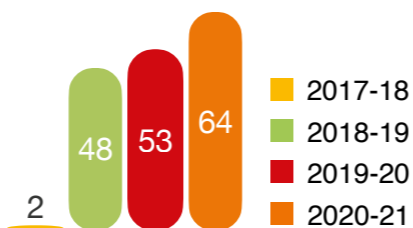
Proportion of employees with access to the Tereos Academy receiving training in health and safety (2020/21):

64%

(53% in 2019/20)



The proportion of employees equipped with an e-learning tool trained in health and safety again rose sharply in 2020/21.



Proportion of employees with access to the Tereos Academy receiving training in health and safety (%)

NP = indicator not published

COMMITMENTS

- Develop safety awareness programmes
- 2020/21 Targets:
Overall Frequency Rate (OFR): less than 4.0
Lost Workday Case Frequency Rate (LWC FR): less than 2.0.

POLICIES

Management, employees and subcontractors are involved in a continuous health and safety improvement process. A roadmap structuring the Group's policy has been deployed at all sites with the aim of adopting and sharing the same safety standards on all sites. The roadmap is circulated by all Health, Safety and Environment teams, whether at the level of Group entities or of industrial sites, and is based on four main points:

Tereos has identified the following levers to manage these priorities: developing site safety governance, implementing continuous improvement, conducting audits and developing day-to-day safety dialogue.

The eight Golden Rules of Group Safety

These rules remind employees of the essential initiatives and measures to be taken to avoid serious accidents: obeying safety pictograms, taking care when moving around the site, complying with traffic regulations, never working under the influence of drugs or alcohol, ensuring that handling operations are safe, using fall protection safeguards for working at height, carrying out safety checks for work in confined spaces, and not interfering with equipment while it is running.

Health and Safety Charter

A founding document signed by the Chairman of the Management Board, which sets out three safety principles common to the entire Group:

- Develop and strengthen our health and safety culture
- Taking ownership of our responsibilities
- Adapting our organisations and procedures

The eight Group Safety Priorities

Deploy the eight Golden Rules of Group Safety, report and act on dangerous actions and conditions and near misses, manage external personnel, implement the work permit and LOTO (Lock Out Tag Out) procedures, assess and manage workplace risks, record and deal with process incidents, assess and manage process risks, identify, write and implement key HSE procedures.

Annual safety week

This week of awareness is dedicated to instilling an internal health and safety culture. "Safety starts with me" will be the main theme of the third awareness week, which will be scheduled during the second half of 2021 according to the public health restrictions in force at each site. The programme includes a corporate video, visits by senior management to the various sites and educational workshops and events dedicated to safety.

ACTION PLANS

All Group sites have measured their level of safety maturity using a self-assessment grid, based on the safety roadmap. Depending on the results, the sites then identified the improvement actions required to make progress. Examples of the actions taken include:

- Safety leadership training for all management categories, from plant managers to team leaders. This two-day training course is run with an external partner. 635 managers have been trained to date.
- The implementation of safety cross-audits between Group units to encourage the exchange of best practices between peers. These cross-audits could not be implemented in 2021 due to the pandemic.

- Monthly safety reporting highlighting the main indicators and actions taken.
- Safety audits conducted by an external company have been in place since January 2019. All Tereos Sugar France and Tereos Animal Nutrition plus the French sites of Tereos Starch & Sweeteners have been audited at least once each. This initiative will be repeated in the next financial year.

Examples of safety initiatives at Tereos

Tereos Animal Nutrition (TNA) gathered 37 external service providers at one of its sites for safety training. The objective of the awareness session was to present TNA's safety action plan for the inter-campaign period and the tools used to improve the safety of operations by external contractors.

In France, a special effort was made with Tereos' subcontractors to achieve convergence rapidly with the Group's safety standards. A Contractors' Safety Day was organised by the Health & Safety, Procurement and Industrial teams in 2020 at Campus Europe. It was attended by more than 180 representatives of outside companies.

In Reunion Island, the implementation of 5S in the mechanics workshop through a new layout of the facility has made it possible to work safely while respecting social distancing. In 2020, a 48% drop in the accident frequency rate in a single year was reported.

The Origny-Sainte-Benoîte safety team created Ori-Forms, an application to facilitate audit opportunities and increase feedback from the field, such as near misses and risk situations. This toolbox gives safety auditors access to all documents and forms in electronic form. The data collected also contributes to a log of the week's safety events, while at the same time distributing specific sheets based on the feedback received from the field.

A safety challenge was launched in several Tereos Sugar France factories (Thumeries, Lillers, Connantre) to spread a safety culture among employees. As part of this competition, all employees were asked to answer two safety questions per day. This collaborative training tool helped to improve safety behaviour and increase skills in this essential area.



5.7 ATTRACTING AND RETAINING TALENTS

BACKGROUND

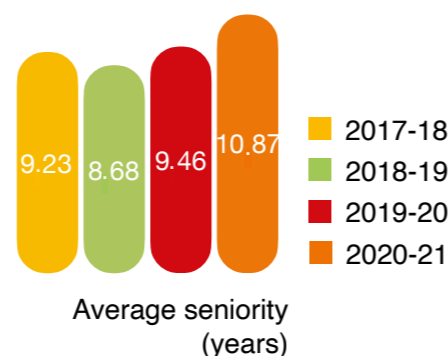
The Tereos Group has implemented an operational excellence plan to meet the challenges of globalisation, such as increasingly open and interconnected markets, the ending of sugar quotas and competitive pressure, etc. To help create a shared momentum, the Group is modernising and standardising its business practices, introducing new, more collaborative working methods and revitalising its employer brand.

RESULTS

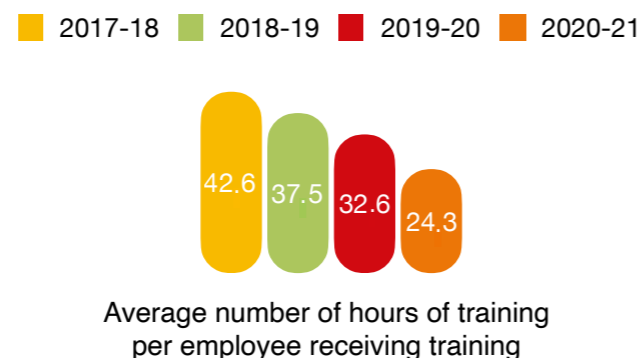
Average seniority of employees:

10.87

years in 2020/21 at Group level (9.46 years in 2019/20)



Employee retention mechanisms have contributed to the steady increase in average employee seniority over the past three years.



24.3

hours of training on average per employee receiving training (32.6 hours in 2019/20).

Over 15,000 employees received training in 2020/21, out of a total of 18,888 employees (NFS scope).



The number of employees receiving training was stable in 2020/21, but the total number of hours of training fell, as a result of public health restrictions.



COMMITMENT

- Motivating our employees by developing their skills and their pride in belonging to Tereos

POLICIES AND ACTION PLANS

The management of human capital is essential for supporting the development and evolution of the cooperative, which wishes to build a common culture based on the history, values and expertise of its many talents. Tereos has developed a policy of managing and retaining its 23,000¹⁰ employees which values the diversity and richness of its businesses. Tools and processes enable employees to develop their employability and move forward within the Group.

The Tereos Academy was created in 2015. Its aim is to contribute to the Group's operational performance over the long term. This internal training structure's annual action plan is defined every year by the Tereos Management Committee.

More than 6,300 employees have already directly taken part in a course offered by this training platform, which offers modules to be followed in four complementary areas, whether in a face-to-face setting or online:

HR tools and mobility

The systematisation of existing HR policies and tools, such as the performance review and career committees, is one of the levers used. These tools, which are applied at the level of each Group entity, enable a more detailed diagnosis of individual career development plans, the securing of succession plans for key positions and the management of internal mobility.

Mobility is encouraged through an internal career site that includes all job offers. Tereos operates in an environment that requires advanced technical skills. Processing agricultural products from sugar beet or potato requires relatively long learning cycles and expertise that it is important to develop over a number of years when taking up a position.

- "Discovering Tereos" and "Strengthening my personal skills": programmes for employees to boost their commitment to the Group's values through training in health and safety, compliance, ethics and other areas.
- "Managing and inspiring others": a programme giving managers the opportunity to improve their day-to-day managerial efficiency. Modules available, for instance, include conducting annual appraisal interviews.
- "Developing my professional knowledge": a programme aiming to spread best practice, train in-house experts on how to pass on knowledge ("occasional trainers") and improve understanding of markets, customers, businesses and products.
- The training academy also meets specific needs with personalised programmes, such as the "Plant Manager Leadership Programme".

Training and developing skills

The availability of various forms of professional training, allowing the transfer of know-how through classroom training or tutoring, whether based on Tereos Academy programmes or taking the form of specific actions, is also part of the measures to retain talents.

¹⁰ Financial scope, including investments and joint ventures

More than 30 programmes are available on this platform. In addition, the Group organises short-format workshops for non-connected employees based on the on-line trainings and run in conjunction with local human resources teams, as well as an annual “*Learning Week*”.

The Group pays particular attention to local managers and plant managers, which it considers to be key functions. Since 2018, Tereos has implemented a Plant Manager Leadership Programme (PMLP), a three-year programme for all the Group’s plant managers. The objective of this programme is to create a common culture around leadership and operational excellence by encouraging encounters between profiles from different sectors.

The Group received two international gold awards in 2020 for its work around training and development for its plant managers. PMLP was awarded a Stevie Award for Great Employers (Best Leadership Development Programme category) and a Brandon Hall Group Excellence Award (Leadership Development - Best Advancement in Senior Development category).

Sharing resources and introducing collective work

Since 2018, Tereos has grouped together 500 employees at a single site near Roissy Charles de Gaulle airport. They were previously spread over ten or so sites in France and Belgium. This European operational centre of expertise and innovation aims to break down barriers between sugar and starch activities by developing exchanges between teams and business lines and by encouraging employees to work in a more cross-functional way. Integration days were organised to help new arrivals settle in and present new working methods that encourage team autonomy and reward individual initiative.

Two shared services centres in Europe and Brazil

Tereos has opened a Europe Business Services Centre in Lille, France. Staffed by roughly 80 administrative personnel, the centre plays its part in efforts to standardise and homogenise Group practices. In Brazil, a Business Services Centre has been opened in the state of São Paulo, with around 100 employees working in the facility. The entity is home to more than 150 services for internal teams (legal, financial, HR, IT), and it also operates a digital platform intended for customers. These two projects reflect the Group’s desire to improve its processes in order to become more efficient and competitive.

Developing the employer brand

Since 2018, Tereos has created an employer brand and launched a campaign with the goals of promoting pride in belonging to the Group and increasing its attractiveness. To initiate this project, more than 250 people were surveyed, including employees, recruitment agencies and applicants. This study made it possible to identify the Group’s characteristics, such as its corporate culture, its career opportunities and team work.

The Tereos employer brand is built on passionate employees, committed employees, team spirit and a sense of openness. In order to promote the variety of business lines and specific local characteristics, ambassadors from the Group’s various countries and business lines have been giving training so that they can act as spokespeople for Tereos. In 2020, Tereos was nominated in the “*Employer Brand & Social Responsibility*” category in the Sustainable Industry Trophies 2020 organised by the magazine L’Usine Nouvelle.

Great Place To Work certification

Tereos Starch & Sweeteners Brazil (TSSB), located in Palmital, São Paulo State, was awarded Great Place To Work (GPTW) certification for the first time in 2021. The label is awarded to companies on the basis of the results of a survey of the organisational climate, which aims to identify the topics that have an impact on the daily life of employees, their commitment to the challenges of the organisation and the vision of the company in general.

When this survey was completed, TSSB exceeded the required average of 70 points to be certified. This achievement is a source of pride for the employees, 90% of whom responded to the questionnaire. This certification reflects the employees’ appreciation and a positive and authentic corporate culture. It is part of a continuous improvement process for TSSB in its approach to the site’s employees, to improve the quality of life at work and strengthen their commitment.

Agreement on remote working and the Time Savings Account

In 2019, Tereos concluded an agreement on remote working for its employees in France, enabling them to work from home up to two days a week, thus reducing their travel time. This agreement contributes to a better work-life balance and brings more flexibility to the teams.

As part of the Business Continuity Plan, working from home has been the rule since March 17, 2020 for all personnel in support roles worldwide. The protocol of partial remote working has been changed for these roles to full remote working in countries subject to partial or total lockdowns and/or curfews: Spain, Belgium, France, Italy, Czech Republic.

Tereos has created a Time Savings Account, which enables employees to save days of leave and time off not taken. They can then either be exchanged for paid leave or converted into money. In addition, profit-sharing and incentive agreements are also in force for Group employees in France.



5.8 INDUSTRIAL RELATIONS

BACKGROUND

Good industrial relations are one of the necessary conditions for releasing employees' human potential. It is a matter that is proactively addressed by Tereos' Human Resources Department teams as well as within each entity.

COMMITMENT

Tereos encourages good industrial relations in all its subsidiaries to help resolve major social and economic issues arising within the Group. This includes all forms of negotiation, consultation and simple exchanges of information between employee representatives and management to promote better understanding on

these issues of common interest. This approach is accompanied by a coherent and dynamic social policy at subsidiary level, focusing on compensation and its evolution, individual recognition and redistribution, professional equality, complementary health insurance, and the quality of life at work.

POLICIES AND ACTION PLANS

In 2018, Tereos appointed a Director of Social Affairs, who is responsible for the implementation of a Group-wide social policy at all Tereos sites in France and for guaranteeing that all entities adopt a consistent approach.

- Developing negotiations in France on Group-wide issues: e.g. remote working, stress prevention, quality of life at work, etc.
- Supporting social transformation projects.

The main duties related to the role are:

- Conducting preliminary studies for projects and negotiations
- Preparing and organising meetings with central employee representative bodies (Group Works Council, European Works Council)
- Taking part in discussions within the subsidiaries on social relations issues relating to the Group's strategy

Tereos encourages exchanges and dialogue within the institutions and entities in France and also through the Group Works Council under French law.

Comité d'Entreprise Européen

In 2017, a Tereos European Works Council was created. Its purpose is to structure the process of consultation and dialogue on a transnational level. This body brings together some twenty employee representatives in Europe, including France (including Reunion Island), Spain, the United Kingdom, the Czech Republic, Romania and Belgium. Its aim is to improve access to information for employees and to foster dialogue with the employee representatives of the European Business Units. It meets twice a year to discuss economic and social issues. It also provides an opportunity for the Chairman of the Management Board to discuss the Group's strategy and dialogue with the trade unions.

Tereos favours the circulation of information through the Group Works Council under French law. This body brings together representatives from different areas (sugar beet, starch, cane) and deals with subjects relating to Tereos' businesses in France, such as the impact of the deregulation of the sugar market or the consequences of the CAP reform.

Collective agreements

Tereos has signed collective agreements in its subsidiaries, covering issues such as remote working, professional equality and quality of life at work, and work-related stress. For instance, Tereos Participations signed an agreement in 2019 relating to gender equality in the workplace and the quality of life at work.



6. OTHER REGULATORY INFORMATION

In addition to the CSR priorities already mentioned, and in the interests of legal compliance, Tereos has chosen two further challenges it considers relevant: food insecurity and discrimination. Because people are at the heart of its development model, the Group is acting on these social challenges as closely as possible to its employees and stakeholders.



6.1 FIGHTING DISCRIMINATION

BACKGROUND

With operations in more than 18 countries, and to a mindset that promotes openness and inclusion, which is one of the cooperative's core values. Tereos is a multicultural Group. Such diversity contributes to the creativity of its teams.

RÉSULTATS

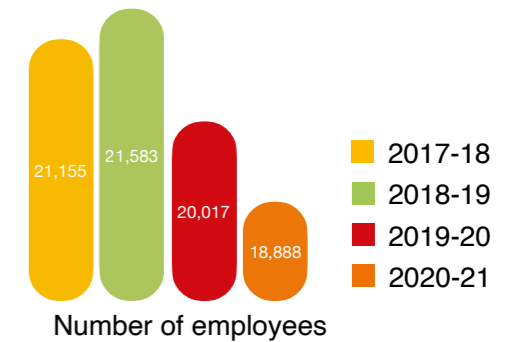
Number of employees in 2020/21:

18,888

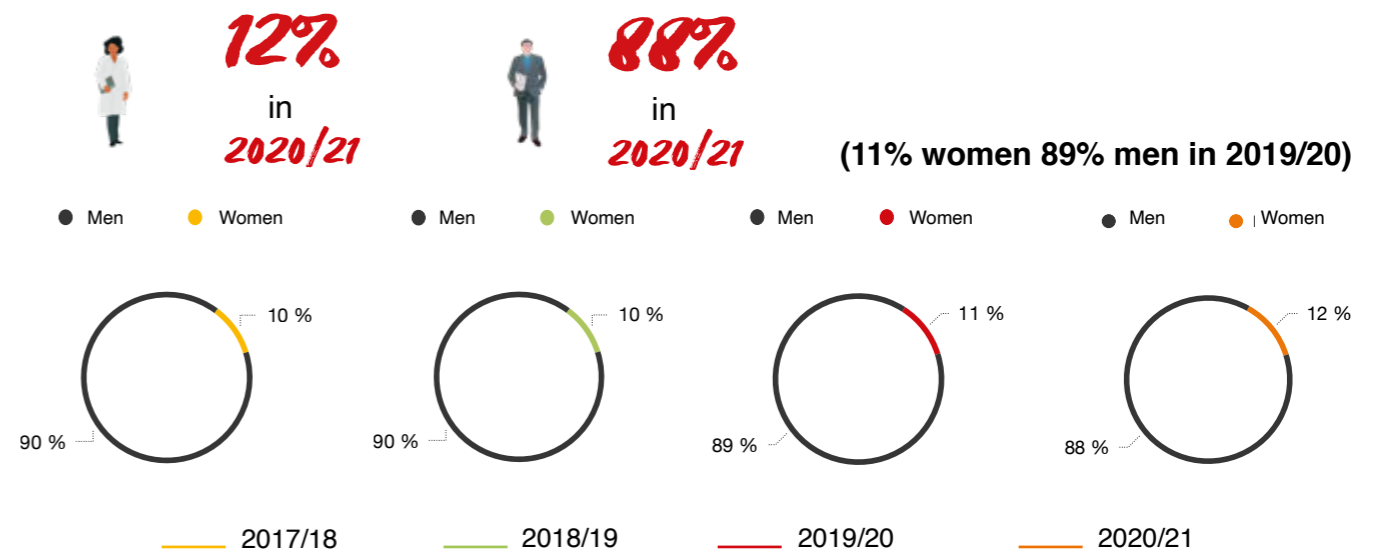
(NFS scope) (20,017 in 2019/20)



Although the number of employees (including seasonal employees) has been falling since 2018/19, this figure has probably been affected by the fall in production and the consequences of the public health crisis.



Gender distribution of personnel:



The proportion of women in the Group has slightly improved in recent years.

Proportion of employees with a disability:

2%

in 2020/21, or 377 people, at Group level (excluding the United Kingdom and Ireland) (2%, or 365 people, in 2019/20)



The proportion of employees with a disability has remained stable.



Proportion of employees with disabilities

COMMITMENT

Ethics and integrity are part of the commitments shared by all employees through the Group's Code of Ethics, which aims, for example, to ensure equal treatment

between men and women, in comparable situations and in all areas: recruitment, compensation, career path, training, etc.

POLICIES AND ACTION PLANS

Tools & Policies

The Code of Ethics prohibits any form of discrimination against employees, particularly on the basis of gender, disability, family situation, sexual orientation, age, political opinions, and racial, social, cultural or national origins. Collective agreements relating to generation contracts and gender equality signed by certain Business Units extend this document.

- Ensuring equal treatment between women and men in the company and fighting against any form of discrimination (in recruitment, professional training, remuneration and career development, professional development)
- Promoting a good work-life balance for employees
- Implementing measures for professional integration and job retention applying to employees with a disability.

On the occasion of the publication of the update of its Code of Ethics (see chapter 4.2), Tereos has set up an alert system and the appointment of an Ethics Officer to collect alerts relating to violations of the Code of Ethics, in accordance with French legislation (known as the Sapin 2 Law).

The agreement also includes the introduction of a Time Savings Account, access to part-time work and the provision of training sessions for end-of-career arrangements (preparation for the retirement of employees over the age of 61).

In 2019, Tereos Participations and Tereos Starch & Sweeteners Europe signed an agreement on gender equality and quality of life at work. Through this agreement Tereos is committed to:

Publication of the Gender Equality Index

In compliance with the French law "For the freedom to choose one's professional future", passed in September 2018, Tereos has published an Equality Index for those entities concerned since 2019. The index calculation method makes it possible to compare the treatment of male and female employees. An overall score out of 100 points is calculated on the basis of five criteria: the gender pay gap (40 points), the gap in individual pay rises (20 points), the gap in promotions (15 points), increases on return from maternity leave (15 points) and the presence of women among the highest paid company employees (10 points).

Results of the Tereos Equality Index in France as at December 31, 2020:

- Tereos Operations: 94 points
- Tereos Participations: 80 points
- Tereos Service Europe: 88 points
- Tereos Starch & Sweeteners Europe (UES Starch and Sweeteners in France): 87 points
- Tereos Sugar France: 82 points

Fighting stereotypes

In Reunion Island, the Bois-Rouge sugar plant supports *Elles Bougent* (Women on the Move), a non-profit organisation that campaigns against ignorance and stereotypes linked to industry and technology. Its goal is to provide female students with information on technical and engineering occupations to guide them and give them ideas for their careers.

man working at the Bois-Rouge sugar plant in Reunion Island, carrying out a professional training contract as part of her studies in mechatronics. She also won the Mixed Gender Prize created by the Chancegal association, which works for equal opportunities between men and women in Reunion Island. This prize rewards the individual efforts of young people who take part in training courses where there is a significant gender gap.

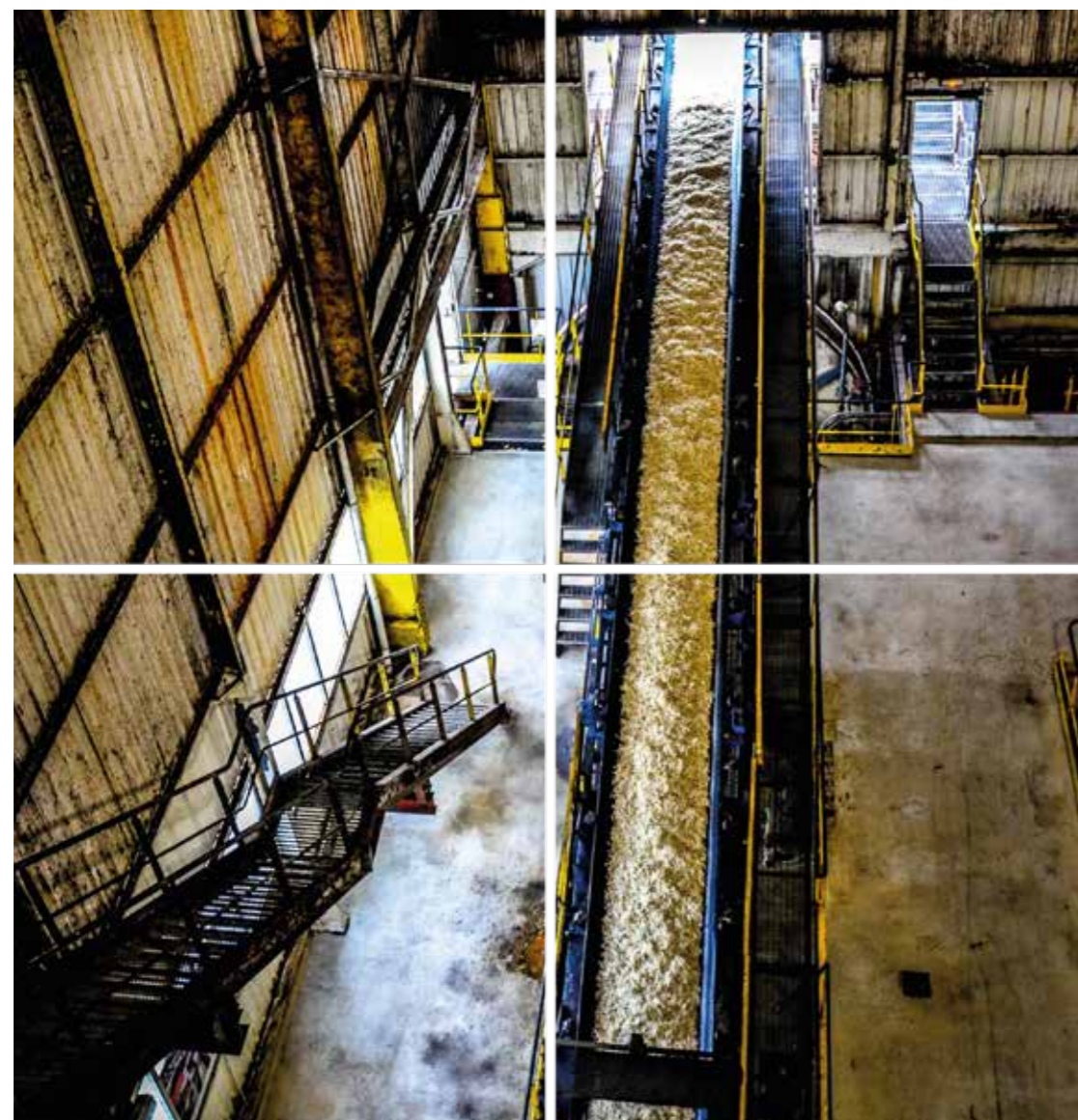
In 2021, the Group celebrated International Women's Rights Day by honouring several of the Group's female employees who hold positions often considered the preserve of men. Among them was a young wo-

Examples of social commitment and diversity within Tereos

Tereos has long been convinced of the richness of diversity: the more we resemble the world that surrounds us, the more effective we are in it. The Group particularly supports solidarity and inclusivity initiatives around the world:

society and the workforce. Tereos has also signed a contract with the Favron Foundation, which covers the maintenance of green spaces at the Gol sugar plant.

- At the TSSE site in Zaragoza, Spain, teams regularly welcome people with disabilities, who carry out gardening, cleaning and packaging tasks at the Tereos site.
- Tereos Sugar Indian Ocean regularly works with ESATs (*Établissements et Service d'Aide par le Travail*). These are health and welfare organisations for secured employment, dedicated to helping people with disabilities to integrate or reintegrate
- ESAT Le Colombier at the Origny-Sainte-Benoîte plant has been working with Tereos for several decades. The ESAT manufactures cakes of a mould-release agent used in the production of sugar lumps that allows the machine to discharge the portions without them getting stuck. This partnership gives people with disabilities approximately three days a week of work, allowing them to become part of the local social fabric.



6.2 FIGHTING FOOD INSECURITY

BACKGROUND

Tereos' global objective is to provide the best raw materials to guarantee quality food. Tereos plays a major role in feeding the world's population of today and tomorrow through its mission and its longstanding commitment. With its expertise, the Group offers solutions to anticipate tomorrow's nutritional needs and changing consumer expectations.

COMMITMENT

Tereos signed up to the United Nations Global Compact in 2017 and actively contributes to seven of the UN's Sustainable Development Goals (SDGs). These include Goal 2: Zero Hunger. This goal focuses on food

security, improved nutrition and promoting sustainable agriculture, themes that are fully incorporated into the Group's sustainable development strategy.

POLICIES AND ACTION PLANS

World Food Day

Since 2016, Tereos has been participating in World Food Day, established by the Food and Agriculture Organisation (FAO). The international agency's goal is #ZeroHunger in 2030. In 2020, the Group decided to focus on objectives that correspond to its ambitions as a major player in the food industry: safe, healthy and nutritious food, embodied by the slogan "Eat well, live well". Thanks to its extensive portfolio of 100% plant-based products, Tereos is able to provide people with a significant amount of their required daily energy in the form of carbohydrates, fibres and plant-based proteins.

In 2020, the Group participated in World Food Day focusing on the theme of «Foods of Tomorrow». The aim was to raise employees' awareness of emerging food trends and explain how Tereos is positioning itself to meet these expectations, particularly in terms of nutri-

tional reformulation and plant proteins. Teams from all the Group's Business Units were involved in organising activities and workshops:

- France: distribution of Tereos product samples (organic beet sugar, Epi&Co, cereal bar reformulated by R&D teams); cooking workshops; presentation by a nutritionist; distribution of baskets of seasonal fruit and vegetables
- Indonesia: distribution of fruit juices produced by a local Tereos customer
- Romania: distribution of healthy snacks to employees
- Brazil and Reunion Island: events and special menus in the canteen for employees

Support for initiatives against food insecurity

In the course of the year the Group carried out a number of initiatives in solidarity to fight against food waste and food insecurity.

In France, Tereos renewed its support in 2020 for the *Boves Accueil* association in northern France, a regular contributor to the annual Telethon. The association's volunteers make jam from unattractive, but edible fruit collected from a local supermarket. The sales from this operation go to the French Muscular Dystrophy Association, making a total donation of over €20,000. The Group has committed to supplying the association with four tonnes of sugar per year to help it make jam via its Thumeries site. Two additional pallets of sugar were delivered in 2021 to support the association.

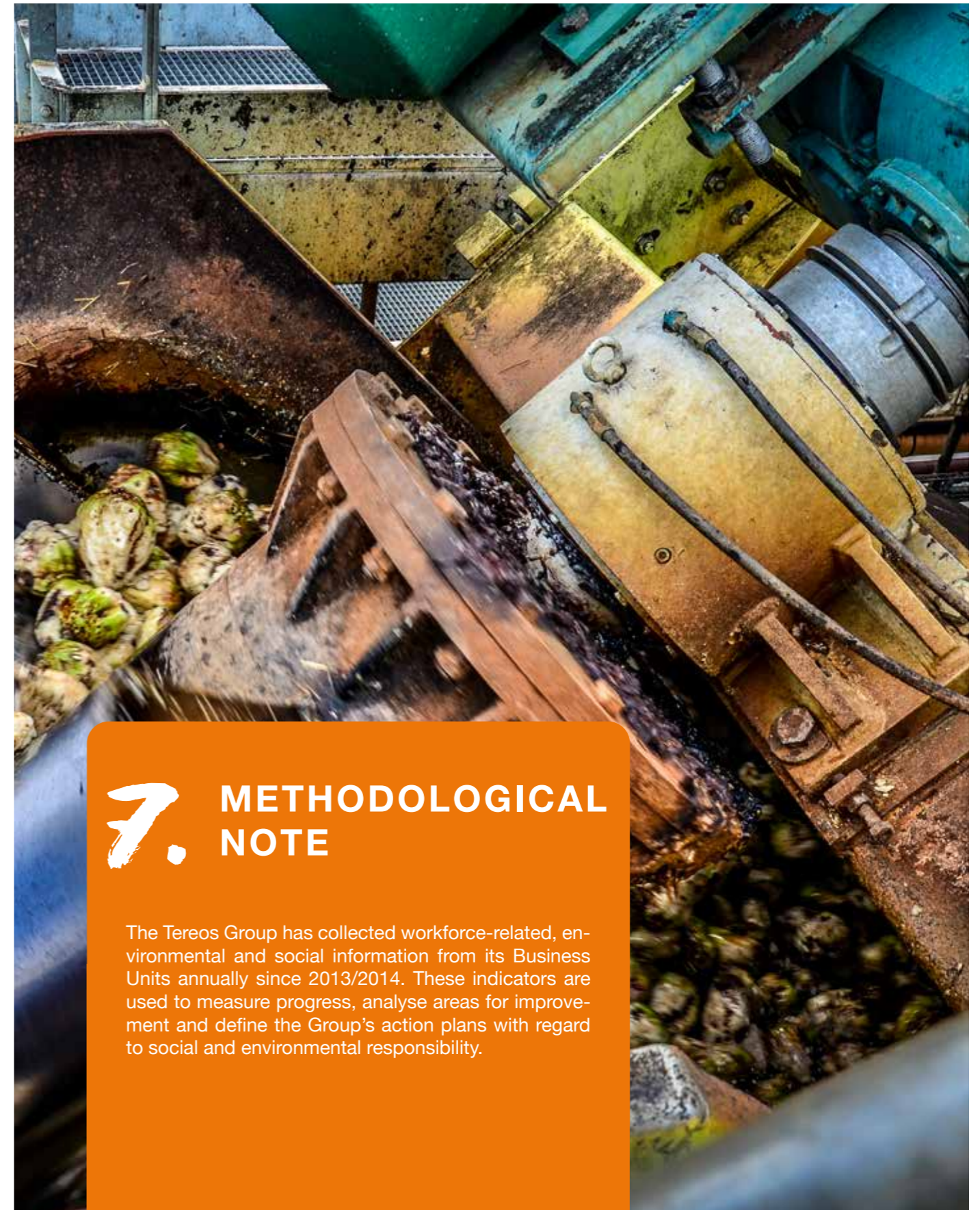
For the fourth year, Tereos employees in France who receive a sugar donation at the end of the year were invited by the Group to donate all or part of it to food banks to help single-parent families, the elderly, isolated people and students. Through this operation, Group employees donated nearly 6.1 tonnes of sugar this year, over twice as much as the previous year.

This sugar donation alone covers 5% of the annual sugar needs of food banks, a significant volume to support local associations to prepare meals for the families most in need or for the distribution of basic necessities.



Each year, five tonnes of sugar are also donated to the Reunion Island food bank by Tereos Sugar Indian Ocean, which is responsible for redistributing it to the various associations working in the field of food aid.

In response to the Covid-19 pandemic, the Group has undertaken local solidarity initiatives, based on the most critical needs identified, in particular by donating sugar to charities (Tereos France, Tereos UK and Ireland). For the *Restos du Cœur* national collection in March 2021, Epi&Co (plant-based products made from wheat protein) donated a pallet of Veggie Pieces from the Marckolsheim plant to the association's Alsace branch. This represents almost 500 kilograms of protein-rich, ready-to-eat meals, which were distributed to the needy.



7. METHODOLOGICAL NOTE

The Tereos Group has collected workforce-related, environmental and social information from its Business Units annually since 2013/2014. These indicators are used to measure progress, analyse areas for improvement and define the Group's action plans with regard to social and environmental responsibility.

Internally, the objectives of this collection of information are to assess and compare the non-financial performance of the Group and its Business Units and to measure the progress made towards achieving the Group's sustainability objectives. Externally, this

information gathering allows the Group's stakeholders to access qualitative and quantitative information in order to evaluate the Group's performance against its commitments on sustainability.

The Tereos Group's obligations on non-financial communications

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 and 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 entered into 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 Chairman of the Management Board. 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.

Organisation of Group Tereos reporting

The Tereos Group asks all its Business Units 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.

The collection of data is organised at three levels:

- At each site, a reporting manager is responsible for collecting, controlling and consolidating data at the level of the site. The consolidated data is then communicated to the Business Unit to which the site reports.
- In each Business Unit, a reporting coordinator is responsible for collecting, verifying and validating the quality of the data reported by the reporting managers at the level of the sites it supervises. The consolidated data is then communicated to the Group CSR and Group Industrial Excellence departments.

- At Group level, the CSR and Industrial Excellence departments are responsible for consolidating the data reported by the Business Units.

At the end of this process, the Group CSR department is responsible for consolidating, analysing and publishing this data.

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, 44 of the Group's industrial sites are included in the scope of reporting, out of a total of 48 sites (the overall consolidation). All agricultural, industrial,

commercial and service activities are included in the scope of reporting. However, 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. Accordingly, 18,888 Group employees are included in the scope of reporting, out of a total of 23,000 (the overall consolidation), representing a coverage rate of more than 82%.

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 Business Units are included in the reporting. The data presented in this statement is consolidated

for the Group's fiscal year, which runs from 01/04/2020 to 31/03/2021, except for the indicators "Number of employees and breakdown by gender", "Average number of hours of training per employee receiving training" and "Percentage of employees with a disability", which are calculated for the calendar year 2020.

for the Group's fiscal year, which runs from 01/04/2020 to 31/03/2021, except for the indicators "Number of employees and breakdown by gender", "Average number of hours of training per employee receiving training" and "Percentage of employees with a disability", which are calculated for the calendar year 2020.

Limitations of data collection and reliability

The reporting protocol has been progressively structured and implemented in the Group's Business Units 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

working constantly on harmonisation. The methods used to collect and input information and changes in definition may affect the comparability of indicators.

Methodological clarifications relating to workforce-related data

The indicators relating to the total number of employees, the number of people with a disability (for countries where this information is available) and the average number of hours of training for every trained employee are calculated on the basis of the calendar year 2020, and not on the basis of the fiscal year 2020/21.

The indicator relating to the seniority of employees only concerns employees with permanent contracts. The indicator relating to training concerns all employees, whatever their type of contract.

In addition, there have been clarifications to the reporting protocol concerning the indicator on training: it has been clarified so as to establish the ratio between the average number of hours of training in relation to the number of employees receiving training (instead of to the total number of employees).

Exclusions

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 and responsible, fair and

sustainable food".

Meanwhile, the issue of "Animal welfare" was also excluded from the stakeholder consultations. As the Group's activity is exclusively based on producing and processing plant-derived raw materials, the

relevance of this issue has not been established and it does not call for any special treatment by the Group.

KPI definitions and specification of scope

- **Tonnage of agricultural products processed**

Definition : the total tonnage of agricultural products processed by the Group, i.e. sugar beet (including sugar beet pulp), sugar cane, wheat, corn, cassava, potatoes, alfalfa. The volumes taken into account are expressed after materials have been washed ("clean"). Until 2019/20, this was reported in gross weight («dirty»). In 2020/21, following a methodological change, the volumes of raw materials from beet used in dehydration are now expressed after washing («clean»). This change in calculation method was applied retrospectively to 2019/20 volumes and had an impact of approximately -1.2%.

Scope : no exclusions

- **Share of certified/assessed sustainable agricultural products**

Definition : the percentage of agricultural products processed by the Group from sources that have been assessed or certified as sustainable. To be deemed sustainable, an agricultural product must be based on agriculture that is economically viable, ecologically sound, socially just and humane. Tereos' approach is based on the Bonsucro evaluation/certification standards, Sustainable Agriculture Initiative (SAI), 2BSVS Standard 1 (for the Lillebonne site only) and Organic Agriculture

Scope : excludes third-party agricultural products that are not processed by Tereos

- **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

- **Share of agricultural raw materials processed**

Definition : the percentage of agricultural raw materials processed relative to total processed agricultural raw materials. Processing includes all products, food or not, energy produced by cogeneration, gas produced by anaerobic digestion, fertigation water, fertilisers.

Scope : no exclusions

- **Percentage of water returned to the environment**

Definition : the percentage of water returned to the environment, including by means of fertigation, out of the total volume of water taken from the public water supply network, pumping from rivers or groundwater. In 2020/21, following a methodological change, the volumes of water returned by Tereos Sugar Indian Ocean are now included in this metric. This change in calculation method was retrospectively applied to 2019/20 volumes and had an impact of approximately +3%.

Scope : excluding Mozambique; captured and stored rainwater

- **Share of renewable energy**

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 above-mentioned 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

- **CO2 emissions**

Definition : the total of CO2 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. 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.

Scope : excluding company vehicles; HFC, PFC and CH4 emissions; GHG emissions from biomass combustion and those not included in the Kyoto Protocol

- **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.

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

- **Overall frequency rate**

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, according to the following formula:

$$\frac{\text{Number of cases recorded} \times 1,000,000}{\text{Number of hours worked}}$$

The overall frequency rate covers all Tereos employee categories (permanent, fixed-term, temporary and subcontractors) as well as contractors working on Tereos sites. Fatal accidents are included. 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.

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:

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

The severity rate covers all Tereos employee categories (permanent, fixed-term, temporary and subcontractors) 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 : this indicator applies worldwide and includes the associated industrial and administrative sites within the scope of consolidation

- **Percentage of employees with access to the Tereos Academy who have received health and safety training**

Definition : this indicator shows the percentage of employees who have completed the health and safety training modules of Tereos Academy, an e-learning tool deployed throughout the Group mainly for executives and managers, i.e. approximately 30% of the total workforce.

Scope : no exclusions

- **Average seniority in years**

Definition : the total of the periods of presence of Tereos' 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 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

- **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.



TEREOS
Year ended 31st March 2021

Independent third party's report on consolidated non-financial statement presented in the management report

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Meeting,

In our quality as an independent verifier, accredited by the COFRAC under the number 3-1681 (scope of accreditation available on the website www.cofrac.fr) and as a member of the network of one of the statutory auditors of your firm (hereafter "entity"), we present our report on the consolidated non-financial statement established for the year ended 31st March 2021 (hereafter referred to as the "Statement"), 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).

Entity's responsibility

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

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

Independence and quality control

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

Responsibility of the independent third party

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

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

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 nor on the compliance of products and services with the applicable regulations.

Nature and scope of the work

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 and with ISAE 3000¹¹ :

- We obtained an understanding of all entities' activities included in the scope of consolidation and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;

- we verified that the Statement presents the business model and a description of principal risks associated with all entities' activities included in the scope of consolidation, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm the 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 listed hereafter: Bucy plant, Tereos Sugar France Business Unit, Gol plant, Tereos Indian Ocean Business Unit, Lillebonne plant and Tereos Starch & Sweeteners Europe 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 within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 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 co-

vers between 6% and 36% of the consolidated data relating to the key performance indicators and outcomes selected for these tests (6% of energy consumption, 8% of energy consumption, 23% of the workforce and 36% of water consumption);

- we assessed the overall consistency of the Statement based on our knowledge of all entities included in the scope of consolidation.

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.

Means and resources

Our verification work mobilised the skills of six people and took place between September 2020 and May 2021 on a total duration of intervention of about thirty-nine weeks.

We conducted four interviews with the persons responsible for the preparation of the Statement (including in particular the management of corporate social responsibility (CSR), energy and environment, agronomy and quality.

Conclusion

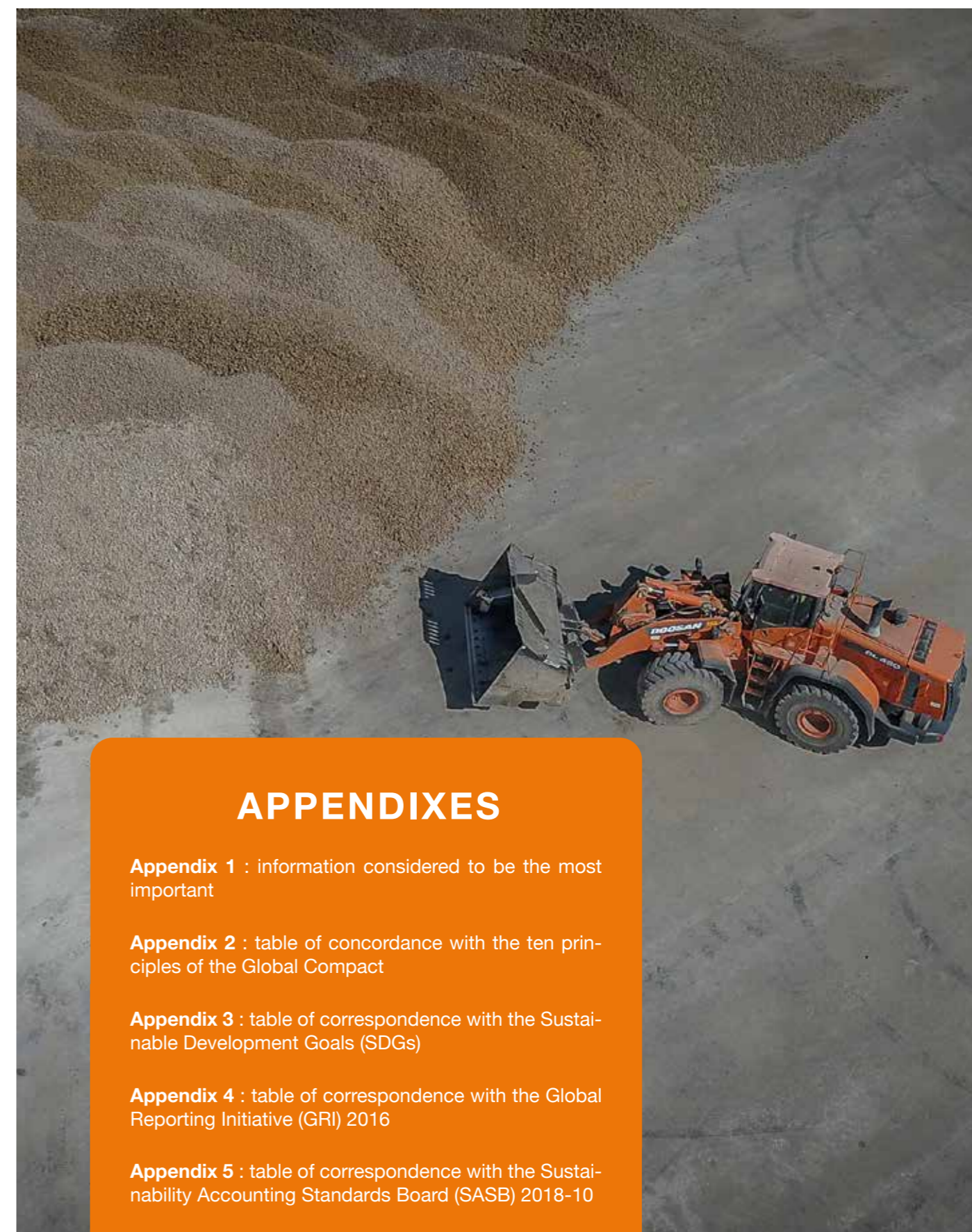
Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with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

Paris-La Défense, 31st May 2021

French original signed by:
Independent Third Party
EY & Associés

Laurent Vitse
Partner

Christophe Schmeitzky
Partner, Sustainable Development



APPENDIXES

Appendix 1 : information considered to be the most important

Appendix 2 : table of concordance with the ten principles of the Global Compact

Appendix 3 : table of correspondence with the Sustainable Development Goals (SDGs)

Appendix 4 : table of correspondence with the Global Reporting Initiative (GRI) 2016

Appendix 5 : table of correspondence with the Sustainability Accounting Standards Board (SASB) 2018-10

Appendix 1: information considered to be the most important

WORKFORCE-RELATED INFORMATION	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Overall frequency rate. Severity rate. Percentage of employees with access to the Tereos Academy who have received health and safety training. Average seniority in years. Average number of hours of training per employee receiving training. Number of employees and distribution by gender. Percentage of employees with a disability.	Employment (attractiveness, retention). Occupational health and safety. Labour relations (industrial relations, collective bargaining). Training. Loyalty and commitment of talents. Equal treatment (gender equality, fight against discrimination, integration of disabled people).
ENVIRONMENTAL INFORMATION	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Percentage of renewable energies. CO2 emissions (scopes 1 and 2). Percentage of ISO 50001 certified sites. Tonnages of agricultural products processed. Percentage of certified/assessed sustainable agricultural raw materials. Percentage of agricultural raw materials processed. Percentage of water returned to the environment Percentage of ISO 14001 certified sites.	Results of environmental / energy policy (certifications, resources). The energy transition. Environmental impacts (water, air, soil). Actions related to sustainable agriculture.
SOCIAL INFORMATION	
<i>Quantitative information (including key performance indicators)</i>	<i>Qualitative information (actions or results)</i>
Percentage of sites certified ISO 22000 or FSSC 22000. Percentage of sites certified ISO 9001.	Certification of sites. Quality and traceability of products and food safety.

Appendix 2: table of concordance with the ten principles of the Global Compact




Tereos is a signatory to the United Nations Global Compact and is committed to its ten basic principles. Every year, the Group submits a COP (Communication On Progress) that is published on the Global Compact website.





No.	PRINCIPLES OF THE UN GLOBAL COMPACT	NFS CHAPTERS
<i>Human rights</i>		
1	Businesses should support and respect the protection of internationally proclaimed human rights.	4.2 NFS compliance and other information expected by stakeholders
2	Businesses should make sure they are not complicit in human rights abuses.	4.2 NFS compliance and other information expected by stakeholders
<i>Labour</i>		
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.7 Industrial relations
4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	4.2 NFS compliance and other information expected by stakeholders
5	Businesses should uphold the effective abolition of child labour.	4.2 NFS compliance and other information expected by stakeholders
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	4.2 NFS compliance and other information expected by stakeholders 6.1 Fight against discrimination
<i>Environment</i>		
7	Businesses should support a precautionary approach to environmental challenges.	5.1 Sustainably performing agriculture 5.2 Environmental impact 5.3 Energy transition & Climate
8	Businesses should undertake initiatives to promote greater environmental responsibility.	5.1 Sustainably performing agriculture 5.2 Environmental impact 5.3 Energy transition & Climate
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	5.1 Sustainably performing agriculture 5.2 Environmental impact 5.3 Energy transition & Climate
<i>Anti-corruption</i>		
10	Businesses should work against corruption in all its forms, including extortion and bribery.	4.2 NFS compliance and other information expected by stakeholders

Appendix 3: table of correspondence with the Sustainable Development Goals (SDGs)

Through its CSR policy, Tereos contributes to the Sustainable Development Goals (SDGs), established by the United Nations. The Group has selected seven of the SDGs on the basis of its business, its impacts and

geographical profile. The following table shows how the Group's commitments contribute to the most significant indicators with respect to its business.

Sustainable Development Goal	Significant indicators	Tereos non-financial challenges	Tereos commitments
No. 2 Zero hunger 	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture		
	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change [...] and that progressively improve land and soil quality	Sustainably Performing Agriculture	<ul style="list-style-type: none"> - Promote agronomic research and agricultural innovation - Evaluate the Group's practices on the basis of external standards - Combine agricultural competitiveness and respect for the environment
No. 3 Good health and well-being 	Ensure healthy lives and promote well-being for all at all ages		
	3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Quality, traceability and food safety Nutrition & Health	<ul style="list-style-type: none"> - Certify quality and food safety management practices - Continue to develop our portfolio of products to optimally cover the nutritional and functional needs of each category of the population
No. 6 Clean water and sanitation 	Ensure availability and sustainable management of water and sanitation for all		
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Environmental impact	<ul style="list-style-type: none"> - Reduce water consumption - Improve the water balance and reduce discharges

Sustainable Development Goal	Significant indicators	Tereos non-financial challenges	Tereos commitments
No. 7 Affordable and clean energy 	Ensure access to affordable, reliable, sustainable and modern energy		
	7.A By 2030, [...] facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	Energy transition & Climate	<ul style="list-style-type: none"> - Reduce the energy consumption needed to transform agricultural products
No. 8 Decent work and economic growth 	Promote inclusive and sustainable economic growth, employment and decent work for all		
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with a disability, and equal pay for work of equal value	Retention of talents, change management Industrial relations	<ul style="list-style-type: none"> - Develop employee training - Implement a coherent and dynamic social policy
	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Occupational health & safety	<ul style="list-style-type: none"> - Develop safety awareness programmes
No. 9 Industry, innovation and infrastructure 	Build resilient infrastructure, promote sustainable industrialisation and foster innovation		
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes [...]	Environmental impact	<ul style="list-style-type: none"> - Transform all parts of the agricultural raw materials - Increase the number of ISO 14001 certified sites
No. 12 Responsible consumption and production 	Ensure sustainable consumption and production patterns		
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Energy transition & Climate	<ul style="list-style-type: none"> - Convert non-food waste into renewable energy - Increase the number of ISO 50001 certified

Appendix 4: table of correspondence with the Global Reporting Initiative (GRI) 2016

Tereos has devised its strategy and reporting in accordance with the principles of the Global Reporting Initiative (GRI) in order to ensure the completeness of its approach. This report has been prepared in accordance

with the GRI standards: essential compliance option. Some of the elements of the framework are therefore not presented.

Organisational profile

No.	GRI DISCLOSURES	CORRESPONDENCE	REFERENCE
102-1	Name of the organisation	Total	Tereos SCA
102-2	Activities, brands, products, and services	Total	1. Group profile 2. Business model
102-3	Location of headquarters	Total	Origny-Sainte-Benoîte, France
102-4	Location of operations	Total	Tereos website
102-5	Ownership and legal form	Total	SCA (agricultural cooperative company) with share capital of €506,980,834
102-6	Markets served	Total	1. Group profile 2. Business model
102-7	Scale of the organisation	Total	1. Group profile 2. Business model
102-8	Workforce of the organisation	Total	1. Group profile 2. Business model
102-9	The organisation’s supply chain	Total	1.2 Value chain
102-10	Significant changes to the organisation and its supply chain	Total	1.2 Value chain 4.2 NFS compliance and other information expected by stakeholders
102-11	Precautionary Principle	Partial	5.2 Environmental impact 5.4 Quality, traceability and food safety
102-12	Charters, principles and other external initiatives	Total	4.2 NFS compliance and other information expected by stakeholders
102-13	Membership of national and international associations	Total	4.2 NFS compliance and other information expected by stakeholders
102-14	Statement from the most senior decision-maker about the relevance of sustainability to the organisation and its strategy	Total	CSR Report 2020/21
102-16	Values, principles, standards, norms of behaviour and rules of the organisation, such as codes of conduct and ethics	Total	4.2 NFS compliance and other information expected by stakeholders

No.	GRI DISCLOSURES	CORRESPONDENCE	REFERENCE
102-18	Governance structure of the organisation, including committees of the highest governance body	Total	Tereos website
102-40	List of stakeholder groups with whom the organisation has engaged in dialogue	Partial	4.1 Methodology
102-41	Percentage of total employees covered by collective bargaining agreements	Total	Tereos website
102-42	The basis for identifying and selecting stakeholders with whom to engage	Partial	4.1 Methodology
102-43	Approach to stakeholder engagement	Partial	4.1 Methodology
102-44	Key topics and concerns raised	Total	4. Principal challenges
102-45	Entities included in the consolidated financial statements, including reasons for exclusion	Total	7. Methodological note
102-46	Defining report content and topic boundaries	Total	4. Principal challenges 7. Methodological note
102-47	List of material topics	Total	4. Principal challenges
102-48	Restatements of information	Total	7. Methodological note
102-49	Changes in reporting	Partial	4.1 Methodology 7. Methodological note
102-50	Reporting period	Total	7. Methodological note
102-51	Date of most recent report, if applicable	Total	May 2020
102-52	Reporting cycle	Total	7. Methodological note
102-53	Contact point for questions regarding the report or its contents	Total	Xavier Huchet, Group CSR Manager
102-54	Option of “compliance” chosen by the organisation and content index	Total	Appendix 4
102-55	GRI table of correspondence	Total	Appendix 4
102-56	External assurance	Total	8. Independent third party’s report

Eléments spécifiques

No.	GRI DISCLOSURES	CORRESPONDENCE	REFERENCE
200	<i>Economic topics</i>		
201	<i>Economic performance</i>		
201-1	Direct economic value generated and distributed	Total	1. Group profile
203	<i>Indirect economic impacts</i>		
203-1	Development and impact of infrastructure investments and services supported	Total	2. Business model
204	<i>Procurement practices</i>		
204-1	Proportion of spending on local suppliers	Total	4.2 NFS compliance and other information expected by stakeholders
300	<i>Environmental topics</i>		
301	<i>Materials</i>		
301-1	Materials used by weight or volume	Total	5.1 Sustainably performing agriculture
301-2	Recycled input materials used	Total	5.2 Environmental impact
302	<i>Energy</i>		
302-1	Energy consumption within the organisation	Total	5.3 Energy transition & Climate
302-4	Reduction of energy consumption	Total	5.3 Energy transition & Climate
303	<i>Water</i>		
303-1	Interactions with water as a shared resource	Total	5.2 Environmental impact
303-4	Water discharge	Total	5.2 Environmental impact
304	<i>Biodiversity</i>		
304-2	Significant impacts of activities, products, and services on biodiversity	Total	5.1 Sustainably performing agriculture
305	<i>Emissions</i>		
305-1	Direct (Scope 1) GHG emissions	Total	5.3 Energy transition & Climate
305-2	Energy indirect (Scope 2) GHG emissions	Total	5.3 Energy transition & Climate
305-5	Reduction of GHG emissions	Total	5.3 Energy transition & Climate
306	<i>Effluents and waste</i>		
306-2	Waste by type and disposal method	Total	5.2 Environmental impact

No.	GRI DISCLOSURES	CORRESPONDENCE	REFERENCE
307	<i>Environmental compliance</i>		
307-1	Non-compliance with environmental laws and regulations	Partial	4.2 NFS compliance and other information expected by stakeholders (issue treated but not explicitly presented in this report)
308	<i>Supplier environmental assessment</i>		
308-1	Suppliers that were screened using environmental criteria	Total	4.2 NFS compliance and other information expected by stakeholders
400	<i>Social topics</i>		
401	<i>Employment</i>		
401-1	New employee hires and employee turnover	Partial	5.7 Attracting and retaining talents (issue treated but not explicitly presented in this report)
402	<i>Labour/management relations</i>		
402-1	Minimum notice periods regarding operational changes, indicating whether the notice period is specified in collective agreements	Partial	5.8 Industrial relations (issue treated but not explicitly presented in this report)
403	<i>Occupational health and safety</i>		
403-1	Occupational health and safety management system	Total	5.6 Occupational health and safety
403-5	Worker training on occupational health and safety	Total	5.6 Occupational health and safety
403-9	Work-related injuries	Total	5.6 Occupational health and safety
404	<i>Training and education</i>		
404-1	Average hours of training per year per employee	Total	5.7 Attracting and retaining talents
404-2	Upgrading employee skills	Total	5.7 Attracting and retaining talents
405	<i>Diversity and equal opportunity</i>		
405-1	Diversity of employees and governance bodies	Total	6.1 Fighting discrimination
406	<i>Non-discrimination</i>		
406-1	Incidents of discrimination and corrective actions taken	Partial	4.2 NFS compliance and other information expected by stakeholders 6.1 Fighting discrimination

No.	GRI DISCLOSURES	CORRESPONDENCE	REFERENCE
407	<i>Freedom of association and collective bargaining</i>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Total	Tereos Code of Ethics
408	<i>Child labour</i>		
408-1	Operations and suppliers at significant risk for incidents of child labour	Total	Tereos Code of Ethics
409	<i>Forced or compulsory labour</i>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Total	Tereos Code of Ethics
410	<i>Security practices</i>		
410-1	Security personnel trained in human rights policies or procedures	Partial	5.6 Occupational health and safety
411	<i>Right of indigenous peoples</i>		
411-1	Incidents of violations involving rights of indigenous peoples	Partial	Tereos Code of Ethics
414	<i>Supplier social assessment</i>		
414-1	New suppliers that were screened using social criteria	Total	4.2 NFS compliance and other information expected by stakeholders
416	<i>Customer health and safety</i>		
416-1	Assessment of the health and safety impacts of product and service categories	Total	5.4 Quality, traceability & food safety
417	<i>Marketing and labelling</i>		
417-1	Requirements for product and service information and labelling	Partial	5.4 Quality, traceability & food safety
418	<i>Customer privacy</i>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Partial	5.4 Quality, traceability & food safety
419	<i>Socio-economic compliance</i>		
419-1	Non-compliance with laws and regulations in the social and economic area	Partial	4.2 NFS compliance and other information expected by stakeholders (issue treated but not explicitly presented in this report)

Elements omitted

202 - Market presence
205 - Anti-corruption

206 - Anti-competitive behaviour
412 - Human rights assessment

413 - Local communities
415 - Public policy



Appendix 5: table of correspondence with the Sustainability Accounting Standards Board (SASB) 2018-10

Below, the Group presents a table of correspondence with the SASB. The standards applicable to Tereos have been determined according to the SASB materiality map: on the basis of the Group's main business

sector, i.e. the Food and Beverage sector standards, in the Agricultural Products category.

ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	REFERENCE
<i>Greenhouse Gas Emissions</i>				
Gross global Scope 1 emissions	Quantitative	Tonnes (t) CO ₂ -e	FB-AG-110a.1	5.3 Energy transition & Climate
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	FB-AG-110a.2	5.3 Energy transition & Climate
Fleet fuel consumed, percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	FB-AG-110a.3	5.3 Energy transition & Climate (issue treated but not explicitly presented in this report)
<i>Energy Management</i>				
(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	FB-AG-130a.1	5.3 Energy transition & Climate
<i>Water Management</i>				
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	FB-AG-140a.1	5.2 Environmental impact
Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	N/A	FB-AG-140a.2	5.2 Environmental impact
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	Number	FB-AG-140a.3	5.2 Environmental impact (issue treated but not explicitly presented in this report)



ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	REFERENCE
<i>Food Safety</i>				
Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-AG-250a.1	5.4 Quality, traceability and food safety (issue treated but not explicitly presented in this report)
Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	Percentage (%) by cost	FB-AG-250a.2	5.1 Sustainably performing agriculture
(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Number, Metric tons (t)	FB-AG-250a.3	5.4 Quality, traceability and food safety (issue treated but not explicitly presented in this report)
<i>Workforce Health & Safety</i>				
(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Quantitative	Rate	FB-AG-320a.1	5.6 Occupational health and safety
<i>Environmental & Social Impacts of Ingredient Supply Chain</i>				
Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Quantitative	Percentage (%) by cost	FB-AG-430a.1	5.1 Sustainably performing agriculture