

WE
CAPTURE
WHAT
MOVES



From sciences to senses

SUSTAINABILITY COMMITMENT REPORT 2025



Governance and strategy

01

- 03** Our shared conviction
- 04** Our vision
- 05** Our history
- 06** Our outreach
- 07** Our products
- 08** Our governance
- 09** Our stakeholders
- 10** Our value chain at a glance

Combining nature and science throughout our history to provide sensory experiences that are as exclusive as they are sustainable

Founded in 1871, MANE has always balanced independent family governance with internationally recognised scientific rigour. This unique combination not only enables us to make decisions that are consistently in line with our values and to guarantee the quality, relevance and durability of our solutions, but also gives us the freedom and boldness to invest with the long-term in mind.



This long-term vision forms the cornerstone of our model. It means that we are able to anticipate changes in the sector, invest in ambitious projects and forge lasting partnerships. Today, we are shoring up this approach by structuring our operations on a global scale and modernising our tools. Digitisation, data processing, artificial intelligence: these tools, far from replacing our creativity, are amplifying it and opening up new opportunities for design, formulation and industrial efficiency.

Our environmental stewardship stems naturally from this process. Lowering our carbon footprint, securing our raw material supplies and eco-designing our products: these commitments are intrinsic to the way we innovate for growth. For MANE, crafting unique sensory experiences goes hand in hand with conservation of the resources that make them possible.

© Absolut production - Historic Factory - 1920

Innovating in harmony with the natural world

For MANE, this means coming up with fragranced and aromatic solutions that are compatible with tomorrow.

Innovation as a long-standing driving force.

Thanks to boundless creativity and a unique range of ingredients, MANE develops a bold portfolio and innovative sensory experiences. As an independent company, our agility, long-term investments and strategic partnerships empower us to support both established brands and emerging players. We develop exclusive extracts and molecules to create unique signatures, enriching the perfumers' and flavourists' range while addressing today's challenges in terms of performance, naturalness, regulations and sustainability.

We are working to secure our raw materials by diversifying sources and setting up long-term partnerships, while continuously optimising our manufacturing processes to reduce their impact, notably through the use of the GREEN MOTION™ tool. Our ambition is to develop products that meet our customers' expectations while taking the environmental and social issues into account.

In 2025, MANE joined the Businesses for Climate Convention on the Ocean Programme. This has deepened our understanding of the socio-economic and environmental challenges facing our company, and enabled us to draw up a 10-year roadmap for regeneration that respects the planetary boundaries, the natural world and our stakeholders.

Digital transformation as a catalyst for acceleration in the service of people.

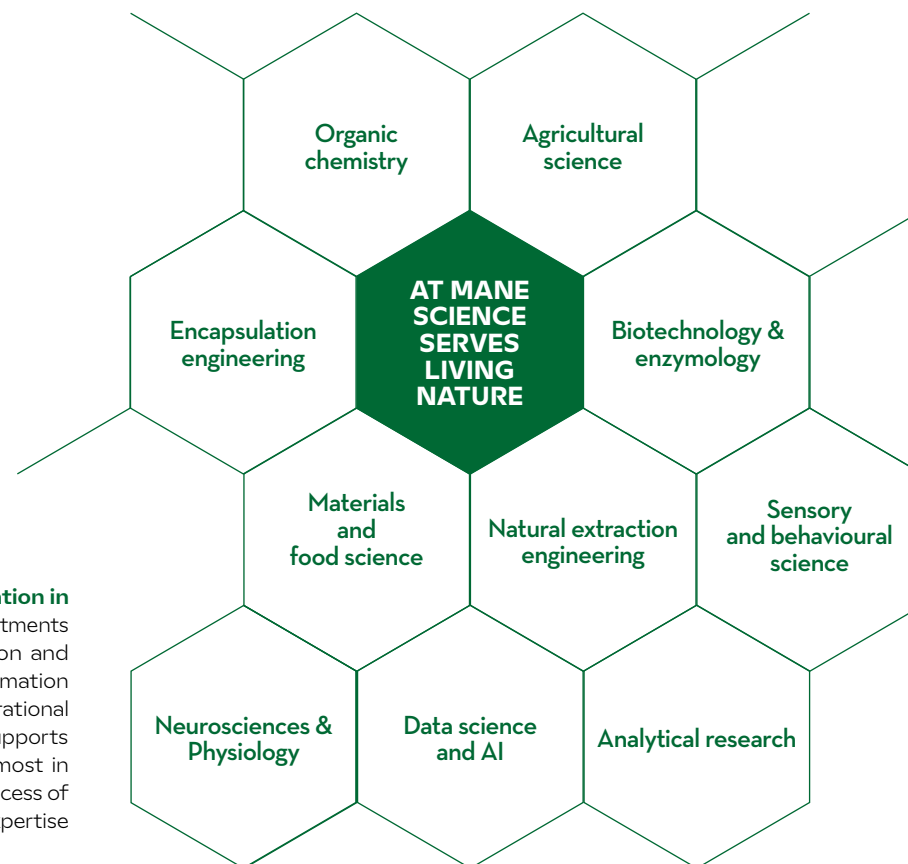
MANE is stepping up its investments in digital innovation, particularly in AI, digitisation and the optimisation of its processes. Digital transformation is aimed at modernising processes, optimising operational efficiency and enhancing customer experience. It supports innovation without ever replacing what matters most in our business: people. We firmly believe that the success of our company depends above all on the creativity, expertise and commitment of our employees.

7.7%

of turnover
invested in R&D

25

priority applications for
patent families (leading
to 271 individual patent
applications) since 2015



“

Sustainability is our compass. By turning our commitments into measurable actions, we strengthen trust, resilience, and the value we create for all our stakeholders. Our responsibility spans the entire value chain: from raw materials to the creations that move consumers.

”

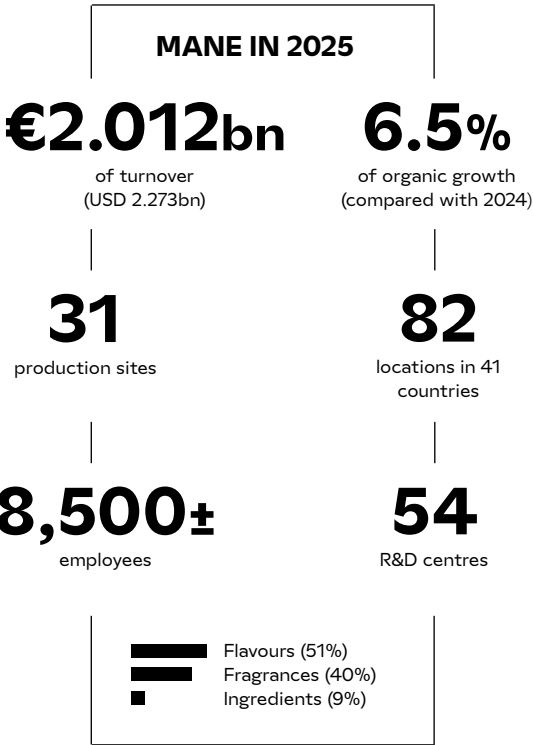
SAMANTHA MANE
President

Capturing an entire sensory universe in a single drop

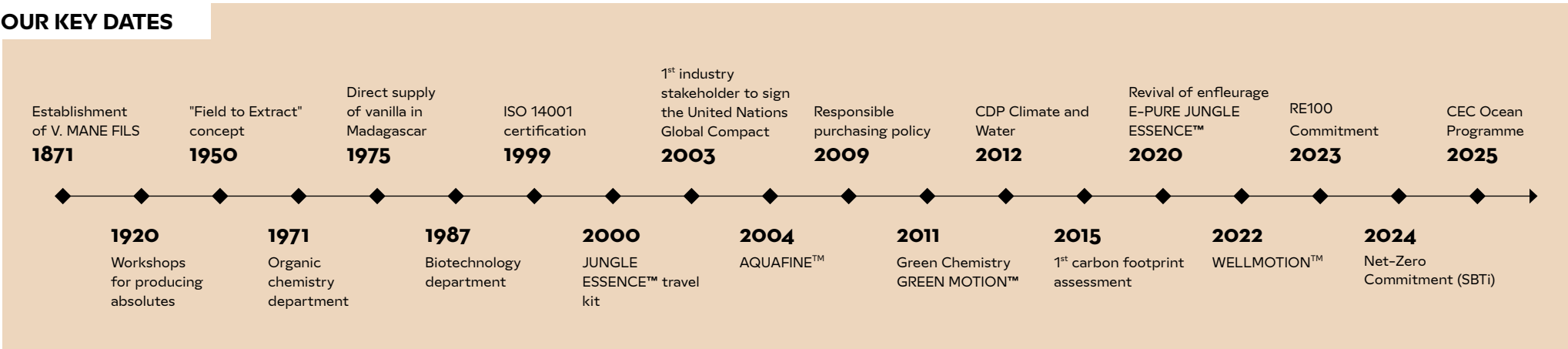
In 1871, Victor Mane turned an intuition into an ambition: to transform the plants he grew around Grasse into fragrant raw materials. What began as a modest distillery deeply rooted in its local region has become, over five generations, an independent world leader in flavours and fragrances.

This independence has always been a strategic choice. It allows us the freedom to prioritise resilience and a long-term vision over immediate profitability, by investing massively in research, daring to make bold industrial choices and exploring innovative technologies that are ever more respectful of the natural world. Today, the fifth generation continues to uphold this entrepreneurial spirit, guided by the same ambition: to elevate nature in the form of sensory experiences, without ever depleting its source.

Throughout our history, we have captured the very essence of nature. From traditional distillation to cutting-edge extraction technologies, from the exclusive and rigorous selection of raw materials to the development of patented molecules derived from green chemistry and biotechnology, we foster a dialogue between heritage and innovation.



OUR KEY DATES



A global presence, founded on local roots and expertise

MANE has developed a multi-local model, where each region is both a source of inspiration and a key partner.

We immerse ourselves in local cultures to grasp their nuances, from culinary traditions, olfactory preferences and regulatory developments to environmental issues. Thanks to this approach, we are able to work closely with local players, raw material producers, farming communities and industrial partners among others.

54

R&D
centres

A STEADFAST REGIONAL ORGANISATION, FOR LOCAL BENEFITS

— **Supporting local employment:**
our sites recruit and train talent locally, setting up partnerships with schools and universities.

— **Sustainably securing supply chains:**
by working hand in hand with producers (e.g. vanilla in Madagascar, mint in India and patchouli in Indonesia), we contribute to the economic stability of supply chains through long-term partnerships and responsible purchasing practices.

— **Safeguarding ecosystems:**
our best practices benefit local communities (examples include resource conservation and action to combat deforestation).

31

production sites

82

locations in 41
countries



© Gene Adventurin

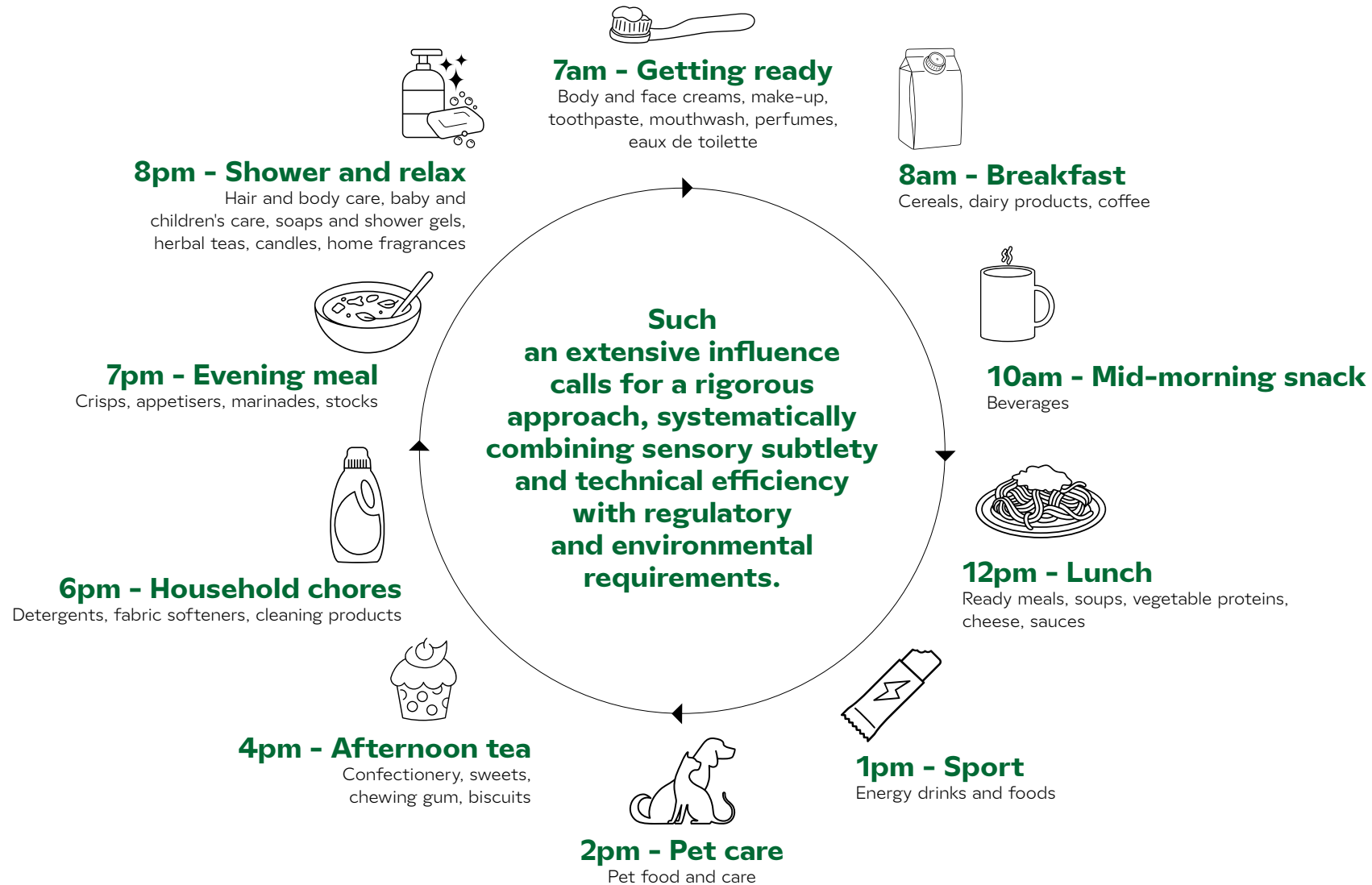


© Elodie la Monneraye



© Loky Mahambato

Our aromatic and fragranced creations are part of the daily lives of millions of people.



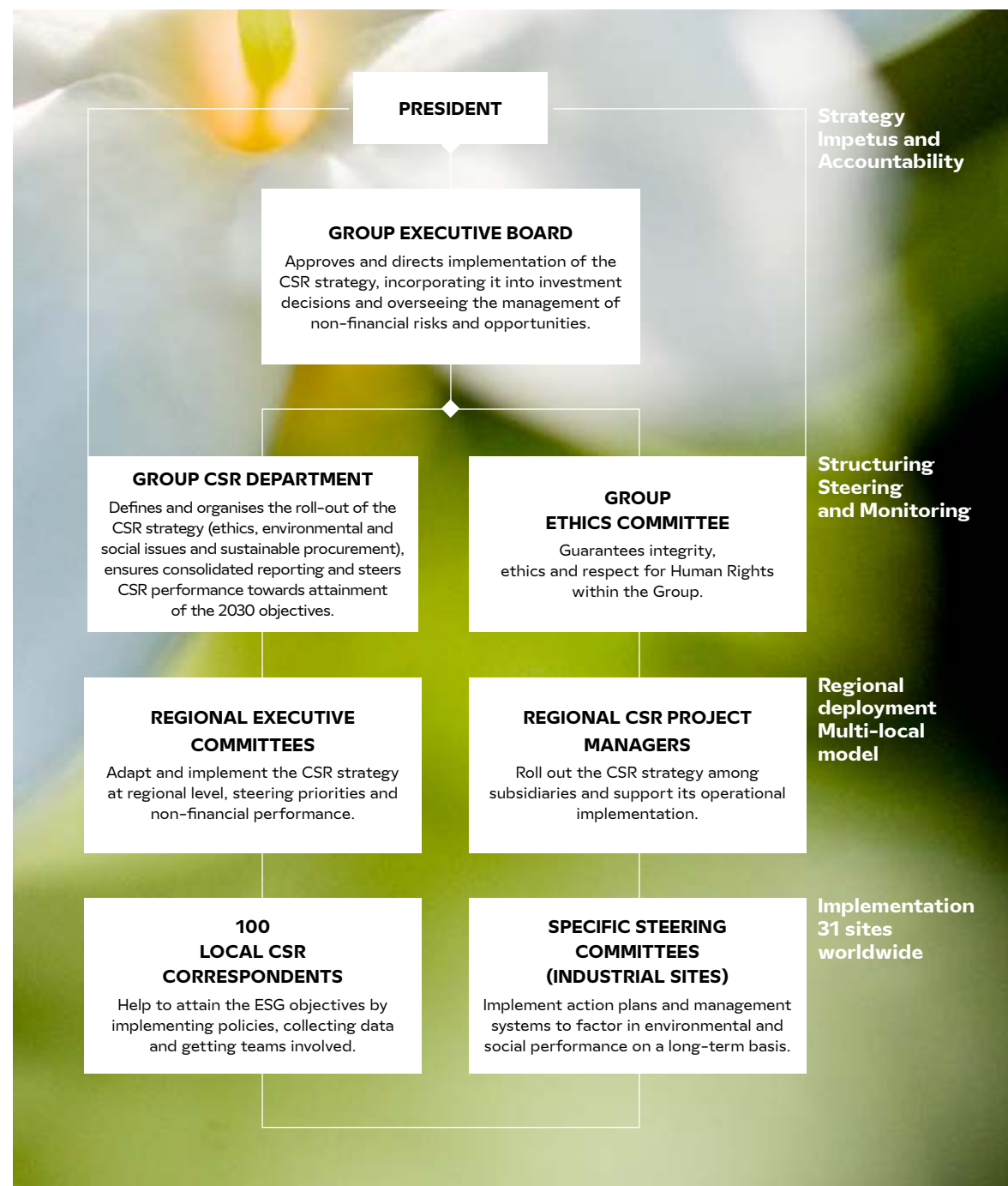
Making CSR central to our business

At MANE, the CSR Department reports directly to the President and, as such, is supported by the highest level of governance. It defines and steers all our commitments in the areas of climate, energy, water, biodiversity and social responsibility.



This positioning reflects a clear conviction: combining economic performance and sustainability is essential to ensure the continuity of the Mane family's mission. The Group Executive Board (GEB, the Group's strategic body), oversees the sustainable development policies and the management of non-financial risks and opportunities. CSR concerns are thus factored into the decision-making process, investment priorities and overall management of the company. As part of our organisation, which unites a global vision with local roots, the CSR themes are rolled out across the Group based on the reality on the ground.

© Sébastien Boudot

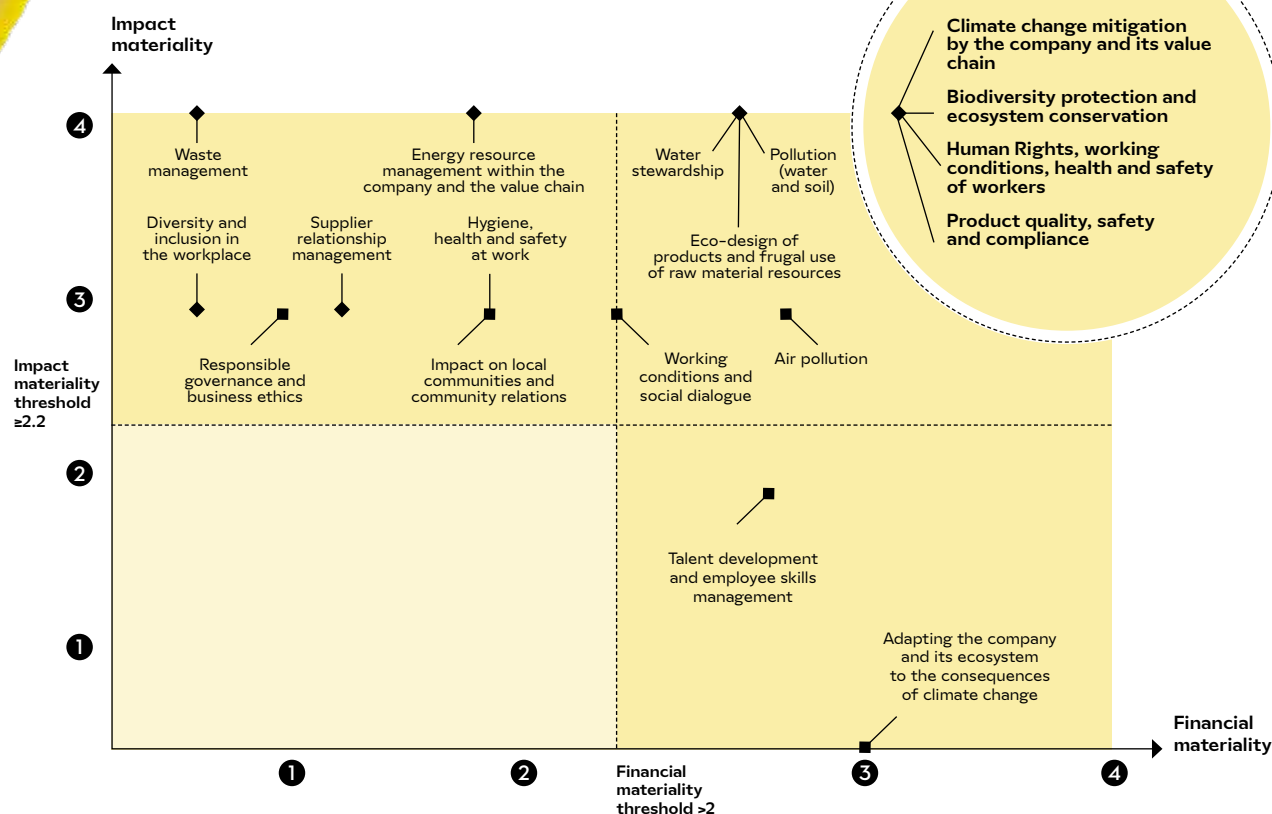


OUR STAKEHOLDERS

Incorporating our stakeholders' expectations

As part of its CSR strategy, MANE has identified a list of **19 relevant issues**, covering all **environmental, social and governance (ESG)** aspects. These issues concern not only the **Group's specific activities** but also the entire **value chain upstream and downstream**, in order to reflect the impacts, risks and opportunities associated with MANE's operations.

DOUBLE MATERIALITY MATRIX



Each ESG issue has been broken down into IROs

I
R
O

→ IMPACTS

→ RISKS

→ OPPORTUNITIES

Positive and negative impacts on the environment and stakeholders

Risks that could affect the Group's economic performance or reputation

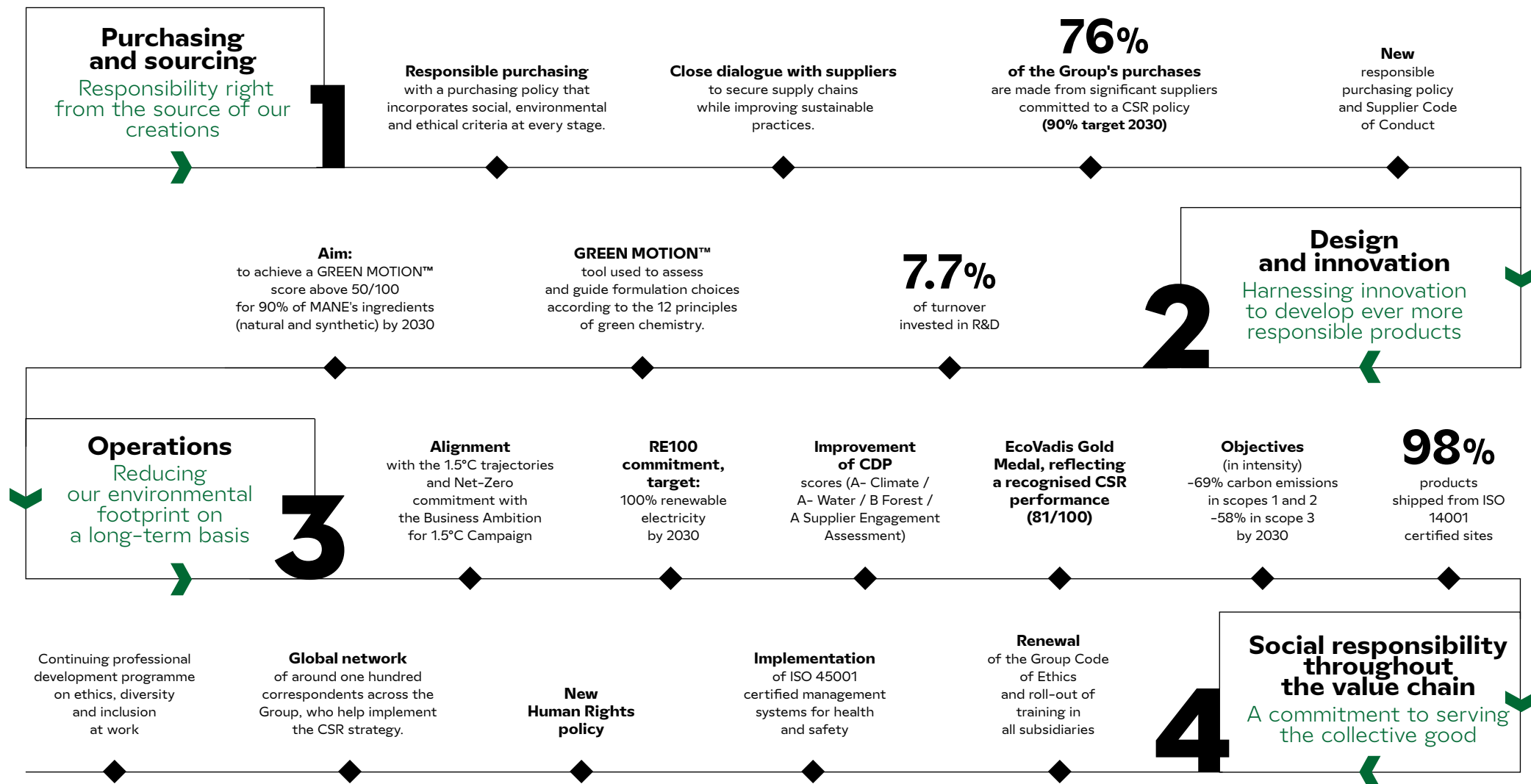
Opportunities to create sustainable value

This systematic approach enables reporting on the complexity and scope of ESG issues for MANE.

IN ALL, 114 IROs have been defined then given a materiality score using a methodological approach combining:

- ◆ pre-scoring workshops,
- ◆ interviews with various internal experts,
- ◆ validation workshops.

Sustainability throughout the entire value chain



A close-up photograph of several lavender flower spikes with small purple blossoms, set against a white background. The flowers are in sharp focus, with some in the foreground and others slightly blurred in the background.

Sourcing that respects living ecosystems

Our business depends directly on the availability and quality of the natural resources we process. Operating within complex and sometimes fragile agricultural sectors, we are forging long-term relationships with our suppliers, in order to secure our supplies and support the transition to sustainable practices. Taking environmental and social issues on board at every stage of our supply chain is an effective way for us to make it more sustainable and resilient.

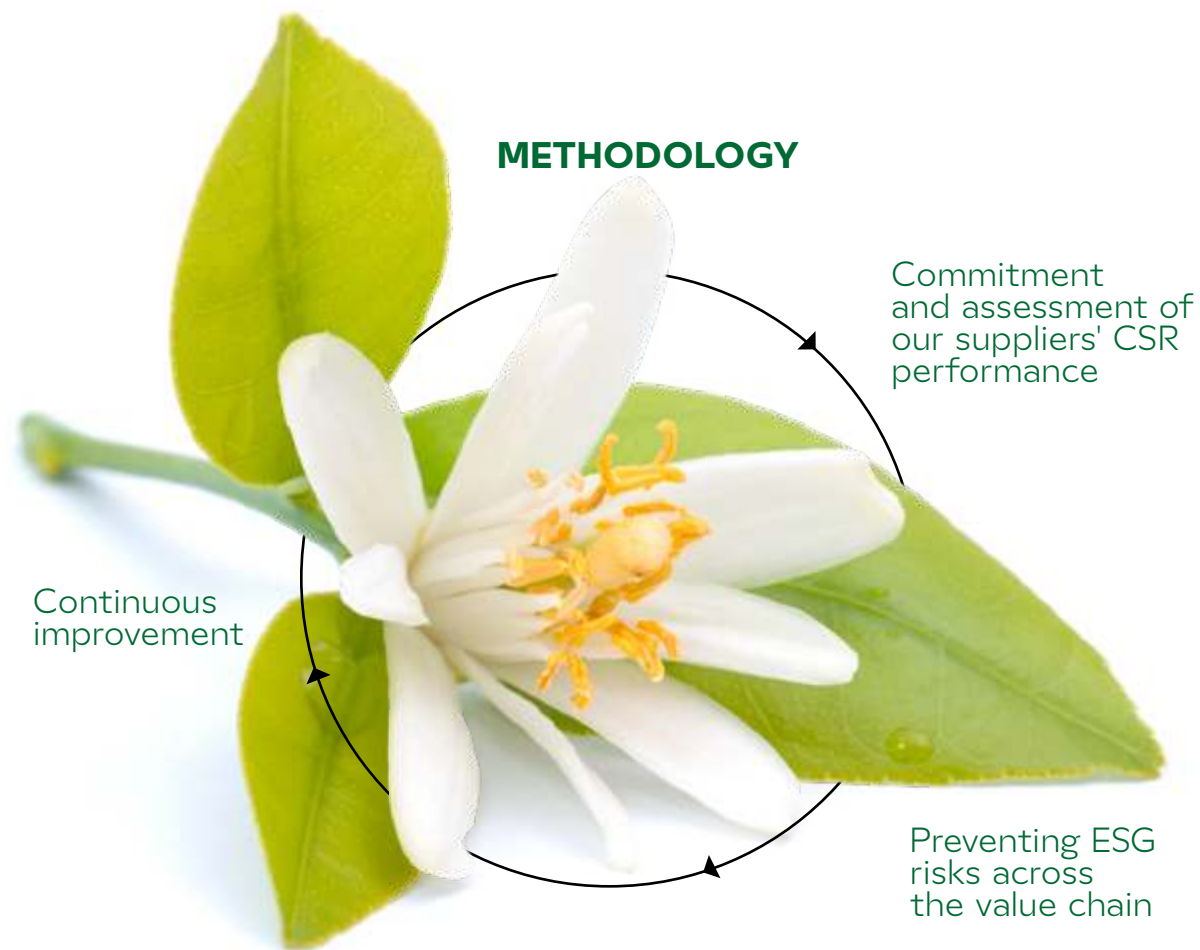
- 12** Key figures
- 13** Our approach
- 14** ESG risks
- 15** Continuous improvement
- 17** Sustainable, conscious sourcing

KEY FIGURES



A committed and compelling approach

The sustainability of our supply chains is grounded in the systematic integration of CSR into our purchasing strategy. At MANE, the quality of the relationships we maintain with our suppliers goes far beyond simple transactions: at every stage of the value chain, from upstream agriculture to the transformation processes, we involve our suppliers in our environmental, social and ethical priorities. This enables us to bolster the resilience of our supply chains and to anticipate risks, while guaranteeing the quality of resources. In 2025, we reached a milestone by harmonising and centralising the approach and monitoring our suppliers' commitment right across the Group.



Making CSR a performance criterion

At MANE, CSR is a key criterion for assessing suppliers, on a par with quality, costs and lead times. Thanks to this approach, we can direct our procurements towards committed partners, while making our supply chains more competitive and resilient.

Involving our suppliers in a CSR approach

We include our suppliers in our CSR policy via a Responsible Purchasing Policy and a Supplier Code of Conduct. A signature campaign has been carried out with all the Group's suppliers. This process formally documents their commitment and encourages our suppliers to share our standards in terms of responsible practices, based on five key areas: ethics and commercial integrity, the

environment, Human Rights, management and due diligence systems, as well as compliance through continuous improvement. Our Human Rights Policy, while part of this process, is a policy in its own right, which is applicable to both suppliers and Group employees.

Assessing our suppliers' CSR performance

We monitor the CSR assessments conducted by our suppliers via the external platforms EcoVadis and SEDEX. A self-assessment questionnaire is also an option for some suppliers who do not have access to either of these platforms, based on the five key areas of our Responsible Purchasing Policy and Supplier Code of Conduct. It comes with a rating guide.

Heightened vigilance

Our supply concerns are directly linked to the environmental and social challenges of our time. Climate change, water stress and ecosystem conservation pose physical risks to our business, while the complexity of global supply chains exposes our activities to operational, regulatory and reputational risks. To deal with these vulnerable areas, a **proactive methodology has been put in place, combining transparency, innovation and collaborative progress** to turn these risks into a driver for sustainability and competitiveness.



Identifying risks among our suppliers

Identify and assess potential risks (environmental, social, economic) throughout the supply chain.

We analyse potential risks by country (corruption, Human Rights, deforestation or climate) using recognised indices (Corruption Perception Index, ITUC Global Rights Index, Global Forest Watch, World Risk Index, INFORM) and cross-reference them with the CSR performance of each supplier. In this way, we determine a level of risk for each one with a view to guiding our purchasing decisions, prioritising audits and providing them with relevant, enduring support.

Risk mapping and analysis at supply chain level

Conduct a detailed analysis of the value chain using data and research tools to understand the flows, the key players and the associated risks.

We trace the geographical origin of our biological resources and identify the risks specific to each supply chain (biodiversity, Human Rights, geopolitics, etc.). Using tools such as Global Forest Watch, WWF Biodiversity Risk Filter and the UEBT Responsible Sourcing Risk Database, we classify natural supply chains according to their level of risk.

Continuous improvement

Prevent, mitigate and correct risks while strengthening supplier compliance.

Once the risks have been identified, we perform **audits** to assess the potential negative impacts and risks and outline mitigation and corrective action plans for each supplier or supply chain at risk. We continuously monitor strategic value chains to encourage continuous improvement and compliance.

With our suppliers

Our collaborative approach to assessing our suppliers enables us not only to pinpoint our responsible purchasing more effectively but also to gain a detailed understanding of each supplier's level of maturity and scope for progress. At MANE, we see it as our responsibility to help them to progress in these areas and, as such, we provide them with ad hoc tools in this regard. We focus on three priority areas: support and commitment to a continuous improvement approach, traceability of raw materials and improvement of CSR data.

1

Commitment of our suppliers to a continuous improvement approach

The continuous improvement of our suppliers forms the cornerstone of our responsible purchasing strategy. To help them in this respect, we have designed a comprehensive system combining objective assessment, self-assessment tools and bespoke support.

Initial commitment

We ask them to sign our Responsible Purchasing Policy. This enables them to align their practices with our CSR requirements and, where appropriate, to set a plan for progress in motion.

Bespoke support

We turn results into practical action:

- ◆ **On-site audits** performed by our trained teams.
- ◆ **Bespoke remediation plans**, jointly drawn up with suppliers.
- ◆ **Training and regular dialogue** to assist them.
- ◆ **Long-term partnerships** to sustain our commitment over the long term.

Validation and recognition

The most committed suppliers obtain third-party certifications, strengthening both their credibility and our value chain.



Lavandin, a story of wholehearted dedication

For over forty years, MANE has been working closely with local producers to grow and process lavandin using unique methods, such as cutting the flowering tops. This approach produces extracts with rich, varied aromatic notes, while guaranteeing total traceability from plant to bottle. An initiative with myriad positive impacts:

- ◆ **Economic support:** MANE buys a minimum annual volume, set with each of the suppliers, ensuring financial stability for the producer.
- ◆ **Sustainable practices:** No irrigation, and local distillation to reduce the transport carbon footprint.
- ◆ **Olfactory innovation:** Extracts (Absolute, Essential Oil, PURE JUNGLE ESSENCE™) bring warm, aromatic or fruity tones, enhancing fragrances for men and women alike.
- ◆ **Community support:** Assisting producers and showcasing local expertise.

2

Traceability of raw materials

We ask our suppliers to provide detailed information about biomass source, cultivation and collection methods, as well as the structure of the value chain, right down to smallholders. Such transparency makes it possible to identify risks and ensure responsible management of our supplies.

For sourcing channels where our influence is limited, we rely on sector-specific certifications (UEBT, Rainforest Alliance, etc.) and collective initiatives. This guarantees a responsible approach even in contexts where we don't have much room for manoeuvre.

We can make our supply chains more sustainable thanks to this rigorous methodology, while ensuring their compliance with the most stringent ethical, environmental and legal standards.



500

households concerned,
benefiting from stable incomes,
biodiversity conservation or
local development

©Florian Bonin



©Florian Bonin

Benzoin supply chain (Vietnam), UEBT certified in 2024

Since 2017, MANE has relaunched the Benzoin Siam (*Styrax tonkinensis*) supply chain in Vietnam, where a local collector works with some one hundred villagers. This initiative illustrates our approach to full traceability and due diligence:

- ◆ Full mapping of production areas, villages and collectors for total transparency.
- ◆ Fair contracts guaranteeing a stable income for producers.
- ◆ Training in resin quality monitoring, tree replanting and breeding.
- ◆ Pre-financing of harvests to secure collectors' income.
- ◆ Raising awareness of issues linked to deforestation and species protection.

3

CSR data from our suppliers

We ask for precise data, especially as part of targeted life cycle assessments (LCAs). At the same time, we are currently working on the deployment of a tool to collect primary carbon data from our suppliers on the raw materials we buy from them (or, failing that, activity data such as energy efficiency or the use of renewable energy).



©Florian Bonin

Sustainable and responsible supply chains

Beyond preserving our natural heritage, the sustainability of our supply chains is a core commitment for MANE. Our dependence on natural resources, which underpin our whole business, gives us a major responsibility: to support our supply chains in their transition towards ever more responsible practices. Mindful of the importance of ecosystems, MANE endeavours to preserve them to guarantee the long-term availability and quality of its raw materials. Our ambition is to work closely with our partners to make progress together, guarantee the sustainability of our supplies and meet the challenges of our Sustainable Development Policy and our responsible purchasing strategy.

Analysis and monitoring of our supply chains

At MANE, we are conscientious in choosing our supply chains to encourage sustainable practices. With a view to assessing and supporting our supply chains as they become ever more responsible, we have established a four-level categorisation system as part of our due diligence methodology.

“ The quality and sustainability of natural resources depend directly on the farming practices adopted. Environmentally-friendly methods guarantee sustainable, high-quality crops. Supporting responsible agriculture and promoting the commitment of local communities therefore form the cornerstone of our sustainable development and purchasing policies. ”

ALAIN CROUX Purchasing Director (MANE Switzerland)



LEVEL 4

Conscious sourcing

A supply chain that excels in terms of sustainability, with a direct positive impact on ecosystems and communities. For example, it actively contributes to the regeneration of ecosystems and the well-being of local communities.

LEVEL 3

Sustainable sourcing

Low-risk supply chains committed to the CSR pillars, or supply chains operating in a high-risk context that benefit from guarantees provided by third-party certifications.

LEVEL 2

Guaranteed origin

Traceability and guaranteed geographical origin.

LEVEL 1

Responsible sourcing

In compliance with the ESG risk assessment methodology and current environmental and social regulations.

2025 figures

13

supply chains **LEVEL 3***

20

supply chains **LEVEL 4***

*Scope MANE FRANCE

Cultivating differently

Given the climate challenges and biodiversity loss, MANE works with special or strategic supply chains, supporting fairer, more resilient regenerative agriculture through agroecology and innovation. By doing so, we hope to do our bit in helping to change farming practices to preserve ecosystems, support producer communities and guarantee the sustainability of our natural resources. Through meaningful partnerships, we demonstrate that it is possible to reconcile economic performance, respect for the environment and social well-being.



© Agence ODDS

Agroecology

Our efforts to combat deforestation and excessive pesticide use are part of a broader approach dovetailing regenerative agriculture with responsible innovation. We promote sustainable farming practices (cover crops, crop rotation, reduced tillage, green manure) and support local producers, in collaboration with agronomists and NGOs, to restore soil, increase biodiversity and limit the ecological footprint.

Mint, Early Mint technology in India

For example, our Early Mint technology has reduced inputs by **66%**, **enabled water savings of 25%** and **increased yields by 15%**, while certifying 7,196 farmers via the SAI/FSA assessment. Thanks to digital traceability (2,500 farms geolocated) and the optimisation of distillation units, we ensure a highly traceable and sustainable mint supply chain, which won an award from IFEAT in 2025 for its positive impact on communities and ecosystems.

Producer communities

Patchouli Gayo in Indonesia

Since 2018, MANE has been working with PTGA and the KING cooperative, which has a woman director, to structure a fair patchouli supply chain bringing together 80 to 100 farmers (0.25 ha on average) and benefiting 300–370 people depending on the year. In 2021, with the NGO OIC, the project expanded to encompass training in good farming practices (rotation with candlenut, aubergines, etc.), waste management (replacing plastic sheeting with organic mulch), yield improvement and reduced energy use (deploying stills with improved heat sources), as well as administrative support/microfinance. An ambitious reforestation programme has been underway since 2023: mapping of cultivation areas, forest management plan, creation of two tree nurseries and planting of 10,000 trees/year (2023–2026) to protect the orangutan habitat. The UEBT (2023–2026) verified supply chain combines full traceability, economic resilience and ecosystem conservation.



© Horian Benin

Upcycling

Cedarwood in the United States

Since the 1950s, MANE has been working with a Texas-based family business which utilises Texas cedar (*Juniperus mexicana*), an endemic resource transformed into traceable essential oil. This partnership relies on upcycling: offcuts from the wood industry are recovered and distilled, with 90% of the energy coming from biomass, creating a virtuous cycle. For the perfumers, this collaboration is a source of inspiration. Knowing that we are preserving cedar's natural environment makes us feel more of an affinity with this material. A responsible approach, which adds an exquisite aromatic ingredient to the perfumers' range without putting the resource under additional pressure.

Creating shared value with local communities

At MANE, commitment to local communities forms the bedrock of our responsible sourcing model. Our ambition is to create inclusive value chains that generate economic, social and environmental benefits for all.

Partnerships grounded in fairness and transparency

MANE is improving the stability of its supplies by developing structured partnerships with and for local producers. These collaborations rely on:

- ◆ **Contractual commitments**, such as guaranteed purchases of rose and jasmine harvests in Grasse.
- ◆ **Technical support**, which might involve sharing good growing or innovation practices, as we do for patchouli in Indonesia and mint in India.
- ◆ **Support for communities** with various initiatives such as programmes to empower women in the Gnidia and Timur pepper supply chains.

This solidarity, which we are proud to defend, optimises industrial performance while strengthening local impacts by:

- ◆ Stabilising supply chains through long-term relationships.
- ◆ Guaranteeing the consistent quality of raw materials.
- ◆ Reducing risks (geopolitical, climate-related, economic).
- ◆ Championing an approach with positive, shared impacts.

Providing a framework for our initiatives with conscious governance

Our Human Rights Policy and our Code of Ethics for buyers provide a framework for our actions. We work closely with NGOs – global (e.g. Fair Labour Association, WWF) and local (e.g. Fanamby) alike – as well as institutions to ensure that our supply chains benefit all stakeholders fairly.

Nagoya Protocol: securing access to genetic resources

Some of MANE's natural raw materials are subject to the Access and Benefit Sharing (ABS) rules of the Nagoya Protocol. Each resource is traced (geographical origin, method of obtaining) and this data is entered into our information systems. A cross-functional working group – R&D, Environment, CSR, Purchasing, Regulatory Affairs and Sales – steers the implementation of ABS rules in our activities, and monitors changes in national legislation to ensure the compliance of our supplies, the security of our supply chains and the fair and equitable sharing of benefits linked to genetic resources.





© Agence ODDS



© Loky Manambato



© Didier Bouko

Malagasy vanilla: an example of a "Conscious sourcing" supply chain

For over twenty years, MANE's enduring commitment in Madagascar has supported the production of Bourbon vanilla, renowned for its exceptional quality and unique aroma. Thanks to an exclusive partnership with Floribis, a leading local producer, MANE has developed a sustainable, traceable and fair vanilla supply chain in an often volatile market. This partnership guarantees full traceability, from pod to extract, thereby ensuring premium quality and stable prices for local producers. With the support of the NGO Fanamby, MANE and Floribis are carrying out transformative initiatives to change living conditions for Malagasy communities for the better, while preserving the island's unique biodiversity.

Key actions for a lasting impact

- ◆ **Health:** a clinic provides care for 1,200 employees, with 3,600 HIV tests conducted since 2019.
- ◆ **Education:** 8,600 school kits distributed and a media library reopened, benefiting 2,000 students every year.
- ◆ **Food security:** annual distribution of 25 kg of rice to 1,200 employees since 2017.
- ◆ **Environment:** 200 hectares reforested, mangrove restoration and sustainable agriculture projects in the Loky Manambato protected area.
- ◆ **Empowering women:** distribution of bicycles, literacy and family planning programmes. These initiatives are tangible examples of how MANE can balance economic excellence with social and environmental impact.

Centifolia Rose in Grasse, France: an example of a solidarity initiative

Since 2013, MANE has been proactive in revitalising the Fragrant, Aromatic and Medicinal Plants supply chains in Grasse, working closely with local producers. For instance, we seized the opportunity to reintroduce rose-growing in an ESAT (specialised centre supporting people with disabilities through employment), a long-standing partner for an array of services. In 2025, we put this commitment into practice by renewing the rose plantation in its entirety, a sign of our determination to support this partnership over the long term.

Restoring ecosystems

Mindful of the impact of its activities on biodiversity, MANE is taking active steps to protect and restore natural environments. Through reforestation, forest conservation and soil regeneration projects, we are helping to make ecosystems more resilient while securing our supply chains over the long term. These initiatives, carried out in partnership with local players and NGOs, are aimed at reducing the carbon footprint, supporting communities and preserving biodiversity.



Carbon sequestration and support for biodiversity with MIROVA

MANE has joined forces with MIROVA to support the Climate Fund for Nature, an investment fund dedicated to nature-based carbon projects worldwide. The aim is to generate high-quality carbon credits, while delivering lasting positive impacts for biodiversity, the climate and local communities. The fund finances a wide range of projects, from reforestation and the protection of existing forests (REDD+) to more sustainable farming practices. Each initiative is carefully selected for its environmental and social potential, in line with the United Nations Sustainable Development Goals (SDGs).

Restoring mangroves in Madagascar

Since 2019, MANE has been working with the NGO Fanamby to restore mangroves in the Loky Manambato protected area in Madagascar. This project is part of an approach advocating for ecological regeneration and support for local communities, with direct links to MANE's sustainable vanilla supply chain.

Mangroves play a key role in protecting coastlines, sequestering carbon and preserving marine biodiversity. Their restoration also helps to secure the livelihoods of local populations, particularly thanks to fishing.

Our environmental initiatives include:

- ◆ Reforestation: 200 ha replanted in Madagascar.
- ◆ Restoration of mangroves, agroforestry projects.
- ◆ Regenerative agriculture.

Among these initiatives, our support for the MIROVA fund and the mangroves of Madagascar exemplifies our approach geared towards positive, shared impacts.

Tangible impacts

8 active projects

in different regions (Asia, Latin America, Europe, Africa), covering solutions such as agroforestry, reforestation and efforts to combat deforestation.

4,719 beneficiaries

for all projects supported by the end of 2024, half of whom are women. Empowerment of women and fair and equitable sharing of benefits with local communities, so strengthening their economic resilience.

Sequestration

or avoidance of CO₂ emissions through sustainable practices, thus helping to combat climate change.

Tangible impacts

231 hectares of mangroves

replanted, with a survival rate of between 76% and 81%, which proves the quality of the techniques used and the dedication of the communities.

Stabilisation of the coastline

No significant erosion observed between 2015 and 2024, demonstrating that mangroves are effective at protecting against climatic hazards.

Return of biodiversity

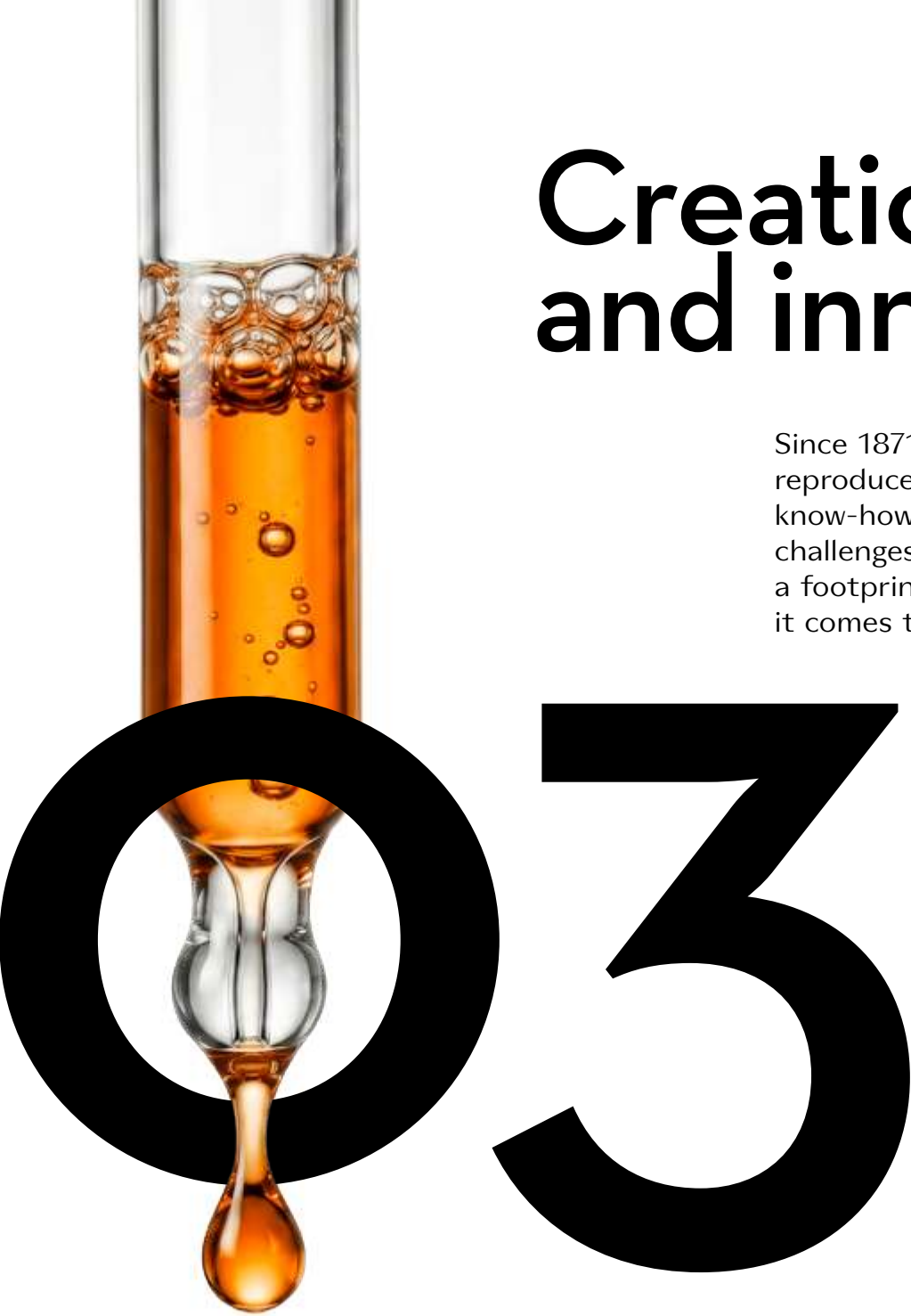
Increase in the presence of aquatic species (crabs, fish, gastropods), a sign of a healthy ecosystem.

Improvement in fishing catches

Increase from 1.6 tonnes in 2021 to 87 tonnes in 2025, thanks to the regeneration of coastal areas.

Community involvement

Creation of monitoring committees, training of young eco-volunteers and active participation of women in conservation actions.



Creation and innovation

Since 1871, MANE has been developing ingredients that capture, reproduce and reinvent scents and tastes. This ancestral know-how is now carried forward in response to planetary challenges: associated with each ingredient are resources, a footprint and a responsibility. This is MANE's priority when it comes to "innovation": innovating sustainably.

- 23** Key figures
- 24** Safety, compliance, product safety
- 25** Product eco-design
- 27** Palette for the future
- 28** Palette for the future - Extraction
- 31** Palette for the future - Biotechnology and synthetic molecules
- 32** Harnessing innovation for sustainable consumption

KEY FIGURES



A constant requirement

In industry, where several hundred substances might go into a single formulation, controlling safety is an ongoing technical and regulatory requirement. MANE addresses this at three levels: suppliers, raw materials and manufacturing processes. Our suppliers are qualified and audited according to the same standards as our own sites. To be used in our formulations, all raw materials without exception must meet the specifications of the quality, regulatory affairs and product safety departments.

Going the extra mile with the SMART COMPLIANCE INDEX

The SCI will soon become a feature of the perfumers' creation tool, making regulatory anticipation a design reflex rather than an ex-post correction. In 2024, we launched the **Smart Compliance Index (SCI)**: a predictive assessment tool which gives each fragrance formula a score as regards its compliance with future regulations. The calculation takes three parameters into account: the type of health and environmental risks associated with the substances (carcinogens, mutagens, endocrine disruptors, persistent and bioaccumulative substances), the dates on which future restrictions come into force, and the actual weight of these substances in the portfolio of a given customer. This is much more than a mere regulatory watch tool: not only does it allow for analysis of a customer's portfolio on demand and identification of at-risk ingredients in existing formulas, but it also guides R&D teams towards priority developments before they become binding.



Certifying manufacturing processes

Certifications provide a framework for manufacturing processes: hygiene, traceability, quality procedures and control of physical, chemical and microbiological contamination via HACCP (Hazard Analysis and Critical Control Points) risk analyses. To meet regulatory and our customers' requirements, our production sites are certified, depending on the supply chains of our products:

- ◆ **Food**
ISO 9001, IFS, BRC, FSSC 22000
(depending on the region)*
- ◆ **Pharmaceuticals**
Good Manufacturing Practices (GMP)*
- ◆ **Perfume and cosmetics**
ISO 9001, EFCI, ISO 22716 (depending on the site)*

Assessing substances: toxicology & REACH compliance

Each substance is characterised for its health and environmental properties before entering the market, in accordance with the applicable regulations, including the European REACH regulation. Outside the EU, a dedicated team ensures compliance with equivalent systems (Korea-REACH, Turkey-REACH, Ukraine-REACH and UK-REACH). Safety Data Sheets (SDS - regulatory documents listing the properties, risks and safe handling conditions of each substance) are available in several languages for all our ingredients.

140+

substances
registered under REACH

[See our animal testing policy](#)

* **ISO 9001**: quality management standard, all sectors
• **IFS/BRC/FSSC 22000**: food safety, mainly Europe and North America • **GMP**: good manufacturing practice for pharmaceuticals, international standard
• **EFCI/ISO 22716**: good manufacturing practice for cosmetics, Europe.

Measuring to make progress with GREEN MOTION™

Without objective measurement, eco-design remains an intention without a plan. To quantify the environmental impact of aromatic formulas, back in 2011 MANE developed GREEN MOTION™, a tool based on the twelve principles of green chemistry. This initiative subsequently inspired the Green Chemistry Compass of the International Fragrance Association (IFRA).



“Far from restricting creativity, eco-design stimulates it. It encourages us to innovate, to rethink the way we formulate, and to create fragrances and flavours that resonate with the challenges of our time.”

BERTRAND BOULIN
Research & Ingredients Operations Director

Green chemistry: the building blocks for our innovation

Green chemistry, the principles of which were laid down in 1998 by Anastas and Warner*, involves embedding the reduction of environmental and health impacts into the design of new molecules and processes. For MANE, this means preserving the olfactory power and sensory signature of its creations, while giving precedence to more carefully sourced ingredients that are safer for the planet and for people and to processes that have less of an impact.



What GREEN MOTION™ measures

GREEN MOTION™ gives each ingredient an overall score out of 100, comprising seven pillars that cover the entire manufacturing cycle - from the origin of the raw materials to the waste generated. The higher the score, the safer the ingredient is for humans and the smaller its environmental impact. The example here illustrates corn mint (*Mentha arvensis*) essential oil, which has a score of 76/100 thanks to its very high performance on raw materials and its minor risk in terms of danger and toxicity. The tool can be used for ingredients obtained by chemical synthesis and natural ingredients alike.

100%

of the ingredients in our perfumers' and flavourists' range are assessed

100%

of the fragrance and flavour compositions that we submit are automatically assessed

10,000+

fragrance and flavour compositions assessed each year in the EMEA Region (Europe, Middle East, Africa)

Optimising the impact of our creations, in real time

GREEN MOTION™ is integrated directly into the design tool used by perfumers and flavourists. The designer can see the real-time score of each ingredient and that of the final composition, making environmental performance a design criterion in its own right, in the same way as the olfactory profile or the price.

This upstream positioning also benefits customer relations: some customers ask for targeted reformulations to improve the GREEN MOTION™ score of their existing formulas. The tool is used in co-assessments with industrial partners too, to compare the environmental profiles of ingredients across a portfolio.

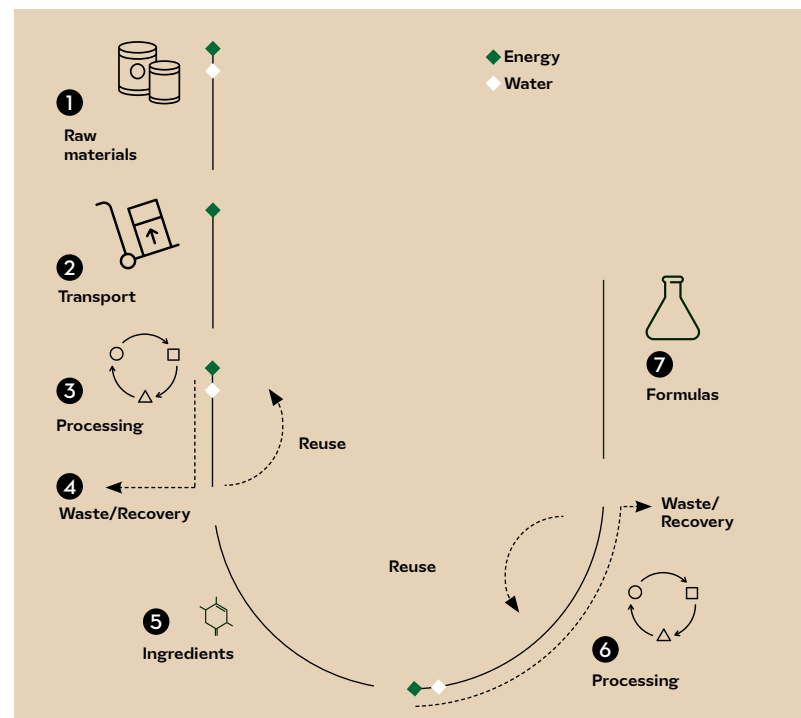
An open tool for the collective improvement of the industry

Available for free online, GREEN MOTION™ is used by students or researchers working on process improvement in other industries. Acclaimed by the International Journal of Green Chemistry, which guarantees its scientific robustness, it forms part of the curriculum of the MANE Perfumery School, MANE Flavour School and the induction programme for all new employees in the EMEA fragrance and flavour divisions.

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

Initiative to improve the environmental impact of our products

A significant proportion of the Group's Scope 3 carbon emissions comes from raw material purchases. Reducing this footprint first requires it to be quantified, ingredient by ingredient, formula by formula. This is the purpose of Life Cycle Assessments (LCAs, see diagram below): a method that assesses the environmental impact of a product throughout its life cycle, from the extraction of raw materials to its end-of-life phase.



A long-term approach

MANE has been conducting LCAs on its strategic raw materials for over ten years. Thanks to rigorous in-house monitoring of energy and water usage, combined with progressive data inputs from suppliers, we have continually broadened the scope of our assessments. This data also informs calculations of the Group's overall carbon footprint. We are currently working on automating these processes to obtain faster and more accurate calculations, and thus respond more quickly to our customers.*

Helping to develop industry standards with IOFI

The International Organisation of the Flavour Industry (IOFI) represents the sector at global level and, in addition to our internal use, MANE has contributed to both phases of the development of its carbon database. 160 emission factors covering the most commonly used raw materials in the flavour industry, produced in collaboration with Quantis and seven other volunteer member companies, make up a repository available to the entire industry since January 2026 on the IOFI website. The aim is to provide generic emission factors for the industry's commodities to make up for the current lack of primary data and to have values that are as representative as possible.

For some years now, we have been striving to continuously enhance our carbon data and to improve its reliability, using recognised methodologies and working closely with our suppliers, customers and industry partners. This approach gives us a clearer understanding of our environmental impact so that we can endeavour to reduce it, while also providing our customers with relevant and robust carbon information.

ELODIE SCHAFFNER

Green chemistry project engineer
(MANE Le Bar-sur-Loup, France)

LCA and GREEN MOTION™: two converging tools

A study carried out in partnership with L'Oréal in 2023 on 27 fragrance ingredients showed that the results obtained by the GREEN MOTION™ and LCA approaches were very similar.** This confirms that GREEN MOTION™ is a reliable indicator of the actual environmental footprint, justifying its systematic use ahead of formulation decisions, where a full LCA would be too time-consuming and costly to carry out. The two tools complement each other: one guides creation, the other validates and delves deeper.

* Reference methodologies used: ISO 14067, Product Environmental Footprint (PEF), Pathfinder Framework (PACT), Together for Sustainability (TfS). Databases: Ecoinvent, World Food LCA Database, IOFI Data Repository.

** P. Martz, T.V.T. Phan, J. L'Haridon, M.H. Beausoleil, K. Lafaye, Y. Gérard and C. Gallardo, Green Chem., 2023, 25, 6365 – 6382

A sustainable palette

A palette is an assortment of aromatic molecules (natural, biotechnological or synthetic) that perfumers and flavourists assemble for their creations. For us, there's more to just science behind enriching our range: we must also do it responsibly. Each product is associated with resources, manufacturing processes and a carbon footprint. MANE develops its ingredients in a number of complementary ways, all of which combine the challenges of performance, sustainability and traceability.

MANE has acquired ChemoSensoryx Biosciences, a biotechnology company specialising in research into the molecular mechanisms of sensory perception, to enhance our innovative capacity and better understand the interactions between smell, taste and trigeminal sensations. This strategic integration will enable us to develop more precise, differentiating flavour and fragrance solutions, while meeting consumer expectations for a sustainable and responsible sensory experience.



Extraction Rooted in the natural world

Since 1871, MANE has been extracting plant raw materials to capture their aromatic molecules. Essential oils, absolutes, oleoresins and isolates: these traditional forms of extraction have formed the basis of perfumery and aromatics. Today, MANE is innovating processes (supercritical CO₂ or reinventing the enfleurage process) to obtain extracts that are ever truer to nature, cleaner and better traced, without sacrificing sensory quality.

Biotechnology Imitating nature to preserve it

Biotechnology reproduces the biochemical reactions that occur spontaneously in nature — fermentation, enzymatic action and the action of micro-organisms — to synthesise natural aromatic molecules. A pioneer since 1987, MANE now has in-house expertise spanning four decades, a portfolio of more than forty natural molecules and 47 biotechnological processes. The resulting molecules are derived from natural, plant-based raw materials, have a high GREEN MOTION™ score (60-85), a reduced carbon footprint and are free from solvents and unwanted co-products.

Synthetic molecules Supplies: stability and performance

Chemical synthesis makes it possible to create captive molecules — patented, exclusive and not found in nature — which broaden the creative scope of perfumers and flavourists, while guaranteeing MANE's independence from fluctuations in supply. For over fifty years, MANE has been incorporating green chemistry into the design of its molecules: low environmental footprint, high biodegradability and high renewable content. The aim is to increase the number of captive molecules in our portfolio.

JUNGLE ESSENCE™: capturing the essence of nature without distorting it

The traditional extraction of natural aromatic raw materials – essential oils, absolutes or oleoresins – mainly relies on heat-based processes or the use of chemical solvents. JUNGLE ESSENCE™, based on supercritical CO₂ extraction, provides an innovative alternative by preserving the olfactory integrity of the raw materials, while guaranteeing extremely pure extracts which are true to the plant's natural profile.

Supercritical CO₂ extraction: pairing olfactory excellence with exemplary en- vironmental stewardship.

This technology involves pressurising CO₂ above its critical point (73 bar and 31°C). In this state, the solvent behaves simultaneously like a gas (penetrating the material) and a liquid (dissolving the aromatic compounds). At the end of the process, it returns to a gaseous state, leaving a pure extract with no residual solvent. The process is carried out at a moderate temperature, which preserves the most delicate molecules and produces an extract that is very close in olfactory terms to the raw material.

- ♦ The CO₂ used comes from industrial waste in Europe, and is recycled during the extraction process. The production cycles are optimised to limit CO₂ losses and optimise the carbon footprint of the process.
- ♦ Plant residues are composted.
- ♦ JUNGLE ESSENCE™ extracts comply with the ISO 9235 standard (natural process) and the requirements of COSMOS* certification.

200 t

of raw materials
processed per year

**GREEN MOTION™
score**

50 to 80

among the most
eco-designed ingredients
in the palette

* International standard dedicated to natural and organic cosmetics, aimed at all stakeholders in the cosmetics industry, from manufacturers of raw materials to finished cosmetic product brands.





JUNGLE ESSENCE™ travel kit: capturing without sampling

In 2000, MANE developed the JUNGLE ESSENCE™ travel kit, the Jungle Kit, a miniaturised and transportable version to mimic the supercritical CO₂ extraction process. It captures the scent of a plant directly in situ, right from its natural ecosystem. This approach offers myriad advantages:

- ◆ **Preservation of plants, which may be endangered,** by requiring very limited quantities of raw material; this is particularly relevant for rare or difficult-to-access resources.
- ◆ **Lightweight,** no external power source required.
- ◆ **In situ,** directly on site, avoiding the need to transport large quantities of raw materials.

The "olfactory extraction" obtained can then be analysed and reconstructed by our experts, to restore a faithful and authentic signature.

In practice: Cardamom PURE JUNGLE ESSENCE™

Produced in the south of France from cardamom pods sourced from Guatemala, Honduras, India and Sri Lanka, this extract captures the characteristic spicy freshness of cardamom in a sharper, more impactful form than traditional essential oil. GREEN MOTION™ score: 69/100.



“ In a highly virtuous way, extracts obtained by supercritical CO₂ restore the notes in full – top, heart and bottom – for a richer, more authentic olfactory profile that remains closer to the plant than traditional extraction methods. ”

MATHILDE HIRONDART

Natural Physical Treatments Department Manager
(MANE Le Bar-sur-Loup, France)

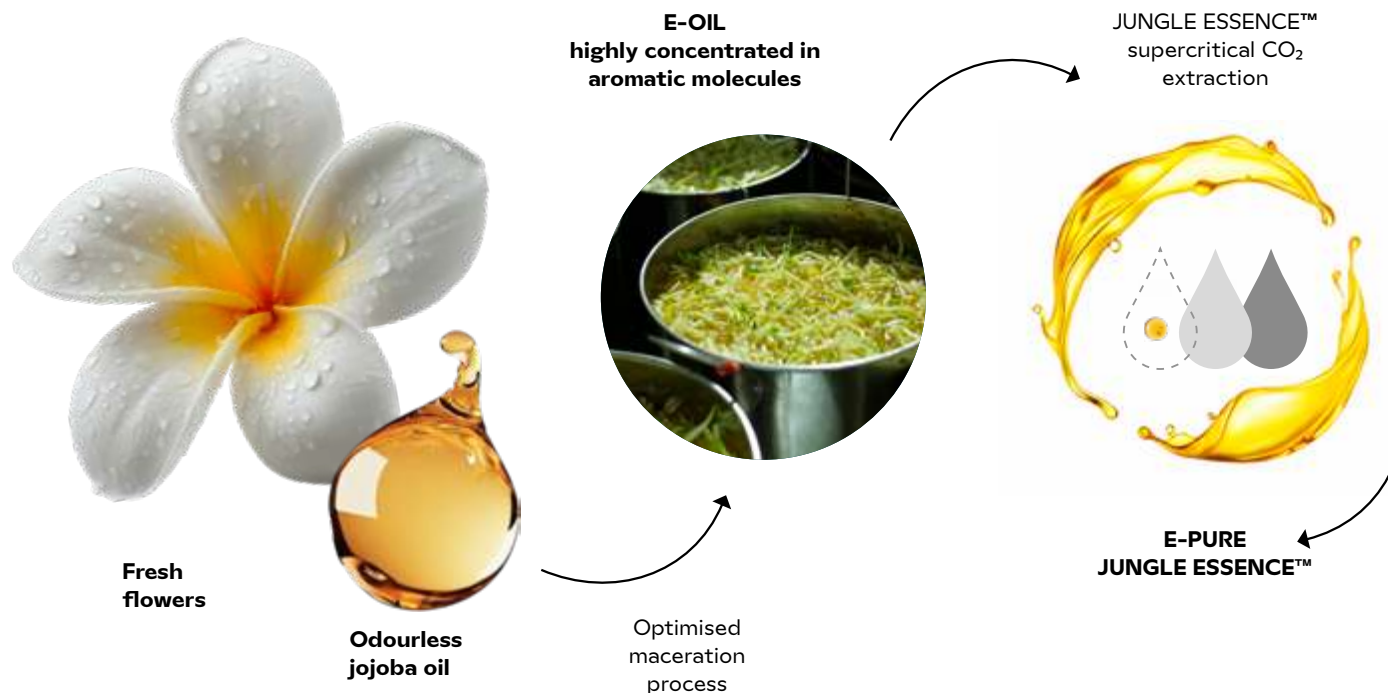
Red List Project: when perfume finances the conservation of endangered plants

In partnership with The Red List Project (a non-profit organisation committed to preventing plant extinction), MANE uses the JUNGLE ESSENCE™ kit to capture the scent of endangered plant species, while preserving them. Profits from fragrances derived from these ingredients go towards local conservation funding. The project began with the Magnolia mashpi in Ecuador: thanks to this initiative, 5,000 hectares have been surveyed, 1,200 seedlings propagated, 1,000 replanted and 6 community nurseries created.

Extraction that stays true to nature

While JUNGLE ESSENCE™ technology uses supercritical CO₂ to extract mainly dry raw materials, a new technology now allows MANE to work directly on fresh plants, in their natural environment, inspired by an ancestral technique: enfleurage.

THE REVIVAL OF ENFLEURAGE



Enfleurage reinvented: E-PURE JUNGLE ESSENCE™

Enfleurage is a technique that originated in Grasse in the 18th century: animal fats were used to absorb the aromatic compounds from fresh flowers in order to extract their delicate fragrance. MANE reinvented this process in 2020 by replacing animal fats with odourless vegetable oils – mainly jojoba oil – in an optimised maceration process.

The result is E-OIL: a 100% natural extract, highly concentrated in aromatic molecules, COSMOS ORGANIC compliant, free from petrochemical solvents and vegan. E-PURE JUNGLE ESSENCE™ then combines this E-OIL with supercritical CO₂ extraction to obtain an extract of the utmost precision and authenticity.

CSR benefits: Entirely plant-based and petrochemical-free, it uses organic jojoba oil as an alternative to conventional solvents. Using very little energy, it can extract flowers that are too fragile for conventional methods, while supporting local communities by setting up production units close to the fields themselves. This approach also minimises the logistical footprint by encouraging on-site processing and improves supply chain traceability.

E-MOTION LAB: the mobile lab

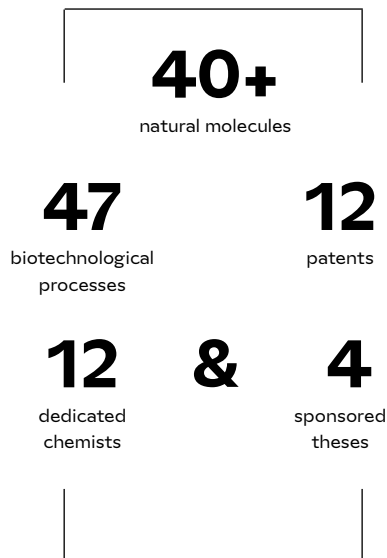
Rather than shipping fresh, fragile plants to MANE laboratories – which incurs degradation risks, logistical complexities and a sizeable carbon footprint – the E-MOTION LAB turns this logic on its head, by taking the laboratory to the field.

Easily transportable, E-MOTION LAB is a mobile version of MANE's enfleurage pilot project. It makes it possible to extract fresh plants directly in their natural environment, at different times of day, and to observe the results immediately. This approach significantly reduces the initial development phase, does away with the constraints of transporting fresh plants and guarantees total traceability of origin.

The extracts obtained – E-Oils – can then be reproduced on an industrial scale in the MANE workshops.

Nature as a manufacturing model

Under controlled conditions, biotechnology reproduces the biochemical mechanisms that nature uses spontaneously: fermentation, enzyme catalysis and the action of bacteria or yeast. When applied to perfume and flavours, it produces natural aromatic molecules (identified in nature, derived from plant materials and obtained by a natural process that complies with European regulatory requirements), without being contingent on climatic, geopolitical or agronomic pressures linked to plant extraction.



A conference on biomimicry was organised on the MANE France site to change our perspective and consider nature as a model, a source of inspiration and a strategic partner.

A forerunner in this field

MANE was already anticipating this shift back in 1987, with the creation of a dedicated research laboratory. Almost forty years later, the Group has two production sites in France and the United States (recently acquired), as well as an exclusive partnership with Jeneil Biotech for the production of natural lactones.

CSR benefits

A GREEN MOTION™ score of 60 to 95, among the highest in the range thanks to:

- ◆ Optimisation of yields.
- ◆ The use of renewable resources.
- ◆ Improved energy use management.

Example: ANTILLONE™

A fruity molecule produced by a patented biotechnological process, ANTILLONE™ captures the fresh, lively notes naturally occurring in some types of fruit (such as pineapple) with an intensity and authenticity unattainable by conventional extraction. **100% natural in the meaning of the European regulations**, it illustrates biotechnology's ability to expand the creative range while easing pressure on natural resources.

Synthetic molecules: performance and green chemistry

Chemical synthesis remains a strategic area of innovation at MANE: by enabling the creation of patented captive molecules, it gives perfumers and flavourists unique molecules that cannot be found in nature. For over twenty years, MANE has woven the principles of green chemistry into the design of these molecules — low environmental footprint, high biodegradability, maximised renewable content and systematic assessment via GREEN MOTION™.

The MANE portfolio now includes 24 captive compounds, with a target of at least one new compound per year. Two research and innovation hubs are dedicated to the development of ingredients, with a molecular design phase assisted by artificial intelligence and investment up by 15%.

Innovations addressing a need for sustainable consumption

Consumers no longer want to choose between enjoyment, health, price and environmental responsibility. For the food industry, this poses an unprecedented reformulation challenge: promoting healthier, more conscious food choices, and for the cosmetics industry: formulating biodegradable and renewable fragrances, with the same sensory experience fully intact... MANE is taking up this challenge through these innovation areas: taste modulation, responsible naturalness, biodegradability, renewability and well-being.

1

Meeting the challenges of healthy, sustainable and accessible food

The agri-food industry is facing a threefold challenge: offering healthier, more sustainable and accessible food to consumers against a critical economic, health and environmental backdrop.

Reducing the sugar, salt or fat content in a foodstuff does more than just remove part of it: it changes the whole taste experience. The texture changes, off-notes are amplified and the perceived intensity vanishes. This is the challenge that MANE has taken on board in a dedicated research programme: welcome to **SENSE CAPTURE™**.



11

With SENSE CAPTURE™, it is about making informed choices to combine sensory performance, health and environmental responsibility.

11

MARTIN PELERETEGUI,
Flavourist (MANE Do Brasil, Brazil)

SENSE CAPTURE™ Precision Taste Modulation is a unique holistic programme that addresses all dimensions of taste in the most complex food products and beverages: enhancing expected perceptions and reducing off-notes. It relies on a cutting-edge analytical and sensory platform, combined with 150 years of expertise in flavour formulation and aromatic congruence. There are four applications:

◆ **Sugar reduction.** SENSE CAPTURE™ MS GENUINE addresses the three dimensions of sweetness: intensity, temporal dynamics and quality, enabling a profile similar to sugar in reduced content applications, with a natural solution that is well accepted by consumers.

◆ **Salt reduction.** SENSE CAPTURE™ SALT is a solution that replicates the functions of salt — salty perception, umami, aromatic balance — in soups, sauces, ready meals, deli meats, cheese and bakery products, without compromising on taste.

◆ **Fat reduction.** SENSE CAPTURE™ MOUTHFEEL restores the sensation of texture and mouthfeel in low-fat products, particularly dairy products, where fat reduction directly affects sensory perception.

◆ **Protein transition.** MANE has been active in the plant-based sector since 1981, supporting the replacement of animal proteins with plant-, mycoprotein- or biotechnology-based alternatives. These research projects are coordinated through the Protein Transition programme, pairing SENSE CAPTURE™ MASK – to neutralise the astringency, bitterness and off-notes of plant proteins – with flavour enhancement solutions tailored to plant matrices. Hybrid products, which combine animal and plant proteins to get the best of both, are now the most dynamic trend in the sector.

SENSE CAPTURE™ for veggie burgers

preserves the savoury, umami perception, enriches the mouthfeel, masks the beany, green and cardboard notes and adds the browned or caramelised flavour.



IN THE UNITED STATES

MANE has entered into a strategic partnership with Arzeda, a pioneer in AI-driven protein design, to accelerate the commercialisation of new high-performance sweetening solutions in the United States and cater to the demand for natural sugar reduction.

2

Naturalness

Sustainable naturalness aims to reconcile the use of natural resources with their preservation. Innovation plays a key role in this respect by limiting soil depletion and improving practices in our supply chains (vanilla, citrus, chilli, etc.). It also sets the stage for genuine alternatives to be developed which spare at-risk natural resources.

MANE SOURCE™: naturalness from source to aromatic expression

MANE SOURCE™ is MANE's portfolio of natural aromatic ingredients, designed to deliver a flavour 100% derived from the named source, with the shortest possible supply chain and full traceability. With no declarable additives and minimal processing, it meets the growing demand for transparent labelling.



Cocoa: illustrating the innovations SENSE CAPTURE™ and MANE SOURCE™ in practice.

1/ Safeguarding natural resources with the taste modulation tool: SENSE CAPTURE™

Cocoa yields are becoming unpredictable amid climate change, leading to high volatility in supplies and costs. For manufacturers, reducing the cocoa content of a recipe is a logical economic and environmental move, but it comes with noticeable aromatic losses: roasted notes, balanced bitterness, persistence on the palate.

Based on an analysis of cocoa's sensory fingerprint and on targeted molecules — some capable of enhancing the perception of chocolate notes, while others can block residual bitterness or recreate a sensation of roundness — SENSE CAPTURE™ COCOA allows us to reconstruct the full flavour profile, with reduced raw material content.

2/ Protecting the value chain with high standards thanks to MANE SOURCE™

Madagascar produces 8,000 to 10,000 tonnes of cocoa a year. Not much in the way of volume, but unrivalled in terms of quality: notes of red fruits, vanilla and sometimes honey. MANE works directly with local producers in the Diana region, where agroforestry practices protect biodiversity and local ecosystems. From the pod to extraction (pressing, six-day fermentation, sun-drying), every step in the process is controlled. The result is an alcoholic resinoid of rare aromatic complexity, now included in the MANE SOURCE™ range for luxury chocolate applications in confectionery and dairy products.

Renewability and biodegradability: formulas with a reduced footprint

There's much more to formulating a responsible fragrance or flavour than simply choosing natural ingredients. The biodegradability and renewability of formulas call for a systemic approach which, at MANE, is led by a dedicated multidisciplinary working group, with measurable objectives in terms of renewability, biodegradability and carbon footprint.

Renewability: a changing range

According to ISO 16128, a renewable ingredient is one in which more than 50% of its carbon content comes from a renewable source (natural or synthetic). Based on this definition, 80% of the raw materials introduced into the MANE perfumers' range over the last five years are renewable. Since 2023, nearly 80% of molecules under R&D have been derived from renewable raw materials.

80%

of the raw materials introduced into the MANE perfumery palette over the last 5 years are renewable (ISO 16128 standard)

47%

fragrance raw materials contain more than 50% renewable carbon content (ISO 16128 standard)

© Eloi de la Monneraye

Biodegradability: two key innovations

AQUAFINE™ is a patented alcohol-free, 100% biodegradable micro-emulsion delivering a long-lasting fragrance on linen, the body, hair and in homes. Because its manufacturing process limits the need for energy-intensive steps, the carbon footprint is 22 times smaller compared to a traditional alcoholic formulation. Compatible with vegan uses, it caters directly to expectations for more frugal consumer practices.

MANENCAPS™ FC CLEEN is a collection of biodegradable micro-capsules, designed to comply with the 2029 European microplastics regulations. The capsules achieve a biodegradability greater than 60% in 28 days, are ECOLABEL-compatible, vegan and have an olfactory distribution time of up to 100 days. They comply with both sensory performance and environmental stewardship requirements.

Fragrance as a boost for emotional well-being

Consumers now expect their perfumes and care products to be effective, healthy, responsible and emotionally satisfying. MANE meets this expectation by scientifically measuring emotional benefits.

WELLMOTION™: measured & proven emotional benefits

The well-being claims associated with fragrances (soothing, energising, stress-relieving) are seldom backed up by scientific data. MANE has developed WELLMOTION™ to remedy this: a platform for measuring the real emotional effects of fragrances, grounded in cognitive science (neuroscience, psychology, linguistics) and conducted in collaboration with the CNRS and the start-up, SkillCell.

The tool, based on unique salivary biomarker measurement technology, measures implicit consumer responses (response time, spontaneous verbatim) by country and product category. It enables design efforts to be geared towards documented emotional benefits and for only verifiable claims to be made, with full transparency. WELLMOTION™ thus translates the emotional promise into measurable data, benefiting the consumer as much as the perfumer.



Operations

MANE has long embedded environmental responsibility into its industrial processes as a core, ongoing commitment, with binding objectives and action plans managed on a site-by-site basis. Our 2030 roadmap is in line with international scientific trajectories and involves the whole of our value chain: from building design, waste management and energy use to water withdrawals.

- 37** Key figures
- 38** Carbon trajectory
- 39** Scopes 1 and 2
- 40** Scope 3
- 41** Water
- 42** Biodiversity
- 43** Pollution and waste
- 45** Raising awareness



KEY FIGURES

98%

of the tonnage of products manufactured
on ISO 14 001 certified sites

-13%

water consumption in sites
located in areas of high water
stress (**-25% by 2030***)

-10%

water consumption
per tonne of products
(**-20% by 2030***)

23

ISO 14 001 certified
production sites

82%

of waste recovered
(material and energy)

-19%

of our energy consumption
per tonne of product
(**-25% by 2030***)

62%

of electricity from
renewable sources
(**100% by 2030**)

1,300

employees have attended
Climate Fresk workshops
since 2023

€11.2m

of environmental
investments within the
Group in 2025

SCIENCE BASED TARGETS TRAJECTORY

Scope 1 & 2
emissions

-33%

per tonne of products
(**-69% by 2030, equivalent
to a 50% reduction in
absolute terms**)

Scope 3
emissions

**Commitment to the 1.5°C
and Net-Zero goals with
the Business Ambition for
1.5°C campaign**

*compared to 2018

© Eloi de la Monneraye

Net-Zero Commitment

MANE is committed to setting a Net-Zero target in line with the Paris Agreement, which aims to limit global warming to +1.5°C. The Group's trajectory, validated by the SBTi* for scopes 1, 2 and 3, involves binding reduction targets for all emissions up to 2050.

2030 roadmap: precisely measuring our impacts to reduce them

Established in accordance with the GHG Protocol Corporate Standard and covering all three of our emission scopes, our carbon accounting is reviewed annually, audited and compared against international standards, making each piece of data an actionable lever in support of our strategic decisions and our climate commitments.

SCOPE 1: 28,467 tCO₂E (3%)

Direct emissions generated by fossil fuel combustion in MANE-controlled activities, and fugitive emissions from unintentional releases of greenhouse gases (e.g. refrigerant leaks).

SCOPE 2: 35,804 tCO₂E (4%)

Indirect emissions associated with the consumption of purchased energy – electricity, heat, cooling or steam – required to manufacture products.

SCOPE 3: 852,406 tCO₂E (93%)

All other indirect emissions generated by our value chain: purchases of raw materials, packaging and services; equipment and buildings; upstream and downstream transport. **Including:**

77%

purchases of raw materials and services

7%

upstream transport

3%

capital assets

< 3%

for each of the other sources

*SBTi: global reference organisation that verifies the compatibility of emission reduction plans with the 1.5°C climate objectives.

Reducing greenhouse gas emissions

SCOPES 1 AND 2: ENERGY EFFICIENCY AND CONSERVATION INITIATIVES

- ◆ Production site efficiency
- ◆ Digitisation of processes to reduce energy consumption
- ◆ Replacement of refrigerant gases with a high GHG impact
- ◆ Energy recovery systems

RENEWABLE ENERGY SUPPLY AND PRODUCTION

- ◆ Switching from fossil fuels to renewable energy sources
- ◆ Renewable electricity contracts/purchases
- ◆ Self-generation of energy
- ◆ A less carbon-intensive vehicle fleet

SCOPE 3:

- ◆ Responsible purchasing policy
- ◆ Climate projects in the value chain
- ◆ Eco-design of products and processes
- ◆ Low-impact modes of transport
- ◆ Optimisation of logistics flows
- ◆ Waste recovery and reuse
- ◆ Mobility plans

BEYOND THE VALUE CHAIN:

- ◆ Nature-based solutions beyond the company's value chains

Steady progress

Three pillars underpin our action plan, which are managed on a site-by-site basis and continuously monitored by dedicated teams with clearly identified objectives.

Figures and
2030 targets*

-33%

scopes 1 and 2 per tonne of
product (-69% by 2030)

-19%

energy consumption
per tonne of products
(-25% by 2030)

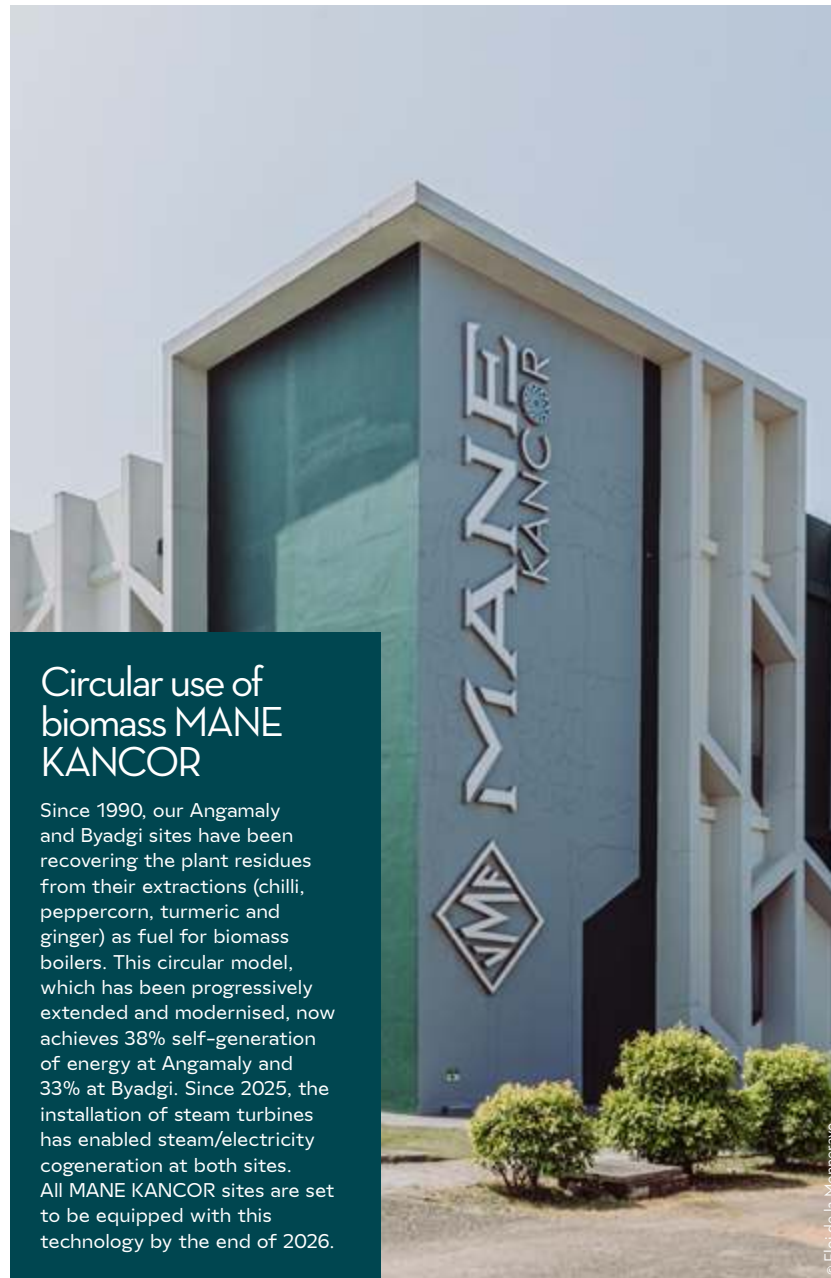
62%

renewable
electricity
(100% by 2030)

1

site already certified
for its voluntary
carbon contribution in 2025
(MANE Andina, in Colombia)
Its residual emissions are offset via
the BanCO₂ Plus programme,
supporting the conservation
of strategic ecosystems
in Colombia.

*compared with 2018 at Group level



Circular use of biomass MANE KANCOR

Since 1990, our Angamaly and Byadgi sites have been recovering the plant residues from their extractions (chilli, peppercorn, turmeric and ginger) as fuel for biomass boilers. This circular model, which has been progressively extended and modernised, now achieves 38% self-generation of energy at Angamaly and 33% at Byadgi. Since 2025, the installation of steam turbines has enabled steam/electricity cogeneration at both sites. All MANE KANCOR sites are set to be equipped with this technology by the end of 2026.

Energy impact of buildings

In addition to retrofitting existing buildings, MANE incorporates the best available environmental certifications for its new builds. For example: LEED® Gold for our Cikampek site in Indonesia (-26% energy, -46% water, photovoltaic panels and electric vehicle charging stations), BREEAM Very Good for the new Fine Fragrance Centre in Levallois-Perret, and IGBC Green Crusader for our future seasoning factory in India.

Energy intensity of our operations

Our French sites control their energy flows in real time using machine learning: automated collection of meter data, detection of anomalies and optimisation of process parameters. The AROCHEMA, MANE Le Bar-sur-Loup, MANE Quéven and MANE KANCOR Angamaly sites (which together account for 24% of the Group's total energy consumption) are ISO 50001 certified. Waste heat recovery systems generate annual savings of up to 3,000 MWh per boiler at our French sites. At the same time, the global warming potential (GWP) of HFO alternatives, which are gradually replacing HFC refrigerants, is up to 2,000 times less potent.

Renewable energy

Committed to the RE100 initiative** since 2023, MANE is aiming for 100% renewable electricity by 2030. Several sites have already reached this target in Spain, the United States, Mexico, Brazil, Colombia, Thailand, France and Indonesia. Within the Group, 4% of electricity needs are covered by self-generation. At Dahej in India, self-generation using photovoltaic panels covers 41% of the site's energy use. In the United States, the Woodlawn site already self-generates 9% of its energy requirements thanks to 860 photovoltaic panels. The Sarrée Innovation Centre combines geothermal and solar energy to cover a growing proportion of its heating, cooling and electricity needs.

** a global initiative bringing together companies committed to using 100% renewable electricity in their operations.

An ambitious project

Accounting for 93% of total emissions, Scope 3 is our main area of focus. Our decarbonisation plan, aligned with the SBTi trajectories, tackles a twofold challenge: acting on the upstream (suppliers) and downstream (customers, logistics) value chain, while at the same time improving internal processes.

2030 targets*

-58%

scope 3
emissions per tonne of
products sold by 2030*

Our main areas of action

Embedding these reduction actions into our strategy is a gradual process that calls for carefully considered and controlled changes upstream and downstream of our value chain. We therefore need to align our climate objectives and our own efforts with those of our suppliers and customers in the following key areas:

- ◆ Committing suppliers to measuring and reducing their carbon footprint (via the Responsible Purchasing Policy)
- ◆ Encouraging and monitoring our suppliers' efforts to reduce the impact of raw materials: sustainable and regenerative farming practices, agroforestry, etc.
- ◆ Eco-design of products: choosing ingredients with less impact, improving yields, promoting quality co-products, reducing production waste and optimising formulas
- ◆ Optimising logistics flows and prioritising less-polluting modes of transport
- ◆ Reusing and recovering operational waste rather than sending it to landfill
- ◆ Commuting mobility plans (car-pooling on French sites since 2023).



2025: two strategic project focuses

Action plans by division. Working with an expert consultancy firm specialising in climate strategy, we have identified specific areas that can be leveraged to make reductions for each division (Fragrances, Flavours, Ingredients). Workshops involving multidisciplinary teams concentrated on emissions linked to raw material purchases, which account for more than two-thirds of the Group's overall carbon footprint. These action plans are currently being implemented, and opportunity studies have been carried out in partnership with targeted customers.

Digitisation for more reliable control of the most significant emissions.

93% of MANE's emissions come from its value chain, purchasing and logistics. To take effective action on Scope 3, the data must be reliable, exhaustive and documented. In 2025, two projects have made headway in this direction: a transport dashboard and a plan to digitise carbon calculations. The transport dashboard, developed in 2022, initially focused on downstream transport but has since been extended to upstream transport to cover all logistics flows. The plan to digitise carbon calculations, at Group level and by product, has been launched to automate processes that until now have been partially manual. The chosen solution will be deployed in 2026.

*compared with 2018 at Group level

The urgent need for conservation

Given the mounting pressure on water resources, MANE has crafted a Water Policy with differentiated reduction targets according to each region's exposure to the water stress risk.

Figures and 2030 targets*

-10%

water consumption/tonne of product, all sites combined (-25% by 2030*)

-13%

water consumption/tonne of product for sites in areas of high water stress (-25% by 2030*)

9%

of the Group's consumption comes from recycled or reused water or rainwater in 2025

Structured governance

The Water Policy is an integral component of each site's environmental management system, and the effectiveness of its implementation is reviewed at regular intervals by the Group Executive Board. Since 2021, MANE has been a signatory of the CEO Water Mandate (an initiative of the United Nations Global Compact) which commits companies to water stewardship in line with the Sustainable Development Goals. After achieving and exceeding an initial target of -15% water consumption per tonne of product between 2009 and 2021, MANE has set itself two new targets for 2030.

Two opportunities for meaningful action on our sites

Reduction and optimisation. Closed circuits, automated Clean-in-Place (CIP) systems, frugal uses and remote meter reading to detect leaks and consumption anomalies in real time.

Recycling and reuse. Projects to reuse treated water are increasing across our sites. At Bar-sur-Loup (France), 28% of the water consumed is recycled or reused, one of the highest figures in the Group.

Specific actions on our sites

For sites located in high water-stress areas (which MANE maps every year using the WWF Water Risk Filter (WRF), an international reference tool), circularity solutions are deployed as a priority. We have chosen to consider sites "at high risk of water stress" if they have been classified by the WRF as being under high or very high water stress at least once during the last three years.

MANE AROCHEMA India

Re-treating effluents for gardening and cultivation. Around 3,000 m³ saved per year, i.e. 39% of the site's wastewater. The water required for green spaces comes entirely from circularity solutions. In addition, precedence is given in landscaping choices to drought-resistant plants which do not need much water to thrive.

MANE Colombia

System for harvesting rainwater that is treated and reused internally. In 2025, this system covered 81% of the site's consumption, i.e. 2,520 m³. Extended treatment plant with closed loop for use in sanitary facilities.

MANE KANCOR India

Re-treating industrial effluent for watering green spaces and crops. More than 96,000 m³ reused each year, avoiding any discharge into the natural environment.

MANE Indonesia

Rainwater harvesting covering nearly 13% of the site's annual consumption by 2025.

The best-performing sites in water-stressed areas between 2018 and 2025 (reduction in intensity):

MANE India (Hyderabad) **-51%**.
MANE Sablé-sur-Sarthe (France) **-39%**.
MANE Le Bar-sur-Loup (France) and MANE Thailand **-38%**.
MANE KANCOR (Angamaly and Bareilly) **-37%** and **-32%** respectively.

*compared with 2018 at Group level

At the heart of our industrial operations

Since 2024, the Group has been mapping the proximity of each of its sites to protected natural areas, a starting point for factoring biodiversity into operational decisions, where these have a direct impact.



© AgenceODDS

Natura 2000

is Europe's network of protected natural areas, covering threatened habitats and species. The presence of these zones in the vicinity of an industrial site does not mean that they have a direct impact, but calls for heightened vigilance and steers local environmental action plans.



© Florian Bonin

Mapping for more effective action

MANE has assessed the exposure of all its production sites using two international reference tools: the WWF Biodiversity Risk Filter and the Integrated Biodiversity Assessment Tool (IBAT). IBAT can be used to analyse the presence of protected areas within a 50 km radius of each site.

Results of the double analysis:

289

Natura 2000 sites identified within a 50 km radius of MANE sites

3,024

national protected natural areas identified within the same perimeter

Local initiatives: promoting biodiversity on site

MANE Quéven • France

An apiary was installed in May 2025 following a suggestion by employees. First harvest: 40 kg of honey in September, distributed to the teams. A partner beekeeper oversees the venture.

MANE Inc. • United States

A garden for pollinators has been laid out behind the production site, encouraging the return of bees and butterflies. The initiative is poised to be extended to a new site.

NEXT STEP

We would like to strengthen our commitment to biodiversity by increasing the extent to which it is taken into account in our Environmental Policies at all our sites. This process relies particularly on a network of 23 ISO 14001 certified sites, where biodiversity is expected to be given steadily greater consideration. MANE also plans to conduct a structured assessment of its risks, impacts and dependencies with regard to biodiversity in order to guide its future actions.

Preventing and reducing

The Group has set itself stringent requirements in terms of preventing and minimising as far as possible the environmental impact of its activities - not least the generation of airborne pollution, effluents and waste.

“ We are demonstrating on a daily basis how gradual changes and strategic partnerships can make a big difference for the environment. ”

HENRI-PARULIAN SARAGIH,
EHS and CSR Manager
MANE Indonesia, Indonesia



VOC emissions

Volatile organic compounds (VOCs) emitted during synthesis and extraction processes are reduced at source as a priority via green chemistry (especially supercritical CO₂, an organic, solvent-free, effluent-free extraction process). When removal is not possible, biofilters, gas scrubbers, condensers and cold traps take over. Our France sites have implemented a Solvent Management Plan (SMP) to quantify and reduce each source.

Industrial effluents

We are committed to optimising and improving the quality of our effluents to the extent possible. That's why, where appropriate and feasible, we give precedence to installing internal treatment plants. Treatment plants have been built at sites in Indonesia (PTMI - Cikampek), China (MANE China), Colombia (MANE Andina), Spain (MANE Iberica), the United States (MANE Inc. Lebanon), India (MANE KANCOR Angamaly, Bareilly and Byadgi, MANE India Dahej and AROCHEMA), Brazil (MANE Do Brasil), Italy (MANE Italia), Thailand (MANE Thailand) and France (Le Bar-sur-Loup). Some sites reuse treated water for the irrigation of green spaces.

Odour pollution

MANE is investing in specific technologies to reduce pungent odours inherent in the manufacture of certain flavours (such as garlic, chicken or the durian fruit). In Indonesia, for example: 390 m² of biofilters installed at Cikampek, 5 biofilter units in containers at Cikarang, and the Group's largest biofilter at Cibitung. At Quéven (France), a second biofilter ensures that 100% of pungent odours at the end of the process are treated.

Ground and noise pollution

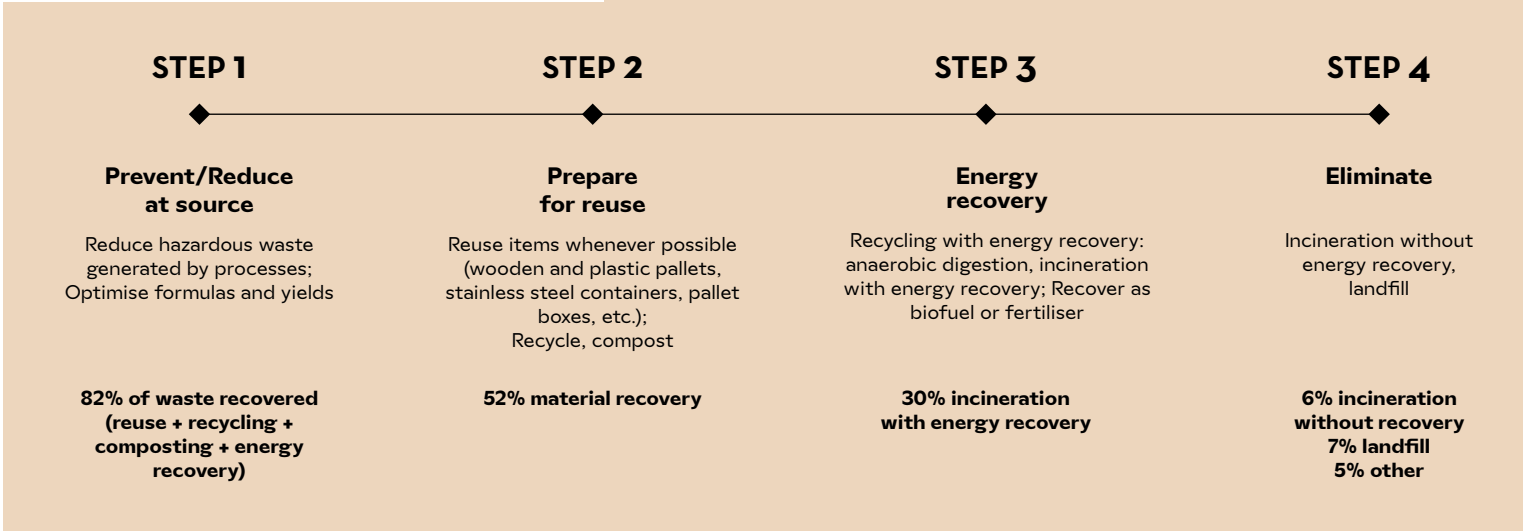
Systematic retention systems and regular maintenance of collection networks are implemented at all our sites to prevent hazardous products from seeping into the ground, in accordance with regulatory requirements. Operators are provided with appropriate personal hearing protection.

Anaerobic digestion

This process for converting organic waste into biogas and digestate (natural fertiliser) is being deployed at two sites in France. In Sablé-sur-Sarthe, 27% of non-hazardous waste is recycled using this process (+7 pts vs. 2023); the biogas is injected into the natural gas network and powers a bioNGV plant. At Le Bar-sur-Loup, 160 tonnes of cocoa residues are recycled each year as biomethane and fertiliser. In India, plant extraction residues are fed directly into biomass boilers, with recovery forming an integral part of the process.



2030 TARGET: ZERO WASTE TO LANDFILL



MANE Indonesia, Cibitung

-92%

waste sent to landfill between 2024 and 2025. Effluent waste (sludge) 100% re-covered through partnerships (in the form of energy or materials). Improved sorting of household waste and systematic checks.

MANE Inc. Ohio, United States

-27%

waste sent to landfill since 2018, thanks to programmes to redirect it towards recycling and reuse (e.g. used edible oils converted into biofuel).

Rally together for action

In its firm belief that the environmental transition will first and foremost be achieved through collective mobilisation, MANE has turned Sustainable Development Month into an annual highlight: an opportunity for combining awareness-raising, meaningful action and team spirit to shape a lasting culture of responsibility company-wide.

13

countries taking part
in the global
challenge in 2024

24

teams rallied
round sustainable
actions

A global challenge for local action

Through the Ma Petite Planète Challenge, 24 teams from 13 countries tried to outdo each other in adopting environmentally conscious behaviour and taking actions with measurable impact. Based on games, interactive activities and friendly competition between teams, the initiative turns awareness-raising into tangible, sustainable commitments.

An initiative that is gaining ground globally

MANE sites have launched their own initiatives: MANE Thailand collected 245 kg of recyclable materials, which were converted into alternative fuel instead of going to landfill. In Barcelona, MANE Iberica has launched the Claki project for the safe collection of used vegetable oil, in partnership with APDIR, an association that supports the employment of people with disabilities, with both environmental and social benefits.

“By turning awareness into collective action, the challenge has forged strong bonds between teams and a shared sense of purpose, inspiring everyone to adopt sustainable habits at work and beyond.”

MATHEW VARGHESE

Operations Director MANE KANCOR, India



MANE KANCOR on the podium

**3 winning teams –
3 weeks of intensive action**

- ◆ **Combating food waste**
Daily waste reduced from 12 kg to 5.5 kg thanks to a survey, corrective actions, awareness-raising and a Sustainability Mascot.
- ◆ **Collecting electronic waste**
337 kg of waste collected via a certified organisation, with workshops and educational materials.
- ◆ **Saving water and energy**
Awareness campaign with humorous sketches and participatory presentations
- ◆ **Planting endangered species**
More than 350 ashoka trees replanted in partnership with local government programmes.

Social

If nature inspires us, the expertise of our employees elevates it – making this our most precious asset. Because we want to give them an opportunity to thrive, we support them at every stage of their career, on all the key building blocks of our Human Resources Policy. From the natural world to human nature: this is the story that shines through every career path at MANE.

- 47** Key figures
- 48** Occupational health & safety
- 50** Talents and skills
- 51** Quality of working life
- 52** Equity, Diversity and Inclusion
- 54** Local communities



KEY FIGURES

Total workforce*:
7,318 in 2025 vs.
6,999 in 2024

30%
Workforce
in the
AMERICAS
region



36%
Workforce
in the ASIA
region

34%
Employees in the EMEA region
(Europe, Middle East, Africa)

38%

Women



47%

Percentage
of women
in management
positions

62%

Men



20%

Under 30

19%

Over 50

61%

30-50 years old

13

ISO 45001 certified sites

9%

Staff turnover rate
(11% in 2024)

6.7

accidents per
million hours worked

136,949 hours

Total number of training hours
compared with 120,905 hours in 2024

19 hours

Average hours of
training per employee
per year compared with
17 hours in 2024

97%

Employees who have
attended at least one
training course
during the year

99.5%

of MANE employees
have signed the Code of
Ethics (target 100%)

99%

of MANE employees
trained in the Code of
Ethics (target 100%)

* Within this report's scope of consolidation for social data

A deeply embedded and shared culture

At MANE, the prevention of occupational risks is an issue of the utmost importance, relying on a collective approach in a mindset of sharing. Management, supervisors and employees all make an active contribution, from the identification of risks to the implementation of preventive actions.



© Eloi de la Motteraye

5 priorities of our Health and safety policy

Regulatory compliance:
abiding by local and international requirements.

ISO 45001 management system:
13 sites* certified (43% of the workforce), **target of 50% by 2030.**

Analysis of accidents and near misses:
identification of causes and implementation of corrective measures.

Health and safety culture: ensuring that each employee is responsible for their own health and safety and that of others.

Continuous improvement of working conditions:
assessment of risks and hardship factors, preventive action and optimisation of working conditions.

*India (AROCHEMA; MANE KANCOR - Angamaly and Byadgi; MANE India - Dahej and Hyderabad), China (MANE Shanghai and MANE China), South Africa (Deli Spices), Indonesia (MANE Indonesia - Cibitung, Cikampek and Cikarang), Colombia (MANE Colombia), Mexico (MANE Mexico).



46%

of the training budget
allocated to safety (France).
Between 2023 and 2025,
a 10% reduction in the frequency
rate of workplace accidents:
from 7.3 accidents per million
hours worked in 2023
to 6.6 accidents per million
hours worked.

2030 targets*

50%

of employees working
on an ISO 45001
certified site
(43% in 2025): a 12-point
increase between
2024 and 2025.

MANE & MOI zero-accidents

Introduced at our French sites in 2023, this programme aims to strengthen our approach, support managers in presiding over a culture of prevention on a day-to-day basis and improve our safety performance. We train and coach our teams, so that safety becomes a priority shared by all.

Focus on the ISO 45001 standard

This international standard provides a framework for implementing occupational health and safety management systems, and guides organisations in preventing accidents, reducing occupational risks and improving employee well-being. Grounded in three key requirements (hazard identification, risk assessment and preventive action), **it involves both management and employees in a mindset of continuous improvement.** A core component of the system, risk assessment is based on a participatory internal methodology for prioritising risks and the subsequent actions. Good practice is adopted more quickly thanks to significant investments in training and prevention.

Focus on chemical and industrial risks

Our activities may intrinsically pose risks that we prevent and manage through a proactive and structured approach, in compliance with local legislation.

For chemical risks, our priority is to act upstream: systematic identification of hazardous substances, substitution by less harmful alternatives, rigorous risk assessment and maximum reduction of exposure. This approach comes with additional measures, such as continuing professional development for employees, the application of strict hygiene rules, the implementation of emergency procedures and health surveillance for those exposed.

For industrial risks, their management is a priority for all our sites, which are subject to strict regulations and checks tailored to their level of risk, including those with lower exposure.

In France, our two most exposed sites, located mainly in the south and with ICPE (facility listed for environmental protection) and Seveso classification, are subject to heightened vigilance: a safety by design approach is taken, regular audits are carried out, emergency drills are organised and full transparency is ensured towards all stakeholders.

Within the Group, 71% of employees have received specific training in industrial risk prevention and emergency procedures. And 100% of employees exposed to chemical risks have received specific training in chemical risk prevention.

Developing skills and nurturing talent

Our employees, over and above their expertise, are the primary asset of a creative and production company like ours. That's why at MANE, the excellence we all share is underpinned by an ambitious skills development policy, dedicated to attracting and developing the talents of today and tomorrow.

Upholding a legacy of craftsmanship

MANE anticipates changes in its business lines and future needs through an initial and continuing education policy designed to enhance the employability of its employees, their adaptation to the sector and the company's competitiveness. This approach relies particularly on the in-house Perfumer and Flavourist Schools set up in 1996 and 2005 respectively, and on in-house training courses that develop business-specific skills, pass on the corporate culture and include internal policies (safety, CSR, management, etc.).

The courses are geared towards operational and strategic needs, **including in countries where vocational training is not a legal obligation for companies**. Within the Group, 1.5% of the payroll is dedicated to training. Some subsidiaries go further in this investment: in France, 3.1% of the payroll is devoted to training (compared with the 1% legal requirement), in Mexico 2.6% and in Indonesia (Cikampek) 1.3%. To determine needs, we assess skills already acquired, identify gaps with those that are required or would be an advantage and plan training courses.



MANE & MOI: a programme attuned to the future

MANE & MOI is our in-house training scheme in France, focusing on high-quality onboarding for new employees and relations between managers and employees. It aims to develop skills, the corporate culture and employee engagement with two dedicated courses:

MANE & MOI, Intégrer welcomes new talent and imparts MANE's values. All new hires benefit from at least one induction day (contracts of less than 3 months) or a more comprehensive programme over several days, including a Climate Fresk workshop. Rolled out since 2023, the programme has achieved a 98% satisfaction rate and enabled MANE to renew its HappyTrainees certification for the 7th time, winning first place in the cooperative education, internship and International Corporate Volunteering (VIE) category.

MANE & MOI, Manager aims to develop and empower managers to improve their relationship with their teams, through key modules, not least on CSR, workplace equality and other subjects essential to responsible management.

MANE & MOI rewarded at the Victoires du Capital Humain.

MANE wins gold in the HR Leadership category.

This category honours the commitment of the Human Resources Department alongside managers and its key role in deploying a managerial culture aligned with the company's challenges. The three defining hallmarks of MANE's identity are:

- ♦ commitment,
- ♦ innovation,
- ♦ transmission.

A great place to work

Quality of working life is a key strategic driver: by promoting well-being, employee engagement and creativity, it boosts MANE's attractiveness and helps to retain talent.



Corporate culture study

MANE has carried out a major study of the Group's corporate culture. This yields positive findings on five key cultural attributes that are essential for a strong and sustainable organisation: safety, social responsibility, ethics, diversity, equity and inclusion, and a values-driven culture. These scores confirm that MANE's employees consider our organisation to be safe, ethical and values-driven.

An attentive employer who anticipates needs

Social dialogue is a long-standing prerequisite for nurturing healthy, balanced relations with our employees. In France, for example, a collective agreement renewed in 2018 with the trade unions aims to facilitate work/life balance (remote working and the right to disconnect from work, occupational risk prevention, support arrangements in the event of illness or family caregiving, etc.). It was supplemented by a new agreement signed on 16 March 2022, to include the fitting-out of premises and workstations, take account of QWL in projects and promote the culture of "inclusion and combating stereotypes".

The low absenteeism rate, which we keep a close eye on, further reflects high morale among our employees at work.

Guaranteeing a fair value for work

Our ability to attract and retain talent also depends on a virtuous remuneration system. MANE is committed to paying a fair, attractive and equitable wage, in line with market practices and adapted to the cost of living in each country.

In 2024, the Group was certified Living Wage by the Fair Wage Network, guaranteeing that all employees receive a salary that covers their basic needs (valid until April 2025). Internal and external audits ensure compliance with statutory minimum wages, regional living wages and industry best practice. MANE is currently undergoing Living Wage recertification.

Our commitment at the human level is recognised worldwide

♦ MANE KANCOR, India 1st prize for "Best Employee Well-being Practices"

One of the most influential awards for excellence in human resources management, presented at the prestigious CII Kerala HR Conclave 2025. This award underscores the company's commitment to creating a healthy, inclusive and sustainable working environment, where employee well-being is placed centre-stage in its HR strategy.

♦ **MANE Mexico certified Top Employer**
The Top Employers Institute has commended MANE Mexico for its HR practices and its commitment to fostering a working environment where employees can thrive, assessed on six categories: HR strategy, environment, talent acquisition, learning, well-being and diversity, equity and inclusion.

♦ MANE USA recognised as "Best company to work for"

MANE USA has been named one of the best companies to work for by U.S. News and World Report, shining a spotlight on its committed, caring culture shaped by team spirit. The excellent results achieved in terms of remuneration, work-life balance and sense of belonging bear witness to the inclusive and inspiring environment that the company has created.

♦ MANE France included in CAPITAL's list of "France's Best Employers 2026".

For the first time, Capital has ranked MANE among the top employers in France, in 5th place in the "Cosmetics" category.

Our strength lies in diversity

Diversity is a crucial asset and an invaluable driver of creativity: we know this, and embrace it every day. This long-standing conviction is what inspires our innovativeness and sets us apart. By valuing our differences, the Group has developed an inclusive environment conducive to employee engagement and collective performance.

Sharing commitment at all levels

We champion diversity on a day-to-day basis through an active commitment that is shared and embodied at every level of the company. MANE is taking practical steps to raise awareness, train and get all of its employees on board, worldwide.

In **the United States**, the MANEkind ELEVATE employee committee promotes access to the industry for people from diverse backgrounds, through awareness-raising and inclusion initiatives, bolstered by the EDGE Plus certification of North American sites. In **France**, an online training programme educates all employees in the prevention of sexism, gender-based and sexual violence and harassment. Last but not least, in partnership with the **Institut Français de la Mode**, the "Diversity in Beauty" teaching chair combines research, teaching and conferences to promote a more inclusive vision of beauty and bring about lasting changes in industry practices.

“ Our partnership with the Institut Français de la Mode, via the "Diversity in Beauty" programme, builds an unprecedented bridge between academia and industry for rethinking beauty and fragrances from the angle of cultural diversity. This collaboration gives a voice to under-represented audiences and enhances our understanding of the beauty experience, ushering in new opportunities for shaping the beauty of tomorrow.

OLIVIER BACHELET
Fine Fragrance Marketing Director
in Levallois-Perret (France)

”

A LONG-STANDING CONVICTION

2008

Signature of the Diversity Charter

MANE renews this commitment to diversity, illustrating the company's determination, at the highest level, to go above and beyond its statutory obligations in terms of combatting discrimination.

2012

Inclusion in the Group Code of Ethics

The Group ensures that there is no discrimination against its employees, in recruitment, training and career management, or against any stakeholder with which it has dealings.

2017

Formalisation in the HR policy and ethics reporting system

The commitment to diversity is documented within the Human Resources Policy. An ethics reporting system is set up, enabling employees to report any issues related to equal opportunities or to discrimination to the Ethics Committee.

2023

Creation of the "anti-harassment" committee

A joint committee on the French sites has been set up to manage reported cases of psychological or sexual harassment, providing individual support and in-depth investigations, and ensuring inclusion of these themes in the "MANE & Moi" programmes.

2025

Update of the ethics reporting system

As part of a pilot project, the MANE Italia and MANE Ibérica sites in Spain now have access to an online SPEAK UP platform for reporting ethics cases to the Group Ethics Committee. This platform will gradually be rolled out across the Group.

Supporting women

Promoting gender equality is a key driver for reducing inequalities and facilitating women's access to high-level positions. Thanks to its proactive policies and recognised commitments, MANE is strengthening gender diversity at all levels and contributing to more equitable and effective governance.

38%

women in the
Group's workforce

Defining a framework for equality

MANE France is committed to preventing any form of gender inequality through a company-level agreement dedicated to equality at work and work/life balance. This underlines the principles of non-discrimination and the value of gender diversity as a driver for performance and social balance.

47%

women in management
positions (+6 points
compared with 2024)

Certifying our ambitions

The Group takes steps to promote gender diversity right from the recruitment stage and implements active policies as regards equal pay and reconciling parenthood and performance. The sites in France and Spain are GEEIS (Gender Equality European and International Standard) certified. MANE Italia is also certified as per the national UNI PdR 125:2022 standard, and MANE USA is EDGE Plus certified.

96/100

2025
gender equality
index for French sites

Monitoring the gender balance

In France, MANE has a Gender Equality Index of 96/100. The Group-wide pay gap is 6.3% in favour of men.

Disabilities

Disability is a key priority for MANE in achieving sustainable inclusion, as part of its commitment to creating an accessible, fair and supportive working environment. Through a structured framework, practical initiatives and collective mobilisation, the Group is working to promote the integration, retention and fulfilment of employees with disabilities.

Taking action at every level

Since 2021, the Group has renewed its agreement supporting people with disabilities, approved by the French authorities.* We have reached a major milestone with a rate of 6.6%, exceeding our statutory obligation (6%). This result, a first, reflects the progress made and the ongoing efforts of our teams. It also confirms the importance of continuing our actions to shore up an inclusive culture, in line with the findings of our group survey.

Progressing together

Every month, the Group advocates among its employees for greater disability recognition and promotes partnerships with specialised centres supporting people with disabilities through employment (ESATs) for a variety of activities (maintenance of premises, bottling of fragrances, Centifolia Rose harvesting, recycling, etc.).

Sustained commitment

In France, compulsory training on "recruiting, integrating and monitoring a disabled employee" forms part of the "MANE & Moi, Manager" programme, raising teams' awareness of inclusion issues. In addition, a special thematic week has been dedicated to understanding disabilities, both visible and non-visible, through conferences and workshops, as well as support for a specialised residence for disabled young adults. In the United States, the partnership with Visionaries + Voices exemplifies this commitment through collaborative art workshops which, in 2025, led to an artwork being exhibited at the MANE Inc. R&D centre.

* Regional Directorate for Enterprises, Competition Policy, Consumer Affairs, Labour and Employment (DIRECCTE).

Grassroots action, directly addressing local needs

Wherever it operates, MANE is committed to working alongside local communities to contribute to their social, economic and environmental development. The Group rallies its employees around tangible, sustainable actions on the ground to change local communities' lives for the better.

Examples of initiatives implemented worldwide

◆ AMERICAS –

MANEkind programme

Structures employee engagement around three pillars (environment, education and solidarity), through local volunteering initiatives encouraging individual and collective commitment.

◆ UNITED STATES –

Youth inclusion and employment

MANE USA supports the inclusion of disadvantaged young people through its partnership with LP4Y and its participation in the Youth Inclusion International Forum. A mentoring programme with The Care Center helps people who are struggling to find sustainable employment.

◆ COLOMBIA –

Empowerment of women

MANE Andina supports the empowerment of women living in rural areas through training programmes, encouraging them to develop their skills and become economically independent.

◆ MEXICO –

Reforestation and environmental stewardship

The "MANE a la Obra" programme got 61 employees involved in planting more than 1,000 trees, thus helping to restore local ecosystems and build climate resilience.

◆ BRAZIL –

Empowerment of women

The "Women Who Perfume" programme helps women in vulnerable situations to create income-generating activities, thereby promoting their independence and economic inclusion.

◆ ARGENTINA –

Family support

In partnership with the Las Lilas association, MANE Argentina organised a collection of donations to help some forty families in vulnerable situations.

◆ SOUTH AFRICA –

Solidarity initiatives

Local teams distributed 278 Santa Shoeboxes, made 8,000 sandwiches, took part in Nelson Mandela Day and financially assisted four associations via BBBEE commitments.

◆ FRANCE –

Raising awareness of disability

For a decade now, MANE has been supporting Special Olympics France by encouraging its employees to take part in a charity race.

◆ SPAIN –

Raising awareness among young people

MANE Iberica works with students at the Institut Terrassa to present its business lines and raise awareness of the challenges of sustainability, while promoting student integration through work placements.

◆ INDIA –

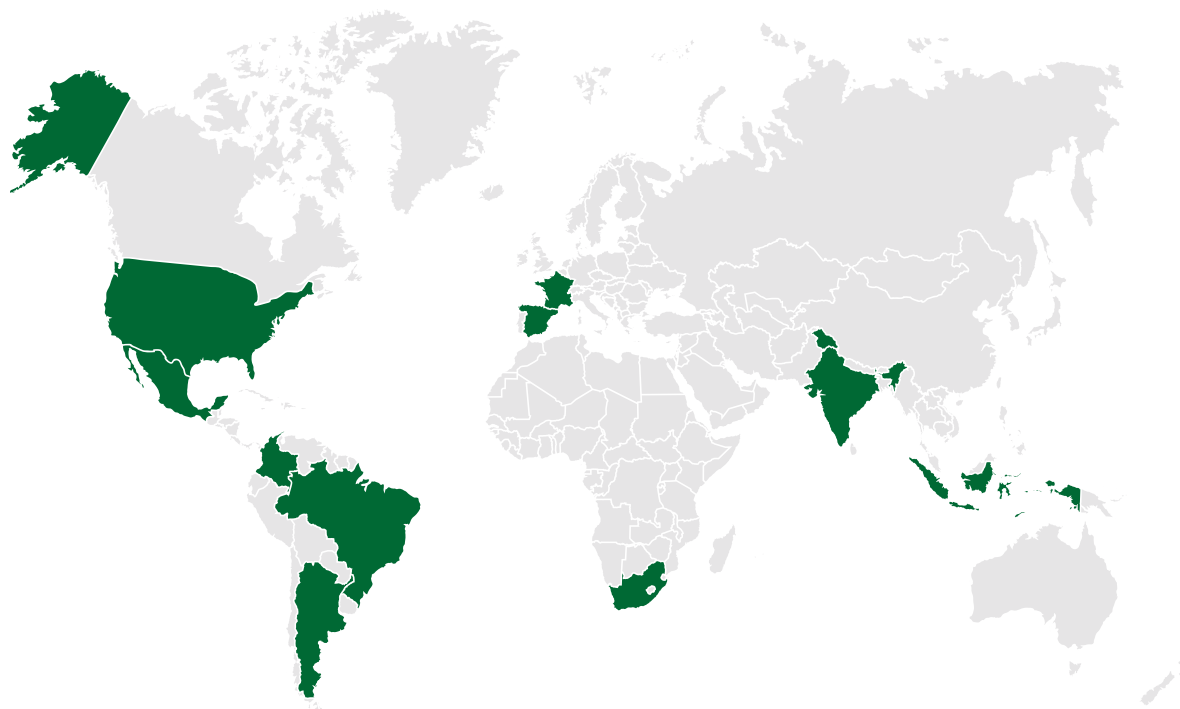
Social commitment and access to water

MANE KANCOR promotes education, health and sanitation, particularly through rainwater harvesting systems in rural schools.

◆ INDONESIA –

Blood donation

MANE Indonesia organised a blood drive, with over 120 employees donating and making a direct contribution to saving lives.



About this report

This report sets out the MANE Group's Corporate Social Responsibility (CSR) approach: its sustainable development commitments and the progress made towards achieving its objectives. It also aims to report transparently on the approach put in place by our company to contribute to the Sustainable Development Goals (SDGs) and the 10 Principles of the United Nations Global Compact. To further ensure comprehensiveness and relevance, we prepared this report by referring to the guidelines of the Global Reporting Initiative (GRI). Each year, our procedure for collecting, analysing and consolidating the Group's CSR information, as well as the reliability of the reported results, are verified by an independent third party.



Acknowledgments

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

Samantha Mane

Report publication date: June 23, 2026

620, route de Grasse 06620 Le Bar-sur-Loup FRANCE

Tel. +33 4 93 09 70 00

Contact persons for any questions relating to the report and its contents:

Virginie Barbesant Group CSR Director

virginie.barbesant@mane.com

Gwenaële Cochet Group CSR Manager

gwenaele.cochet@mane.com

www.mane.com

Scope of consolidation

The published non-financial information included in this report covers the period from 1 January to 31 December 2025. We have been publishing annual reports on our CSR approach since 2009. Our previous report, on 2024 data, was published in June 2025.

The scope of consolidation for the social, environmental and societal information referred to in this report concerns all of the Group's sites in France – including its headquarters – and in Switzerland, the United States, Indonesia, India, South Africa, Mexico, China, Brazil, Spain, Thailand, Colombia, Japan and Italy. An alignment is carried out with the Group's financial scope, and these entities represent 93% of the Group's consolidated sales in 2025, and 83% of the Group's consolidated workforce.

Certain entities are not included in the various reporting scopes:

◆ **Environmental:** The scope of consolidation for environmental data covers 25 production sites located in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States. This sample represents 93% of the Group's consolidated turnover. Tertiary buildings (offices and certain R&D centres) are excluded, as are some manufacturing sites (located in Chile, Argentina, Spain, the United States and Sri Lanka) whose environmental impact is marginal (less than 1% of the Group's GHG emissions and water consumption). New sites built or acquired during 2025 are not included.

◆ **Social:** The scope of consolidation for social data corresponds to the environmental scope, plus two other sites located in Switzerland and South Africa. The workforce does not include interns.

◆ **Ethics:** The scope of consolidation for ethical data corresponds to all the Group's sites and tertiary buildings. Only new sites built or acquired during 2025 are excluded.

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

Statement of GRI compliance

MANE has prepared the information quoted in the GRI content index for the period from 1 January to 31 December 2025 in compliance with the GRI standards.

Availability of the data repository

Repositories used for the consolidation of non-financial information:

- ◆ Internal repository;
- ◆ GHG Protocol;
- ◆ WWF WaterRiskFilter.

The data repository is available to our stakeholders on request.

OUR SUSTAINABILITY PERFORMANCE

ETHICS						
CATEGORY	INDICATOR NAME	UNIT	2024	2025		
Ethics	Percentage of employees who have signed the Code of Ethics	%	93	99.5		
	Percentage of employees trained in the Code of Ethics	%	87	99		
Anti-corruption	Percentage of employees most exposed to the risk of corruption who have signed the Purchasing or CEO/CFO Code of Ethics	%	99	97		
	Percentage of employees most exposed to the risk of corruption trained in anti-corruption measures	%	87	93		
ENVIRONMENT						
The scope of consolidation for the environmental data covers 25 production sites in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States. This sample represents 93% of the Group's turnover.						
ENVIRONMENTAL MANAGEMENT	TONNES OF PRODUCTS SHIPPED	t	130,704	140,498		
	Products shipped from ISO 14001 certified sites	%	95	98		
	Number of ISO 14001 certified sites	No.	22	23		
Hazardous waste is classified in accordance with the regulations in force in the country where the site is located.						
WASTE	Total quantity of hazardous waste	t	5,681	6,253		
	Total quantity of non-hazardous waste	t	16,341	16,739		
	Total quantity of hazardous and non-hazardous waste	t	22,022	22,992		
		t/tonne of product shipped	0.17	0.16		
	Hazardous and non-hazardous waste by type of treatment					Limited assurance
	Reuse, recycling and composting	t	12,119	12,027		
	Percentage of waste reused, recycled and composted	%	55	52		
	Incineration with energy recovery	t	6,006	6,893		
	Percentage of waste incinerated with energy recovery	%	27	30		
	Incineration without energy recovery	t	1,123	1,405		
	Percentage of waste incinerated without energy recovery	%	5	6		
	Landfill	t	1,462	1,599		
	Percentage of waste sent to landfill	%	7	7		
	Other	t	1,226	1,060		
	Percentage of "other" waste	%	5	5		
Between 2024 and 2025, the overall tonnage of waste increased by 4%. This change is mainly due to improved monitoring and categorisation of treatment: the percentage of waste classified as "other" has fallen (-14%) in favour of a better distribution towards energy recovery (+15%) and incineration without recovery (+25%). Recycling remains stable.						

GREEN CHEMISTRY	Quantities of natural extracts and synthetic molecules produced with a GREEN MOTION™ score above 50/100	%	83	83	
Total water withdrawals corresponds to water withdrawn from third parties, freshwater, rainwater and groundwater. It does not take into account recycled, reused or produced water.					
	Water withdrawal	m³	995,974	1,090,085	Reasonable assurance
		m³/Tonne of products shipped	7.62	7.76	
	Recycled and reused water	m³	103,224	84,966	
	Water withdrawal by type of source				
	Municipal networks	m³	833,264	859,338	Limited assurance
	Groundwater	m³	155,947	218,990	
	Rainwater	m³	7,621	7,728	
	Water produced	m³	N/A	4,030	
Revision of the methodology for mapping sites located in areas of water stress: Sites located in areas with limited water availability are mapped each year using the WWF Water Risk Filter (WRF), an international reference tool. We have chosen to consider sites "at high risk of water stress" if they have been classified by the WRF as being under high or very high water stress at least once during the last three years. This change in methodology brings two new sites into the scope, MANE Sablé-sur-Sarthe and MANE USA, corresponding to 27,496m3, and explaining the 31% increase between 2024 and 2025.					
	Water withdrawal of entities located in areas of high and very high water stress				
	Water withdrawal of the entities concerned	m³	514,230	673,152	Limited assurance
	AROHEMA INDIA INGREDIENTS	m³	17,906	27,173	
	DELI SPICES	m³	12,574	10,380	
	MANE INDIA - Dahej	m³	9,043	8,851	
	MANE INDIA - Hyderabad	m³	4,530	3,340	
	MANE KANCOR INGREDIENTS - Bareilly	m³	7,375	5,542	
	MANE KANCOR INGREDIENTS - Byadgi	m³	69,995	76,337	
	MANE THAILAND	m³	15,643	10,283	
	MANE CHINA	m³	40,438	49,331	
	PT MANE INDONESIA - Cikarang	m³	58,876	56,839	
	PT MANE INDONESIA - Cibitung	m³	20,118	19,934	
	PT MANE INDONESIA - Cikampek	m³	43,763	40,640	
	MANE Mexico	m³	20,020	19,283	
	V. MANE FILS - Le Bar-sur-Loup	m³	193,948	206,364	
	MANE KANCOR INGREDIENTS - Angamaly	m³	92,000	111,358	

	V. MANE FILS – Sable-sur-Sarthe	m³	7,966	6,616	
	MANE USA	m³	14,699	20,880	
WATER DISCHARGES	Total volume	m³	732,233	796,642	Limited assurance
	Effluent quality	t of COD	699	661.46	
		kg of COD/ Tonne of product shipped	5.35	4.71	
ENERGY	Energy consumption	GJ	985,086	1,114,394	Reasonable assurance
		GJ/Tonne of product shipped	7.54	7.93	
	Energy consumption by type of energy mix				
	Purchased energy consumption	GJ	940,383	1,026,406	Reasonable assurance
	Electricity purchased without a green electricity certificate	GJ	234,311	185,619	
	Electricity purchased with green electricity certificates	GJ	216,821	283,055	
	Natural gas	GJ	391,126	440,378	
	Liquefied petroleum gas	GJ	1,965	2,481	
	Heating oil	GJ	6,876	14,238	
	Gasoline	GJ	10,316	10,348	
	Diesel	GJ	9,791	13,210	
	Off-road diesel	GJ	725	986	
	Biomass	GJ	41,978	74,248	
	Biodiesel	GJ	1,540	1,843	
	Self-generated energy consumption	GJ	69,635	87,882	
	Self-generated electricity: photovoltaic panels	GJ	9,113	19,961	
	Self-generated energy: biomass	GJ	60,506	67,902	
	Self-generated energy: thermal solar panels	GJ	17	20	
	Share of renewable energy (green electricity, purchased biofuels and energy self-generation)	GJ	33	40	
	Share of green electricity (self-generation and green electricity certificates)	%	49%	62	

Between 2024 and 2025, total electricity consumption rose by 6%. At the same time, the distribution by type of supply is changing: purchases of non-renewable electricity are down by 21%, while purchases of electricity with guarantees of origin contracts are up by 31% and self-generation has risen significantly thanks to the investments made (+120%). Driving these changes is our decision to give precedence to green electricity by diversifying our sources of supply and developing self-generation. The total amount of energy consumed increased by 13% between 2024 and 2025. This can mainly be put down to the rise in natural gas consumption in connection with the expansion of the reporting scope, following extensions carried out in certain subsidiaries. The audit of the non-financial data for 2025 enabled us to improve the reliability of our data and update our historical consumption figures, partially explaining the increase identified. However, this update does not represent any significant changes (variations of less than 10%). The Group's carbon footprint is based on the GHG Protocol methodological standards for calculation and reporting.

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

CO ₂ EMISSIONS	Total CO ₂ emissions	CO ₂ e	882,473	916,677	Reasonable and limited assurance
		CO ₂ e/Tonne of product shipped	6.75	6.52	

The emission factors used to estimate Scope 1&2 emissions relating to energy consumption and refrigerant leaks are taken from: ADEME's Empreinte® database; the Environmental Protection Agency (EPA) website for the United States; and the IPCC's Sixth Assessment Report (2021).

CO ₂ EMISSIONS	Scope 1 CO ₂ emissions	tCO ₂ e	26,114	28,467	Reasonable assurance
		tCO ₂ e/Tonne of products shipped	0.22	0.20	
	Scope 2 CO ₂ emissions (market-based)	tCO ₂ e	33,011	35,804	
		tCO ₂ e/Tonne of products shipped	0.25	0.25	
	Scope 1&2 CO ₂ emissions (market-based)	tCO ₂ e	59,124	64,271	
		tCO ₂ e/Tonne of products shipped	0.45	0.46	
	Scope 2 CO ₂ emissions (location-based)	tCO ₂ e	55,517	58,525	
		tCO ₂ e/Tonne of products shipped	0.42	0.42	
	Scope 1&2 CO ₂ emissions (location-based)	tCO ₂ e	81,630	86,992	
		tCO ₂ e/Tonne of products shipped	0.62	0.62	

Scope 3 is calculated in accordance with the GHG Protocol's Scope 3 Standard and Calculation Guidance. The GHG emissions associated with each category are estimated using GHG emission factors from ADEME's Empreinte® database, the Ecoinvent database, Life Cycle Assessments (product or service footprint) shared by our suppliers and service providers (verified data) or Life Cycle Assessment studies carried out in partnership with our customers and our industry. The GHG Protocol categories "Purchased goods and services"; "Capital goods"; "Upstream emissions from fuel and energy"; "Upstream transportation and distribution"; "Waste generated in operations"; "Business travel"; "Employee commuting"; "Downstream transportation and distribution"; "Processing of sold products"; and "End-of-life treatment of sold products" (GHG Protocol 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.9, 3.10 and 3.12, respectively) are included in our Scope 3 calculation scope. The GHG Protocol categories "Upstream leased assets"; "Use of sold products"; "Downstream leased assets"; "Franchises"; and "Investments" (GHG Protocol 3.8, 3.11, 3.13, 3.14, 3.15, respectively) are not included in the Scope 3 calculation in this report because they are not relevant to the MANE Group's business. Long-term leasing of company vehicles is included in category 3.2 and the processing of products sold by our customers is included in category 3.10.

CO ₂ EMISSIONS	Scope 3 CO ₂ emissions	tCO ₂ e	823,349	852,406	Limited assurance
		tCO ₂ e/Tonne of products shipped	6.3	6.07	

SOCIAL

The scope of consolidation for the social data reported below covers the workforce at 31 December 2025 at all 25 manufacturing sites and associated offices in Brazil, China, Colombia, France, India, Indonesia, Japan, Mexico, South Africa, Spain, Thailand, Italy and the United States, plus two other sites located in Switzerland and South Africa. This sample represents 83% of the Group's total consolidated workforce. The workforce does not include interns.

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

WORKFORCE	Total consolidated workforce	No.	8,279	8,821
	Total workforce in the scope of consolidation for social data	No.	6,999	7,318
WORKFORCE BY REGION	Workforce in the EMEA region	%	34	34
	Workforce in the ASIA region	%	35	36
	Workforce in the AMERICAS region	%	30	30
WORKFORCE BY GENDER	Men	%	62	62
	Women	%	38	38
WORKFORCE BY AGE	< 30	%	21	20
	30 50	%	60	61
	> 50	%	18	19
TRAINING	Number of employees who have received training	No.	6,789	7,114
	Percentage of employees having received training	%	97	97
	Average number of hours of training per employee	H	17	19
	Number of hours devoted to training	H	120,905	136,949
	Percentage of payroll devoted to training	%	1.4	1.5
MANAGEMENT REVIEWS	Number of employees who have had at least one annual appraisal	No.	6,374	6,820
	Percentage of employees who have had at least one annual appraisal	%	91	93
Departures: redundancies, resignations, retirements and deaths (excluding the end of fixed-term contracts and trial periods at the employer's initiative). Staff turnover: total number of departures during the year, divided by the total workforce at the end of the year, multiplied by 100.				
STAFF TURNOVER	New hires	No.	1,118	1,149
	Departures	No.	746	693
	(including redundancies)	No.	213	177
	Staff turnover	%	10.7	9.5
	Turnover Men	%	11.6	10
	Turnover Women	%	9.2	8.5
Absenteeism rate: number of days of absence over a 12-month period, divided by the total number of days initially planned for the workforce over the same period.				
ABSENTEEISM	Absenteeism rate	%	3.3	3.05

Frequency rate: number of accidents at work resulting in more than one day's absence from work over a 12-month period, per million hours worked. Number of days lost per 1,000 hours worked.				
HEALTH & SAFETY	Number of lost-time injuries	No.	74	92
	Number of occupational illnesses	No.	1	6
	Number of days lost	No.	2,260	2,851
	Number of theoretical hours worked	No.	13,828,807	13,774,886
	Frequency rate	%	5.35	6.7
	Severity rate	%	0.17	0.21
	Number of ISO 45001 certified sites	No.	9	13
	Percentage of employees working at an ISO 45001 certified site	%	31	43
Significant suppliers: suppliers of raw materials accounting for 90% of the volume of total purchases, assessed both in terms of value and volume purchased over the reference reporting period. Strategic suppliers: suppliers of raw materials used by several of the Group's production sites, for international deployment and use. Committed suppliers: suppliers of raw materials who have formally documented their commitment to social and environmental responsibility by at least one of the following means: signature of our responsible purchasing policy and supplier code of conduct; transmission of their own CSR/ethics/environmental policy/code of conduct; communication of commitments or environmental and/or social initiatives, made public or accessible (CSR Report). Suppliers assessed on their CSR: raw material suppliers whose CSR performance is assessed and monitored via the EcoVadis platform, with a view to continuous improvement.				
RESPONSIBLE PURCHASING	Percentage of purchases made from significant suppliers committed to a CSR policy	%	35%	76%
	Percentage of the Group's strategic suppliers committed to a CSR policy	%	63%	79%
	Percentage of significant suppliers assessed on their CSR approach	%	25%	49%

Limited assurance report from one of the Statutory auditors on selected ESG information

Financial year ended December 31, 2025

This is a free translation into English of one of the Statutory auditors' report on the ESG information of the Entity issued in French 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 guidance applicable in France.

To the General Assembly,

In our capacity as statutory auditors of your company, we have undertaken a limited assurance engagement on a selection of ESG information prepared on a voluntary basis by V. MANE FILS (hereinafter "the Entity"), with regard to ad hoc criteria established by the entity¹ (hereinafter the "Reporting Framework"), for the financial year ended December 31, 2025 (hereinafter the "Information"), set out in the document attached to this report (hereinafter the "Rapport d'Engagement Responsable") and listed below:

- ◆ Émissions de CO₂ scope 3
- ◆ Rejets d'eau
- ◆ Consommation en eau des entités situées en zone à stress hydrique élevé et très élevé
- ◆ Consommation en eau par type de source
- ◆ Déchets dangereux et non-dangereux par type de traitement

Our assurance does not extend to information in respect of earlier periods or to any other information set out in the Rapport d'Engagement Responsable not included in the Information.

Limited assurance conclusion

Based on the procedures we have performed, as described under the section "Nature and scope of procedures", and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Information is not prepared, in all material respects, in accordance with the Reporting Framework.

Preparation of the Information

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

Consequently, the Information needs to be read and understood together with the Reporting Framework, available on request from the Entity's headquarters. The significant elements of the Reporting Framework are set out in the Rapport d'Engagement Responsable.

Inherent Limitations in preparing the Information

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

As forwardlooking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forwardlooking information presented in the Rapport d'Engagement Responsable.

Responsibility of the Entity

The Information has been prepared under the responsibility of Management.

Management of V. MANE FILS is responsible for:

- ◆ selecting or establishing suitable criteria for preparing the Information;
- ◆ preparing the Information in accordance with the Reporting Framework; and
- ◆ designing, implementing and maintaining internal control relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor

We are responsible for:

- ◆ planning and performing the engagement to obtain limited assurance about whether the Information is prepared, in all material respects, in accordance with the Reporting Framework and is free from material misstatement, whether due to fraud or error;
- ◆ forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- ◆ reporting our conclusion to the Entity's Management.

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

Professional guidance and Standards applied

We performed the work described below in accordance with the professional guidance issued by the French Institute of Statutory Auditors (CNCC) applicable to such engagement, and with international standard ISAE 3000 (revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information* issued by the IAASB (*International Auditing and Assurance Standards Board*).

They do not constitute an audit or a review within the meaning of the professional standards applicable in France. Nor do they constitute a "certification" in accordance with the guidelines of the Haute Autorité de l'Audit (H2A).

Independence and quality management

Our independence is defined by the provisions of the French Commercial Code (*Code de commerce*), French Code of Ethics for Statutory Auditors (*Code de déontologie*), as well as *International Code of Ethics for Professional Accountants (including Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA). This Code is based on the compliance with the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality, and professional behavior.

¹ Reporting Framework 2026- v1.

In addition, we apply International Standard on Quality Management 1, which requires to design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards, applicable legal and regulatory requirements and French professional guidance.

Nature and scope of the procedures

We planned and performed our work, described below, to address the areas where we have identified that a material misstatement of the Information is likely to arise. As part of our limited assurance engagement and based on our professional judgment, we:

- ◆ updated our understanding of the Entity and its environment, including the internal control components relevant to the preparation of the Information ;
- ◆ assessed the suitability of the Reporting Framework's criteria with regard to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best industry practices;
- ◆ obtained an understanding of internal control procedures implemented by the Entity aimed at ensuring the compliance of the Information with the Reporting Framework;
- ◆ assessed whether the methods used by the Entity to prepare the Information are appropriate in regard of the Reporting Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- ◆ verified that the Information has been prepared within the scope indicated in the Reporting Framework;
- ◆ for the selected Information, implemented substantive procedures to assess the correct application of the calculation methods and assumptions described in the Reporting Framework;
- ◆ assessed the overall consistency of the information in relation to our knowledge of the Entity.

We consider that the evidence we have obtained is sufficient and appropriate to support our conclusion.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance opinion in accordance with the French professional guidelines, as well as in accordance with international standard ISAE 3000 (revised). A higher level of assurance would have required us to carry out more extensive procedures.

Restrictions on distribution and use

This report has been prepared solely for your attention within the context described in the first paragraph and may not be used, distributed or referred to for any other purpose.

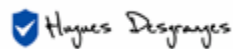
Our work should not be taken to supplant any additional inquiries or procedures that should be undertaken by a third party recipient of this statement and we make no representations regarding the sufficiency of the procedures we performed for the purpose of third parties.

In our capacity as statutory auditor of V. MANE FILS, our responsibility towards V. MANE FILS and the shareholders is defined by French law and we do not accept any extension of our responsibility beyond that set out in French law. We do not owe or accept any duty of care to any third party. In no event shall Deloitte & Associés be liable for any loss, damage, cost or expense arising in any way from fraudulent acts, misrepresentation or wilful misconduct on the part of the Directors, employees or agents of V. MANE FILS

This report is governed by French law. The French courts have exclusive jurisdiction in relation to any claim, difference or dispute which may arise out of or in connection with this report.

Marseille, June 23, 2026

One of the auditors
Deloitte & Associés



Hugues Desgranges
Partner, Audit and Sustainability

Reasonable assurance report from one of the Statutory auditors on selected ESG information

Financial year ended December 31, 2025

This is a translation into English of one of the Statutory auditors' report on the ESG information of the Entity issued in French 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 guidance applicable in France.

To the General Assembly,

In our capacity as statutory auditors of your company, we have undertaken a reasonable assurance engagement on a selection of ESG information prepared on a voluntary basis by V. MANE FILS (hereinafter "the Entity"), with regard to ad hoc criteria established by the entity¹ (hereinafter the "Reporting Framework"), for the financial year ended December 31, 2025 (hereinafter the "Information"), set out in the document attached to this report (hereinafter the "Rapport d'Engagement Responsable") and listed below:

- ◆ Consommation d'énergie
- ◆ Rejets d'eau
- ◆ Consommation d'énergie par type de mix énergétique
- ◆ Consommation en eau
- ◆ Emissions de CO₂ scopes 1 et 2t

Our assurance does not extend to information in respect of earlier periods or to any other information set out in the Rapport d'Engagement Responsable not included in the Information.

Reasonable assurance opinion

Based on the procedures we have performed, as described under the section "Nature and scope of procedures" and the evidence we have obtained, in our opinion, the Information is prepared, in all material respects, in accordance with the Reporting Framework.

Preparation of the Information

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

Consequently, the Information needs to be read and understood together with the Reporting Framework, available on request from the Entity's headquarters. The significant elements of the Reporting Framework are set out in the Rapport d'Engagement Responsable.

Inherent Limitations in preparing the Information

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

As forwardlooking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forwardlooking information presented in the Rapport d'Engagement Responsable.

Responsibility of the Entity

The Information has been prepared under the responsibility of Management.

Management of V. MANE FILS is responsible for:

- ◆ selecting or establishing suitable criteria for preparing the Information;
- ◆ preparing the Information in accordance with the Reporting Framework; and
- ◆ designing, implementing and maintaining internal control relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor

We are responsible for:

- ◆ planning and performing the engagement to obtain reasonable assurance about whether the Information is prepared, in all material respects, in accordance with the Reporting Framework and is free from material misstatement, whether due to fraud or error;
- ◆ forming an independent opinion based on the procedures we have performed and the evidence we have obtained; and
- ◆ reporting our opinion to the Entity's Management.

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

Professional guidance, and Standards applied

We performed the work described below in accordance with the professional guidance issued by the French Institute of Statutory Auditors (CNCC) applicable to such engagement, and with international standard ISAE 3000 (revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information* issued by the IAASB (*International Auditing and Assurance Standards Board*).

They do not constitute an audit or a review within the meaning of the professional standards applicable in France. Nor do they constitute a "certification" in accordance with the guidelines of the Haute Autorité de l'Audit (H2A).

Independence and quality management

Our independence is defined by the provisions of the French Commercial Code (*Code de commerce*), French Code of Ethics for Statutory Auditors (*Code de déontologie*), as well as the *International Code of Ethics for Professional Accountants* (including Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA). This Code is based on the compliance with the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality, and professional behavior.

¹ Reporting Framework 2026- v1.

In addition, we apply International Standard on Quality Management 1, which requires to design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards, applicable legal and regulatory requirements and French professional guidance.

Nature and scope of the procedures

We planned and performed our work, described below, to address the areas where we have identified that a material misstatement of the Information is likely to arise. As part of our reasonable assurance engagement and based on our professional judgment, we:

- ◆ updated our understanding of the Entity and its environment, including the internal control components relevant to the preparation of the Information;
- ◆ assessed the suitability of the Reporting Framework's criteria with regard to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best industry practices;
- ◆ obtained an understanding of internal control procedures implemented by the Entity aimed at ensuring the compliance of the Information with the Reporting Framework;
- ◆ assessed whether the methods used by the Entity to prepare the Information are appropriate in regard of the Reporting Framework and, where applicable, assessed the relevance of changes in methods and assumptions;
- ◆ verified that the Information has been prepared within the scope indicated in the Reporting Framework;
- ◆ evaluated the process for collecting and compiling the Information in order to assess the completeness and accuracy of the data collected, and performed procedures to verify the correct consolidation of these data.
- ◆ selected, based on our professional judgment, the information we considered most important, for which we:
 - performed analytical procedures to verify the consistency of any changes in those data and, where necessary, requested explanations from Management regarding any unusual identified items;

- performed test of details, using sampling techniques (or other selection methods), in order to verify the correct application of the calculation methods and assumptions described in the Reporting Framework and reconcile the underlying data with the supporting documentation.
- for estimates, through interviews with Management, we obtained an understanding of the assumptions, the calculation methods and the sources of information used. We assessed the appropriateness and correct application of this method, as well as the appropriateness of the assumptions and the sources of information used.
- ◆ assessed the overall consistency of the information in relation to our knowledge of the Entity.

We consider that the evidence we have obtained is sufficient and appropriate to support our opinion.

Restrictions on distribution and use

This report has been prepared solely for your attention within the context described in the first paragraph and may not be used, distributed or referred to for any other purpose.

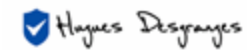
Our work should not be taken to supplant any additional inquiries or procedures that should be undertaken by a third party recipient of this statement and we make no representations regarding the sufficiency of the procedures we performed for the purpose of third parties.

In our capacity as statutory auditor of V. MANE FILS, our responsibility towards V. MANE FILS and the shareholders is defined by French law and we do not accept any extension of our responsibility beyond that set out in French law. We do not owe or accept any duty of care to any third party. In no event shall Deloitte & Associés be liable for any loss, damage, cost or expense arising in any way from fraudulent acts, misrepresentation or wilful misconduct on the part of the Directors, employees or agents of V. MANE FILS

This report is governed by French law. The French courts have exclusive jurisdiction in relation to any claim, difference or dispute which may arise out of or in connection with this report.

Marseille, June 23, 2026

One of the auditors
Deloitte & Associés



Hugues Desgranges
Partner, Audit and Sustainability



www.mane.com