CAPITALISING ON THE ENERGY OF OUR REGIONS

CSR Report 2019 | 2020
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial</td>
<td>P 4</td>
</tr>
<tr>
<td>From field to use, extracting the full value of beet crops</td>
<td>P 6</td>
</tr>
<tr>
<td>Providing sustainable solutions to our customers</td>
<td>P 8</td>
</tr>
<tr>
<td>Sustainability as a lever for industrial performance</td>
<td>P 12</td>
</tr>
<tr>
<td>Developing the talents of the cooperative</td>
<td>P 16</td>
</tr>
<tr>
<td>Innovating in the heart of our regions</td>
<td>P 20</td>
</tr>
<tr>
<td>Cristal Union, creator of shared value</td>
<td>P 24</td>
</tr>
<tr>
<td>An integrated and committed approach</td>
<td>P 26</td>
</tr>
<tr>
<td>Indicators</td>
<td>P 28</td>
</tr>
</tbody>
</table>
ADDRESSING THE MAJOR CHALLENGES FOR THE BEET INDUSTRY AND OUR REGIONS

Since its creation, Cristal Union has placed sustainable development and social responsibility at the heart of its policy by relying on the strong links it has maintained with the members of our cooperative, employees, customers and all its stakeholders.

The beet/sugar sector has been facing major upheavals for several years. We have had to reinvent ourselves and seize new opportunities in order to continue developing all the Group’s energies, from the earth, from our industrial sites and from our employees, by developing our ability to be flexible, innovative and attentive to our stakeholders and customers.

In 2019, the Group’s CSR ratios were good, demonstrating that resource optimization, energy savings and lowering carbon emissions are progressing year after year, rewarding the daily commitment of our teams at all our sites. Our energy transition is now complete and we want to accelerate. Our ambition: to become a leader in decarbonation in the coming years.

“

Our ambition: to become a leader in decarbonation

Xavier Astolfi - Deputy Managing Director

A sales force with expertise in custom-made products
Our business relationships change with the new requirements of our customers and consumers. Hyper-personalisation, quality of products and services, respect for people and the environment, transparency, expertise, commitment and corporate responsibility have become the criteria of choice favoured by our customers, as well as the company’s price offer or cost effectiveness.

The success of the new brown-paper packaging (“Kraft by Daddy”) released in November 2019 is emblematic of Cristalco’s commercial capacity to adapt to this paradigm shift. Indeed, it is an integrated eco-design approach that has improved the performance and environmental impact of our products.

On the way to transforming our sites
Faced with the imperative need to remain competitive in Europe, we are staying the course to strengthen our sites. The policy of adapting our industrial facilities in 2019 will improve our competitiveness and enable us to envisage increasing the production capacities of our most efficient sites in the long term.

Faced with environmental challenges, Cristal Union has launched numerous initiatives, such as energy transition, water recycling and lowering carbon emissions.

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A human adventure for employees and our cooperating farmers
Cooperation is a human adventure based on the development of talents through innovative training and collaborative work methods. Diversity of our businesses, our expertise, our motivation and our personality contribute to the development of Cristal Union.

In 2019, we began a new phase and gave a new dynamic to our Group. We are ready, together, to surpass ourselves to deliver even greater performance and achieve the excellence that will enable the Group to develop in the European Union and thus meet the challenges of tomorrow’s sugar market and the expectations of our customers and stakeholders.
FROM FIELD TO USE, EXTRACTING THE FULL VALUE OF BEET CROPS

IN THE FIELD
Beets are grown by our 10,000 cooperative farmers in France, over a surface area of more than 160,000 ha

Cultural advice
(Pages 9, 16-17, 20-22)

Sustainable beet transportation

Support the talents of the cooperating farmers
(Page 17)

AT THE PLANTS
13 Mt of recovered beets
(Page 11)

Safety is a priority
(Page 11)

Developing the talents of the Cooperative
(Pages 16-18)

Innovations and partnerships a with local actors
(Pages 20-23)

TO OUR CUSTOMERS AND CONSUMERS
100 delivered countries

Agile Supply Chain
(Page 11)

Sustainability at the heart of our concerns
(Page 9)

International recognition of our CSR approach
(Page 9 et 11)

7 complementary assessments to provide tailor-made solutions to our customers
(Page 10)

3 consumer sugar brands
(2022)
PROVIDING SUSTAINABLE SOLUTIONS TO OUR CUSTOMERS

By their very nature, our products are the starting point for small or large projects for our consumers and customers. We therefore value the best of nature and set ourselves the goal of being exemplary in terms of sustainability. Our approach is based on our customers’ needs and society’s expectations, and we offer sustainable, natural, simple, high-performance solutions that come from our regions.

In a nutshell, this translates into:

- Agricultural production in line with the highest standards of sustainability
- A permanent quest for improvement
- Quality products
- Tailor-made services

Our approach to sustainability starts in the fields

In order to support and promote the improvement of its cooperating farmers’ agricultural practices, Cristal Union has set up a quality and sustainability approach called “CRISTAL VISION smart sugar beet”. This approach is based on an ad hoc reference system compatible with the SAI platform’s reference system and guarantees the highest levels of sustainability among international standards. This collective approach, which involves all of our cooperative farmers, enables us to promote our production to our customers by certifying that our agricultural practices are responsible and sustainable.

A process of continuous improvement

Ever evolving since its creation, CRISTAL VISION is structured in 3 pillars to support all our growers and the cooperative in a process of continuous improvement of sustainable agricultural practices.

**OUR INDICATORS**

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<th>Indicator</th>
<th>Value</th>
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<tbody>
<tr>
<td>93% of our productions evaluated by our CRISTAL VISION reference system distributed to all our Members.</td>
<td></td>
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<tr>
<td>64% of the growers achieve an SAI score equal to or higher than Silver.</td>
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<td>72% less plastic in the Profile Pack brown paper packaging compared to previous PPK packaging.</td>
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**OUR PROGRESS**

New brown paper packaging for Daddy organic cane sugar.

Marketing of the first French organic beet sugar production.

Sale of sugar and alcohol certified by CRISTAL VISION, the “Gold” or “Silver” equivalent of the SAI* standard.

A robust evaluation framework, transparent and scalable

The CRISTAL VISION reference system transparently displays its evaluation methodology, which is verified annually by a third-party organisation. Built in 4 steps, it produces robust results, finely evaluates the progress made and guides the direction for the coming years.

**Sylvain Verger - Agricultural Service Engineer**
In 2019, Cristalco participated in several trade fairs, such as Sirha (Lyon, January), In-cosmetics (Paris, April), Beauty World Middle East (Dubai, April), CPhI (Frankfurt, November) and FIE (Villepinte, December). During this last exhibition where organic sugar was the main focus, our teams organised events and interviews that put the spotlight on the sustainability of our production methods.

A stronger presence at international trade fairs

By reorienting its production, Cristal Union has provided a concrete and immediate response to customers need for sanitizing products from the start of the Covid-19 health crisis in March 2020. The Group has reoriented almost all of its business from its raw alcohol production to Biocidal® or PharmEthyl® alcohol.

Our Distlaub and Jean Goyard distilleries have launched new lines for packaging in small containers to meet the demand of French pharmacies and dispensaries in Biocidal® alcohol.

With the objective of ever greater customer satisfaction, the Group’s Supply Chain was reorganized in 2019. It is now integrated into Cristalco’s sales teams.

The organization of our logistics platforms for mass distribution was reviewed in 2019, improving the responsiveness of our shipments. The reduction of the environmental impact of our transport continued in 2019, with the implementation of new railway lines to Italy and Spain. As a result, 5.6 million truck kilometres were avoided in 2019 compared to 2018.

We bear a collective responsibility. Our commitment to the future is written in the present, favouring sustainable choices and actions, giving priority to nature and people.

"We bear a collective responsibility. Our commitment to the future is written in the present, favouring sustainable choices and actions, giving priority to nature and people." - Olivia Pfeiffer - Sales and Distribution Manager

Organic beet sugar, 1st in France

In response to the high expectations of our customers, Cristal Union is the first French company to have produced and marketed organic beet sugar in 2019. Cultivated on 500 ha by passionate cooperating farmers, the organic beets were transformed into sugar at Corbeilles-en-Gâtinais, France’s 1st certified organic sugar plant!

Concrete solutions to combat Coronavirus

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The key indicators of the Daddy range show that 2,000 tonnes of organic beet sugar were produced in 2019 and marketed by Cristalco.

2 new train lines to serve Italy and Spain and thus reduce road transport.

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3rd European producer of Bioethanol, Cristal Union has responded to the exceptional increase in demand in 2019: plus 79% fuel petrol and more than 80% for E85!

By diversifying its supplies of local raw materials (beet, wheat, residues from sugar plants, sugar refineries and viniferaeering sectors), Cristal Union promotes the logic of circular economy while limiting the impact of biofuels on agricultural land.

Services specifically tailored to clients

Cristalco, Cristal Union’s sales subsidiary, applies the Group’s CSR policy to its businesses every year, with the aim of constantly improving its ability to satisfy its customers’ needs while meeting society’s expectations.

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**SUSTAINABILITY AS A LEVER FOR INDUSTRIAL PERFORMANCE**

By our very nature, we are convinced that doing better with less is a positive equation. The preservation of our natural environment and the climate emergency force us to reinvent our modes of production and consumption. Since the creation of Cristal Union, we have been convinced of this and have done everything possible to transform agricultural production in the best conditions of sustainability.

How does our industrial performance support sustainability?

- Efficient, energy and water-efficient industrial sites
- An agile and optimized supply chain
- A culture of collective excellence

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**OUR PROGRESS**

Sugar plants are nearly autonomous in water needs.

Deployment of circular economy and industrial ecology approaches.

Energy management recognized by the Group ISO 50 001 Certification obtained from 2017 and priority given to increasing energy efficiency.

Launch of biogas production at the Fontaine-le-Dun site, based on the anaerobic digestion of beet water.

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**OUR INDICATORS**

100% of our steam is produced using biomass or natural gas.

Since 2010, our industrial sites improve:

- 47% water consumptions
- 22% GHG emissions
- 9,2% energy consumption

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**Water management**

**A strategic environmental issue for Cristal Union**

In 2010, the Cristal Union Group launched major projects to reduce the water consumption of its sugar plants. The Group has set itself the ambitious goal of reducing its water consumption by 50% in ten years compared to the situation in 2010. In 2019 we had almost reached this goal with a 47% reduction.

**Action plans adapted to each sugar plant**

Between 2010 and 2019, several investment plans and renovation projects have been implemented to achieve our objective of reducing water consumption:

- Creation of condensed water basins to recover beet water at Pithiviers-le-Vieil and Arcis-sur-Aube.
- Installation of agricultural spreading networks in Fontaine-le-Dun.
- Optimization of industrial networks to use water recovered from beets for beet washing and cossette diffusion.

**The logic of circular economy suitable for water management in sugar plants**

Water from evaporation or recovered from the crystallization process is called condensed water. It is either recycled immediately in the washing stage of the beets entering the sugar factory and in diffusion, or stored for later reuse in the process. Finally the nutrient-rich soil water is recovered from the washing output and is made available to the growers and used for spreading during the following beet season or decanted and used as irrigation water in the event of dry periods during the following year. These inputs are taken into account by farmers, which further reduces the use of fossil fertilizers or water abstraction.
Striving for operational excellence day after day

Since 2015, the Group has built on its operational excellence approach, Together Towards Excellence (EvE). Its purpose is to improve safety conditions, the quality of life at work and the performance of our businesses and processes.

The EvE tools: facilitators for teams

The EvE approach includes several emblematic tools such as 5S, staff qualification in continuous improvement techniques, and visual management. Widely deployed in 2019, 80 visual management teams are regularly active within the facilities. Visual management facilitates the coordination of a team in a structured, efficient and collaborative way on key issues. More than just a tool, it allows you to rethink the way you work as a team, to make internal communication more fluid and to facilitate the deployment of the decisions taken.

EVE, an operational excellence approach adopted by all.

The EvE approach is collaborative, concrete and promotes transversality. It involves employees and allows them to quickly identify and implement solutions to deal with problems encountered in their daily lives.

All services have adopted the methodology, from agricultural upstream to the Supply Chain, including on-site technical teams and support services, through more than 900 working groups since 2015.

Our key indicators

387 People trained in EvE fundamentals, of which 55 have obtained Lean Six Sigma Yellow Belt certification.

700 Problems solved collaboratively thanks to EvE methods in 2019.

55% deployment of 5S in the Group’s facilities.

One step ahead in energy transition and carbon neutrality

France has recently set the objective of carbon neutrality by 2050 for all sectors. Cristal Union has been anticipating these changes for several years and took a first step in 2018. The Group now uses only biomass or natural gas (the cleanest fossil energy) to power its boilers.

In 2019, Cristal Union has been working on its “Carbon neutrality” roadmap, which aims to reduce the use of natural gas of fossil origin progressively. Several solutions are being studied. One which is being tested at the Fontaine-le-Dun site consists of producing bio-gas via the anaerobic digestion of beet water.

Success of the anaerobic digestion project at the Fontaine-le-Dun site

In 2019, Fontaine-le-Dun started up a new anaerobic digestion unit. At the crossroads between the circular economy, the reduction of greenhouse gas emissions and adaptation to climate change, this installation successfully started up for the 2019 campaign.

In the context of the end of sugar quotas, this project was born out of the desire to process more beet without increasing the environmental footprint of the site.

The new anaerobic digestion unit, started up in 2019, will enable the earthly water from the sugar factory to be converted into biogas. This biogas is used as a substitute for natural gas of fossil origin, and by a boiler that produces the steam needed to process the beets. In addition a new agricultural spreading network enables the surrounding farmers to benefit from the purified water to irrigate their fields.

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Commissioned during the 2019 campaign, the results demonstrate the performance and relevance of the facility, which produces nearly 7% of the sugar factory’s gas requirements. Greenhouse gas emissions are reduced by the same amount.

The new agricultural spreading network will eventually allow spreading over 2,400 ha across 15 communes around the plant.

Striving for operational excellence day after day

Since 2015, the Group has built on its operational excellence approach, Together Towards Excellence (EvE). Its purpose is to improve safety conditions, the quality of life at work and the performance of our businesses and processes.
DEVELOPING THE TALENTS OF THE COOPERATIVE

By its very nature, Cristal Union considers that the smooth running of a company depends on its first asset: the talents which make it up. This is why the support of our cooperating farmers and the development of our employees’ skills and well-being are at the heart of our concerns.

In a nutshell, this translates into:

- Cooperative members supported in the implementation of increasingly sustainable agricultural practices.
- Innovative training for employees who are key players in their professional development
- Employees who contribute to the performance of their activity.

Supporting the members of our cooperative...

Cristal Union promotes exchanges and sharing of experience at a local level and provides tailor-made advice to cooperating farmers.

Fostering exchanges

In addition to the daily monitoring of the best cultivation library, our agricultural R&D department organises on-site information and exchange days for the members of our cooperative right next to their field. To reinforce this support system, a new agronomic brochure and 80 regionalized publications containing specific advice were sent to our cooperating farmers in 2019.

Collaborative tools to facilitate the link with planters

Cristal Union provides its members with a dedicated extranet site: Cristalcoop. They have access to various services and information in real time. For example, they can report the availability of their beet silo or access the Cristal Cerc’OAD® tool developed by our Agricultural R&D free of charge.

Enhanced agricultural R&D

The agronomic advice provided by Cristal Union is based on experimentation on nearly 15,000 test micro-plots and participation in various research projects, together with its partners such as the Beet Technical Institute or seed companies. The results and lessons learned are passed on to our cooperating farmers.

... and developing employees’ skills

Skills development is essential at a time when professions are changing. It is up to the company to support its workforce in meeting current and future challenges. Every year, our training policy ensures that the Group’s strategic orientations are in line with the individual career paths of our employees.

Strengthening coherence of the training process

In 2019, several working groups involving senior management, managers, employees and HR experts were created in order to make our training process even more effective. As the approach is intended to be highly participative, those actors intervened to identify the improvements to be implemented within the training process to generate greater agility and performance.

Innovative training methods

Traditional training courses are modernised by innovative methods: educational tools, e-learning or training through activities. For example, in our in-house training school, the Cristal Academy, trainees are trained in real conditions in the field.

Lauriane Delunel - Human Resources Director

OUR KEY INDICATORS

"COOPERATING FARMERS"

- 60 culture relationship managers and 12 agronomists spread over our growing areas to advise our cooperating farmers.
- 80 publications in the form of « Agro News » to our planters throughout the year
- 40 winter meetings with our planters to prepare for the 2019/2020 campaign.

OUR KEY INDICATORS

"EMPLOYEES"

- More than 99% of our employees were interviewed annually
- 80% of our employees benefited from more than 40,000 hours of training, or 3.74% of the total payroll.

OUR INDICATORS

- Creation of a skills development plan specifically tailored to each employee.
- Development of innovative training methods: e-learning, field training, educational tools.
- Personalized advice from our crop relations managers to our cooperating farmers to improve the sustainability of their farming practices.
- At least 2 annual meetings with our cooperating farmers.
- Last-time accident frequency rate of 40.4.
- 5 collective agreements at Cristal Union level.
- More than 99% of our employees were interviewed annually.
- 80% of our employees benefited from more than 40,000 hours of training, or 3.74% of the total payroll.
**Global SéCU, an integrated approach towards zero accidents**

Cristal Union has been pursuing a committed safety policy for many years and this has resulted in a 40% reduction in its lost-time accident frequency rate. Since 2019, Cristal Union has been strengthening its commitment and has set a “zero serious accidents” objective for 2025 by launching a more ambitious and more impactful global approach: **Global SéCU**

**Equality between women and men is progressing**

Cristal Union is committed to professional equality between men and women.

In 2019 our actions focused on reducing compensation, pay-rise and promotion gaps.

The Gender Equality Index rose by 5 points in one year, reaching 87 out of 100 in 2019.

**Concrete actions in favour of disabled persons**

For many years we have been working to change the way teams view disability and to promote the integration of disabled employees within the Group.

Following the diagnosis carried out in 2019 by the Association du Gestion du Fonds pour l’Insertion Professionnelle des Personnes Handicapées (AGEFIPH), several concrete actions were carried out: poster campaigns, communications in digital format, awareness-raising workshops and the appointment of a disability representative in each establishment.

**Future of employees concerned by the Employment Safeguard Plan**

In order to promote the internal redeployment of the employees concerned as a priority, more than 150 permanent positions have been offered in the Group’s other establishments and companies, with a support system for geographical mobility.

Employees who have refused internal mobility have the possibility of being supported by the Employment and Skills Mobility Office. Finally, a voluntary retirement and pre-retirement plan is offered to eligible employees.

**Supporting employees in all situations**

In 2019, Cristal Union is specifically committed to supporting employees impacted by the industrial restructuring project.

**Proposed closure of establishments**

In a difficult market context since the end of the sugar quotas, the Cristal Union Group announced in April 2019 the project to close the Bourdon and Toury plants and to partially stop the packaging of Erstein.

This difficult decision was taken to consolidate the future of the Group.

An agreement on the Employment Safeguard Plan (ESPE) was proposed and unanimously signed by all the trade unions and Cristal Union on 27 November 2019.

**OUR KEY INDICATORS**

- **1** Disability Group Representatives designated on the sites and one representative at Group level.
- **14** Disability Group Representatives designated on the sites and one representative at Group level.
- **1** Disability awareness campaign launched in 2019.
- **Score of 87** on the Gender Equality Index in 2019.
- **Disability Poster Campaign**

**Commitments and concrete actions for equal opportunities**

Faithful to its cooperative values, Cristal Union pursues an active policy in favour of equal opportunities. This policy takes the form of actions to support professional equality and the employment of people with disabilities.

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In order to promote the internal redeployment of the employees concerned as a priority, more than 150 permanent positions have been offered in the Group’s other establishments and companies, with a support system for geographical mobility.

Employees who have refused internal mobility have the possibility of being supported by the Employment and Skills Mobility Office. Finally, a voluntary retirement and pre-retirement plan is offered to eligible employees.

**Proposed closure of establishments**

In a difficult market context since the end of the sugar quotas, the Cristal Union Group announced in April 2019 the project to close the Bourdon and Toury plants and to partially stop the packaging of Erstein.

This difficult decision was taken to consolidate the future of the Group.

An agreement on the Employment Safeguard Plan (ESPE) was proposed and unanimously signed by all the trade unions and Cristal Union on 27 November 2019.

**OUR KEY INDICATORS**

- **1** Disability Group Representatives designated on the sites and one representative at Group level.
- **14** Disability Group Representatives designated on the sites and one representative at Group level.
- **1** Disability awareness campaign launched in 2019.
- **Score of 87** on the Gender Equality Index in 2019.
- **Disability Poster Campaign**

**Commitments and concrete actions for equal opportunities**

Faithful to its cooperative values, Cristal Union pursues an active policy in favour of equal opportunities. This policy takes the form of actions to support professional equality and the employment of people with disabilities.

**Concrete actions in favour of disabled persons**

For many years we have been working to change the way teams view disability and to promote the integration of disabled employees within the Group.

Following the diagnosis carried out in 2019 by the Association du Gestion du Fonds pour l’Insertion Professionnelle des Personnes Handicapées (AGEFIPH), several concrete actions were carried out: poster campaigns, communications in digital format, awareness-raising workshops and the appointment of a disability representative in each establishment.

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INNOVATING IN THE HEART OF OUR REGIONS

By their very nature, our roots are planted in the earth and our gaze is on the future. Our ambition is to always anticipate and innovate for a more sustainable future. We believe that the future is written in the present, that we must sow the seeds of a more sustainable future today.

In a nutshell, this translates into:

+ Thousands of agricultural experimentation plots each year, in search of practices that reconcile performance and sustainability.
+ Extracting the value of the whole plant in a circular economy approach.
+ Eco-designed packaging.
+ A constructive dialogue with the regions.

Eco-design becomes a reality for our beet sugar

In 2019, Cristal Union finalised an eco-design project initiated in 2017 in partnership with ADEME. Aligned with consumer expectations, this innovative project aims to improve the environmental footprint of our beet sugars by taking into account all the links in the production chain.

A comprehensive approach to our entire sugar sector

Based on a Life Cycle Assessment (LCA), the project studied our entire value chain, from the fields to the packaging. It has required the involvement of all departments and dozens of members of cooperating farmers. Many eco-design approaches were evaluated: innovative agricultural practices, organic sugar production and bio-based packaging materials.

Systematically eco-designed packaging

After 2 years of study, the launch of the Daddy Profile Pack in raw brown paper in 2020 demonstrates the Group’s determination to remain a pioneer in terms of sustainability. This approach will now benefit the entire range and packaging formats.

Results that exceed the original target

The initial objective of the project was to identify eco-design options that would reduce the GHG impact of Daddy sugar by 10%. By combining all the innovations identified during the project, the overall GHG impact of our packaged white beet sugar has been reduced by 13% in relation to the reference product.

- 13% Global GHG impact of our beet-based packaged white sugar

The eco-design approach is complementary to circular economy and agro-industrial performance projects. Its product-oriented vision allows to prioritize efforts and provide evidence to consumers.
Agronomic innovation as a driver for continuous improvement and sustainability

Cristal Union has implemented an agricultural R&D policy oriented towards the creation of innovations designed to provide its cooperating farmers with the best tools to manage beet growing. The search for alternative means of disease and weed control is a field of experience in which agricultural performance and sustainability go hand in hand.

Decision Support Tool (DST) for the control of cercosporiosis

Developed by Cristal Union and deployed on all beet areas in 2019, the Cristal Cerc'OAD® tool provides our cooperating farmers with simulations of the onset of cercosporiosis, a destructive beet disease, perfectly aligned to their own fields.

The objective is to help our cooperating farmers make the best decisions for the management of their crop in case of risk of disease development. In 2019, several thousand of our cooperating farmers’ plots of land benefited from this tool.

Mechanical weeding combines input saving and agronomy

In search of sustainable alternatives, we have been experimenting for several years with different mechanical weeding solutions. This practice today makes it possible to combine agronomic efficiency and input savings.

In 2019, several promising materials were tested, the results of which were relayed to our growers.

The organic sugar challenge, an opportunity for all

Launching an AB-certified organic beet sugar production represents a major challenge at the agricultural level.

All the agronomic and beet grower teams are mobilized to develop the cultivation itinerary and to support our members.

Energizing our regions

Anchored in the heart of the regions, our industrial sites are key players in the dynamism of the rural world. Our sites welcome more than 5,000 visitors per year and our teams regularly participate in local agricultural and employment events.

Our sites receive more than 5,000 visitors annually

Our mission: To experiment in order to provide our cooperating farmers with efficient, innovative and environmentally friendly technical solutions in order to guarantee their performance over the long term.

William Huet - Agronomic Manager

OUR KEY INDICATORS

41 trial platforms spread over our crop areas

15,000 experimental micro-plots

Several thousand of plots of our cooperating farmers have benefited from simulations of our Cristal Cerc'OAD® tool to help manage the beet crop
Cristal Union, as an agricultural cooperative, is by its very nature established in the heart of the farming land and contributes to the development of rural areas. The cooperating farmers are represented by the Board of Directors. The Board validates the orientations and the Group’s strategic objectives defined by the Chief Executive Officer with his management team.

Our approach to quality and production sustainability, as well as the quality improvement plan and of performance are the basis for these orientations and enable the Group to stand out from the competition.
AN INTEGRATED AND COMMITTED APPROACH

Our vision
Capitalising on the energy of our regions.

Our mission
To support the development of our clients, at the service of our cooperating farmers, using the skills of our teams.

Our values

1. Bringing sustainable solutions to our customers
2. Making sustainability a lever for industrial performance
3. Developing the cooperative’s talents
4. Innovating in the heart of our regions

Our 6 areas of performance constitute the Group’s policy

Our identified risks

1. Safety of employees and security of property.
2. Environmental footprint (energy, water, greenhouse gases).
3. Quality of products, services and product safety.
4. Coherence between the skills needed for the management of industrial or development sites of the cooperative and the expertise of the employees.
5. Quality of life at work for employees.

Risk Analysis and Management
The Management Committee and the CSR Department updated the materiality analysis of the Cristal Union Group and the corresponding risk analysis in 2019.

For each of the CSR issues, the main risks were identified, then characterized and evaluated according to criteria of probability of occurrence and impact, using a severity scale from 1 to 5. The analysis thus updated made it possible to map the major risks taken into account by Cristal Union in order to control them.

Our commitments

Our key indicator
Development objectives for the period 2010 - 2020

- 15 % Agronomic productivity of beets processed
- 50 % Lost-time Occupational accidents
- 12,5 % Energy consumption per tonne of beet processed
100 % Rate of achievement of annual staff appraisals
- 50 % Rate of reduction of the number of customer dissatisfactions
- 25 % GHG emissions per tonne of beets processed
93 % Deployment rate of the CRISTAL VISION smart sugar beet agricultural reference system
- 50 % Water consumption
# NON-FINANCIAL INDICATORS

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>UNIT</th>
<th>SCOPE</th>
<th>REPORTING PERIOD</th>
<th>2010</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of sites</td>
<td>Number</td>
<td>3</td>
<td>Calendar year</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>14</td>
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<tr>
<td>Permanent staff</td>
<td>Number</td>
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<td>Calendar year</td>
<td>2,058</td>
<td>2,083</td>
<td>2,087</td>
<td>1,854</td>
<td>18,03</td>
<td>14,62</td>
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<td>Severity of permanent staff</td>
<td>Years</td>
<td>1</td>
<td>Calendar year</td>
<td>13,14</td>
<td>14,93</td>
<td>14,07</td>
<td>14,12</td>
<td>14,12</td>
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<tr>
<td>Total percentage of women on the Management Committee</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>16,8</td>
<td>16,5</td>
<td>16,6</td>
<td>16,8</td>
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<tr>
<td>Percentage of female permanent staff</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>20,5</td>
<td>21,4</td>
<td>21,66</td>
<td>18,42</td>
<td>19,72</td>
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<tr>
<td>Internal mobility</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>3,2</td>
<td>3,4</td>
<td>3,2</td>
<td>3,71</td>
<td>4,24</td>
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<tr>
<td>Absenteeism rate</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>78</td>
<td>78</td>
<td>78</td>
<td>79</td>
<td>80</td>
<td>80</td>
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<tr>
<td>Percentage of employees in the permanent workforce who have received training</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>2,73</td>
<td>3,07</td>
<td>3,6</td>
<td>4,14</td>
<td>3,62</td>
<td>3,7</td>
</tr>
<tr>
<td>Percentage of payroll spent on training</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>54</td>
<td>92</td>
<td>86</td>
<td>94</td>
<td>97</td>
<td>98,5</td>
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<tr>
<td>Percentage of employees who have had an annual appraisal</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>13,4</td>
<td>17</td>
<td>10</td>
<td>9</td>
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<td>Number of collective agreements signed</td>
<td>Number</td>
<td>1</td>
<td>Calendar year</td>
<td>8</td>
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<td>3</td>
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<td>Last Time Injury Frequency Rate</td>
<td>%</td>
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<td>Calendar year</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Severity rate of accidents with lost time</td>
<td>%</td>
<td>4</td>
<td>Calendar year</td>
<td>20,9</td>
<td>21,0</td>
<td>22,0</td>
<td>21,0</td>
<td>21,0</td>
<td>21,0</td>
</tr>
<tr>
<td>Percentage of achievement of our objective to reduce customer</td>
<td>%</td>
<td>1</td>
<td>Calendar year</td>
<td>13,3</td>
<td>31,7</td>
<td>45,3</td>
<td>21,4</td>
<td>11,6</td>
<td>11,6</td>
</tr>
<tr>
<td>Deployment of the CRISTAL VISION standard to our cooperating farmers</td>
<td>%</td>
<td>1</td>
<td>Campaign</td>
<td>52</td>
<td>57,4</td>
<td>58,3</td>
<td>58,3</td>
<td>58,3</td>
<td>58,3</td>
</tr>
<tr>
<td>Average time of trucks on the plant to unload beet</td>
<td>Minutes</td>
<td>1</td>
<td>Campaign</td>
<td>7</td>
<td>10</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Average beet supply radius of industrial sites</td>
<td>Km</td>
<td>1</td>
<td>Campaign</td>
<td>26,3</td>
<td>26,8</td>
<td>28,7</td>
<td>32,28</td>
<td>36,72</td>
<td>30,78</td>
</tr>
<tr>
<td>Share of supplied beet transported by trolley 44 tonnes</td>
<td>%</td>
<td>1</td>
<td>Campaign</td>
<td>99</td>
<td>99</td>
<td>99</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Share of beet volume supplied benefiting from harvesting</td>
<td>%</td>
<td>1</td>
<td>Campaign</td>
<td>50</td>
<td>44</td>
<td>57</td>
<td>57</td>
<td>58</td>
<td>58</td>
</tr>
<tr>
<td>Energy consumption per tonne of beet processed</td>
<td>Base 100 2015 reference</td>
<td>1</td>
<td>Calendar year</td>
<td>100</td>
<td>93</td>
<td>81</td>
<td>98,3</td>
<td>95,8</td>
<td>95,8</td>
</tr>
<tr>
<td>GHG emissions per tonne of beet</td>
<td>Base 100 2015 reference</td>
<td>1</td>
<td>Calendar year</td>
<td>100</td>
<td>85</td>
<td>79</td>
<td>75</td>
<td>88,3</td>
<td>88,3</td>
</tr>
<tr>
<td>Water withdrawal from industrial sites</td>
<td>Base 100 2015 reference</td>
<td>2</td>
<td>Calendar year</td>
<td>100</td>
<td>85,3</td>
<td>40,5</td>
<td>50,2</td>
<td>50,1</td>
<td>50,1</td>
</tr>
<tr>
<td>Quantity of waste produced per tonne of beet worked</td>
<td>Kg 19 to 10</td>
<td>2</td>
<td>Calendar</td>
<td>0,67</td>
<td>0,564</td>
<td>0,551</td>
<td>0,53</td>
<td>0,53</td>
<td>0,53</td>
</tr>
<tr>
<td>Emissions to air quantity of NOx emitted at the factory outlet</td>
<td>Base 100 2011 reference</td>
<td>2</td>
<td>Calendar</td>
<td>83</td>
<td>80</td>
<td>56</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Emissions to air quantity of SOx emitted at the factory outlet</td>
<td>Base 100 2011 reference</td>
<td>2</td>
<td>Calendar</td>
<td>62</td>
<td>54</td>
<td>69</td>
<td>28</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Percentage of sites certified ISO 14001</td>
<td>%</td>
<td>3</td>
<td>Calendar year</td>
<td>93</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Percentage of sites certified ISO 50001</td>
<td>%</td>
<td>3</td>
<td>Calendar year</td>
<td>0</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Percentage of sites with food safety certification (ISO 22000 or FSMS 22000)</td>
<td>%</td>
<td>3</td>
<td>Calendar year</td>
<td>73</td>
<td>73</td>
<td>85</td>
<td>85</td>
<td>85</td>
<td>85</td>
</tr>
</tbody>
</table>

**Note:**


The indicators with a blue dot are those for which Cristal Union has committed to progress between 2010 and 2020. They contribute to the construction of the Group’s CSR Index.
## Our Contribution to the UN Sustainable Development Goals

Member of the Global Compact since 2015, Cristal Union contributes to the UN sustainable development goals for the construction of more stable, more responsible and more sustainable societies.

### UN Sustainable Development Goals

<table>
<thead>
<tr>
<th>UNSDG Goals</th>
<th>CSR Pillars</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No Poverty</strong></td>
<td>2</td>
<td>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</td>
</tr>
<tr>
<td><strong>Zero Hunger</strong></td>
<td>3</td>
<td>Ensure healthy lives and promote well-being for all at all ages.</td>
</tr>
<tr>
<td><strong>Quality Education</strong></td>
<td>4</td>
<td>Ensure inclusion and a quality education and promote lifelong learning opportunities for all.</td>
</tr>
<tr>
<td><strong>Decent Work and Economic Growth</strong></td>
<td>5</td>
<td>Ensure inclusion and a quality education and promote lifelong learning opportunities for all.</td>
</tr>
<tr>
<td><strong>Clean Water and Sanitation</strong></td>
<td>6</td>
<td>Ensure availability and sustainable management of water and sanitation for all.</td>
</tr>
<tr>
<td><strong>Affordable and Clean Energy</strong></td>
<td>7</td>
<td>Ensure access to affordable, reliable, sustainable and modern energy for all.</td>
</tr>
<tr>
<td><strong>Sustainable Cities and Communities</strong></td>
<td>8</td>
<td>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</td>
</tr>
</tbody>
</table>

### CSR Pillars

<table>
<thead>
<tr>
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<th>Actions</th>
</tr>
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<tbody>
<tr>
<td><strong>Sustainable Agriculture</strong></td>
<td>- CRYSTAL VISION - Promote sustainable agriculture.</td>
</tr>
<tr>
<td><strong>Healthy Lives and Well-being</strong></td>
<td>- Global Health Approach - Promote healthy and sustainable lifestyle.</td>
</tr>
<tr>
<td><strong>Quality Education</strong></td>
<td>- Equality collective agreements H/F - Promote lifelong learning opportunities for all.</td>
</tr>
<tr>
<td><strong>Decent Work and Economic Growth</strong></td>
<td>- Ethical charter, code of conduct - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</td>
</tr>
<tr>
<td><strong>Clean Water and Sanitation</strong></td>
<td>- Water cycle in sugar plants: beet water is reused in the sugar process and then used by our surrounding farmers.</td>
</tr>
<tr>
<td><strong>Affordable and Clean Energy</strong></td>
<td>- Circular economy via beet water recovery - Promote sustainable solutions.</td>
</tr>
<tr>
<td><strong>Sustainable Cities and Communities</strong></td>
<td>- CRISTAL VISION reference system - Promote sustainable solutions.</td>
</tr>
<tr>
<td><strong>Responsible Consumption and Production</strong></td>
<td>- Eco-design, LCA - Promote sustainable solutions.</td>
</tr>
<tr>
<td><strong>Climate Action</strong></td>
<td>- Objective to reduce GHGs, energy consumption - Promote sustainable solutions.</td>
</tr>
<tr>
<td><strong>Life on Land</strong></td>
<td>- Actions for biodiversity - Promote sustainable solutions.</td>
</tr>
</tbody>
</table>

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**UN Sustainable Development Goals**

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<td>8</td>
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</tr>
</tbody>
</table>

### Actions

- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. |
- Reduce inequality within and among countries. |
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. |
- Ensure availability and sustainable management of water and sanitation for all. |
- Ensure inclusion and a quality education and promote lifelong learning opportunities for all. |
- Ensure equity collective agreements H/F. |
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture. |
- Ensure healthy lives and promote well-being for all at all ages. |
- Ensure inclusion and a quality education and promote lifelong learning opportunities for all. |
- Ensure availability and sustainable management of water and sanitation for all. |
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