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# CORPORATE RESPONSIBILITY REPORT

2018

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# CORPORATE RESPONSIBILITY REPORT

**At Sucden we recognize that our long-term success depends on the sustainability of our business as a whole.**

Therefore, we are committed to the responsible care of our employees, our clients, suppliers and partners and act responsibly toward communities in which we operate and the environments that we share. Sucden's commitment and approach, as well as all of our business activities, seek to create long-lasting solutions and fair business opportunities.

**SUCDEN AIMS TO BE  
A GLOBAL LEADER  
IN CONNECTING  
AGRICULTURAL SUPPLY  
AND DEMAND IN  
A SUSTAINABLE WAY**



# GROUP OVERVIEW

Sucden is principally a major trading house engaged in the soft commodities supply chain. We offer a wide range of products and services mainly in the sugar, cocoa and coffee markets, and we combine global know-how with local expertise to connect supply and demand in a sustainable way. While doing so, we serve our clients and partners with quality and integrity.

USD 5.5 billions

Sucden Group turnover in 2018

8.5 million tons

Sugar originated and shipped or distributed in 2018



## Four vertically integrated lines of business:

### 1. SUGAR, ETHANOL, COCOA AND COFFEE TRADING AND DISTRIBUTION

#### Sugar

- Market leader in the global sugar business.
- Active in sugar sourcing, logistics, trading, risk management, merchandising, processing and distribution.
- Originates and ships or distributes about **8.5 million tons of sugar annually.**
- Analyzes and shares publicly on its website sugar markets tendencies on a quarterly basis.

#### Cocoa

- One of the leading cocoa beans and products traders in the market.
- Services a diverse client base from all over the world.
- Provides tailor-made solutions for the cocoa and chocolate industry.
- Manages each step of the supply chain from cocoa origination, to logistics, to risk mitigation, and final delivery to the client.
- Originates annually approximately **580,000 tons beans equivalent annually.**

#### Coffee

- Sucden has developed its coffee trading activity by sourcing Arabica and Robusta coffees from South and Central America, as well as from Asia where we operate green coffee processing and storage units in Vietnam, Indonesia, and India.
- Trades about **230,000 tons annually.**

#### Ethanol

- Established in 2007.
- Key activities include trading, origination and marketing.
- Trades approximately **110,000 m<sup>3</sup> of ethanol annually.**



## 2. AGRO-INDUSTRY

- In Russia, Sucden is a major sugar producer and processor with three factories (Dobrinski in Lipetsk region, Atmis-Sakhar in Penza region, Tbiliski in Krasnodar region).
- Total sugar beet processing is 23,000 tons a day. These three plants have a production capacity in excess of **500,000 tons of crystalized sugar** annually.
- Sucden manages more than **180 thousand hectares**<sup>1</sup> of land, growing sugar beets as well as wheat, corn, and sunflowers.
- Additionally, Sucden is involved in milk production, with a herd of **3,000 cows**.

## 3. BROKERAGE

- Sucden Financial is an international derivatives and foreign exchange broker, providing access to a broad range of markets, including exchange and OTC traded products, such as commodities, equities, fixed income, foreign exchange and bullion.
- The subsidiary is authorized and regulated by the Financial Conduct Authority, and has a portfolio of clients including traders, fabricators, producers, consumers, merchants, investment houses, hedge funds, commodity firms and retail FX brokers.

## 4. MARITIME CARRIAGE

- Sucden moved into fleet management under the name of Sucden Armateurs in 2016/2017, taking delivery of **four handymax vessels**, each with a **capacity of 43,000 tons**.
- These vessels are some of the most environmentally friendly bulk carriers in the world.

180,000 hectares

of land managed in Russia

987,000 tons

of ocean freight shipped on our vessels in 2018



<sup>1</sup> Of which more than 150,000 hectares are cultivated.

# OUR APPROACH TO CORPORATE RESPONSIBILITY

## Making our commitments public

Our Code of Conduct<sup>1</sup> details our commitment to corporate responsibility. This commitment is centered on four principles:

### 1. BUSINESS PRACTICES



**The way we behave** as a company is of fundamental importance. In all of our activities around the world, we will conduct our business with integrity, accountability and responsibility.

### 2. PEOPLE



**How we interact** with people defines us as a business. Our commitment is to treat people wherever we operate and in all walks of life with dignity and respect. Equally, we promise to provide our employees with a safe place to work.

### 3. RESPECT FOR THE ENVIRONMENT



**Our main business** is linked to soft commodities production, so the way we treat the world around us will inevitably affect our future. Therefore, we commit to reduce our environmental impact at constant scope and conserve natural resources at every opportunity.

### 4. COMMUNITY INVOLVEMENT



**The manner** in which our physical activities relate to their surroundings has a direct bearing on people and their way of life. As such, our commitment is to invest in, and engage with, the communities where we operate.

<sup>1</sup> <https://www.sucden.com/media/1346/sucden-codeofconduct.pdf>

“

At Sucden, we create long lasting relationships with our partners by giving them confidence in our operations and capabilities to act responsibly and in accordance with laws and best practices.”

Thierry Songeur, General Manager, Sucden Group

# Corporate responsibility

by Sucden

Our vision towards sustainable growth

## BUSINESS PRACTICE

Business ethics  
Food safety  
Supplier management  
Market access  
Chain of custody

## PEOPLE

Health & safety  
Employee engagement  
Talent acquisition/development  
Labour practices

## ENVIRONMENT

Soil management  
Transport & logistics  
Utilities management for factories

## COMMUNITY

Human welfare  
Educational support  
Development for local populations  
Local social investment

COMPLIANCE



## OUR APPROACH TO CORPORATE RESPONSIBILITY CONTINUED

### Setting an efficient governance framework

We aim to act responsibly in all of our business activities. Governance is vital and is fully embedded in the Group's management structure.

Our sustainability strategy is managed through the following bodies:

- Sucden's Management Board
- The CSR Forum on Corporate Social Responsibility

The Management Board meets at least twice a year to consider responsibility issues, review and acknowledge achievements and ongoing programs, develop strategy and allocate resources.

The CSR Forum is coordinated by Sucden's Chief CSR Officer and is made up of sustainability and operational managers from around the Group who are directly responsible for developing programs and initiatives and contributing to the development of a CSR culture in all subsidiaries and geographies.

This Forum meets quarterly for an update on current activities and seeks to align to implement strategies, share best practices, and suggest improvements to Sucden's approach to responsibility.

In addition to this governance framework, a reporting scheme was designed and implemented in 2018 to consolidate and manage CSR key indicators at the corporate level<sup>1</sup>.

### Assessing risks and opportunities

We have conducted a risk and opportunity assessment to create a clear framework for focusing our efforts. Potential risks and issues have been identified based on French and EU regulations.

### Corporate Code of Conduct and regulatory risk

Sucden is committed to ensure that all of our businesses comply with applicable laws, in all countries where we operate.

In order to fulfil this commitment, we developed a regulatory monitoring capacity in these countries. In 2017, the Group's Executive Board began deployment of a compliance framework aimed at ensuring compliance with the applicable laws and with our Code of Conduct. This includes a whistleblowing procedure that allows any employee or contractor to report any violation of the law or of the Code.

### Risks related to talent attraction and management

People are vital to our business and our human resources management covers three key areas: attracting, developing and retaining talent.

We have a thorough recruitment system that aligns individuals and their roles in a working environment that is conducive to development, by empowering and challenging them.

We are keen to retain talent by giving assignments that are ambitious and varied, while providing an ongoing intellectual challenge, attractive pay and real opportunities for development within the Group. This effort continues throughout the employee's career by creating a sense of belonging and pride in working for the company.

### Environmental or accidental risk

Sucden operates three sugar beet factories in Russia that produce about 500,000 tons of sugar each year and we manage more than 180,000 hectares of land. To reduce the risk of accidents, our teams in Russia are constantly working to increase control of the industrial process through an ISO 9001-certified quality process, continuous monitoring of occupational safety issues (ISO 45001 certification) and ongoing deployment of a certified environmental management system (ISO 14001 certification). The agricultural business is managed in such a way as to limit the environmental impact of production using techniques that are shared across the sector.

### Supply chain risk

Sucden recognizes that risks may exist throughout the supply chains of the products that we source. In the cocoa supply chain, for example, smallholder farmers, based in West Africa, are responsible for the vast majority of agricultural production. Working in this environment means that we take supply chain risk seriously and we strive to identify, mitigate, and remediate any problems detected. In West Africa, we are implementing IT tracking systems that will allow us to capture basic data about farmers who supply our programs. We can use this data to identify discrepancies and perform targeted follow-up visits to support transparency.

In Russia, our sugar production relies on a certified quality management system ISO 9001 and a stringent FSSC 22000-certified industrial process for food safety.

### Climate change

Climate change affects agricultural production around the world. In Russia we work to mitigate this risk by continually verifying that the seeds we use in crops, sugar beets or cereals, are the most suitable for local conditions.

As a player in the supply chain for agricultural commodities such as sugar cane, cocoa and coffee, we also help support farmers adapt their production to the long-term risks related to climate change. This can involve interventions such as income diversification and improved agricultural practices.

### Opportunities

We expect demand for sustainable, responsible commodities to grow in the coming years. As a company that is close to producers of sugar, cocoa, coffee and ethanol, Sucden is well placed to support this demand, given our origin sourcing networks, by working on origin tracking, and supporting local populations in responsible development.

<sup>1</sup> Data published in this report cover 2018 data only. 2018 will be considered as a basis for comparison for future reports that will embed historical data.



# SUCDEN'S PERFORMANCE

Sucden is committed to reporting on its impact and strategy for addressing environmental and social issues. The information in this first report covers calendar year 2018.



# BUSINESS PRACTICES

We set an internal framework to conduct our business ethically. We are actively developing our compliance and certification processes.

## Conducting business ethically and in compliance with applicable laws

### Approach

Our Corporate Code of Conduct formalizes the values we seek to foster and uphold. We are committed to complying with all applicable laws and contractual obligations, conducting business fairly and with integrity, and to ensuring that products provided to clients and partners are safe and of high quality.

To ensure compliance with these commitments, we established a senior leadership committee to monitor issues, oversee our compliance approach, and make any necessary decision.

The Code is available on our website and addresses business practices, social standards, the environment, and community involvement.

### Achievements

A comprehensive compliance framework was formulated and is being implemented. This framework is comprised of the following policies and procedures:

- Code of Conduct that is endorsed by the Chairman of the Board
- A risk mapping that is updated routinely
- Specific policies and procedures for international economic sanctions

- Policies and procedures on anti-money-laundering and anti-bribery
- Know Your Customer, Know Your Supplier and on-boarding procedures
- Whistleblowing policy
- Sanctions and escalation processes
- Internal audit procedures on compliance matters
- Training and skills management for compliance-related matters

In 2018, Sucden also adopted a clear Personal Data Protection Policy to comply with the EU's General Data Protection Regulation<sup>1</sup>.

### Sucden in Russia

Sucden's management in Russia adopted clear sustainability and responsibility policies for the industrial businesses, based on six main areas:

- Workplace safety
- Human resource management
- Customer satisfaction
- Sustainable agriculture
- Environment
- Economic efficiency and financial returns



### Sucden at sea

In 2018, Sucden Armateurs became a member of the Maritime Anti-Corruption Network (MACN). This global business network includes now more than 100 prominent shipping industry companies.

MACN's vision is to raise awareness about anti-corruption challenges faced by its members and to implement the MACN Anti-Corruption Principles and co-develop and share best practices, collaborate with governments, NGOs and civil society to identify and mitigate the root causes of corruption, as well as integrity within the maritime community.

The purpose of this membership is to join the collective forces of MACN worldwide to tackle corruption in the shipping industry and benefit from the workshops and the collective actions already in place.



**MACN**  
Maritime Anti-Corruption Network

<sup>1</sup> Regulation EU 2016/679 and Directive 95/46/EC on General Data Protection Regulation





## Certifying our practices and processes

We are dedicated to providing our partners and customers with safe, quality products. To do so, we comply with applicable industry-specific food safety laws and regulations, and have internal processes designed to monitor and guarantee high quality standards. Moreover, external certification programs have been initiated to reinforce our commitment.

- Since 2006, the Dobrinski factory has been certified for Quality Management System (ISO 9001).
- In 2018 the Atmis-sakhar factory has been certified against ISO 9001 (Quality Management System), ISO 45001 (Health & Safety), and ISO 14001 (Environmental Management System) standards.
- Since 2013, all of our sugar factories in Russia have been certified for food safety according to FSSC 22000.
- In 2018, our Russian agriculture business underwent an FSA (Farm Sustainability Assessment by SAI platform) verification audit and reached gold and silver status.

With regard to the products that we trade, our practices are increasingly designed to track product origin and contribute to building a true chain of custody. In 2018, in addition to existing cocoa and coffee certifications (UTZ, Fairtrade, Rainforest Alliance, and 4C), Sucden also became Bonsucro certified<sup>1</sup>.

As Sucden is deeply involved in managing its supply chain and providing assurance to its clients, several entities within the Group asked for an EcoVadis external assessment in 2018. Our main French entity reached Silver level<sup>2</sup>, as well as two Russian factories. The last one reached Bronze level.

In addition:

- Sucden Geneva obtained the International Sustainability & Carbon Certification (ISCC).
- Our cocoa subsidiary in Ivory Coast is in the process of ISO 22000 certification.

<sup>1</sup> <https://www.bonsucro.com/sucden-looks-to-bonsucro-for-supply-chain-sustainability/>

<sup>2</sup> Silver level is granted to top 30% of performers

### Sucden expects its suppliers to adhere to the following:

- Respect for national and international laws (including adherence to anti-bribery and money laundering legislation)
- Respect for food and safety regulations and quality standards
- Not engaging in child labor or forced labor
- Non-discrimination
- Respecting the freedom of association
- Paying fair wages to employees
- Respecting the well-being of employees (including but not limited to ensuring that the workplace is safe and hygienic)
- Respecting the environment and preventing deforestation and degradation
- Respect for commitments made to Sucden (including commitments about the quality of the cocoa delivered and the timeframes in which they are delivered)



**WE REACHED A POINT WHERE BONUCRO CERTIFICATION HAS BECOME BOTH A NEED AND AN OPPORTUNITY - AND WE NOW HAVE IT.**



ecovadis

# ENVIRONMENTAL IMPACT

Our direct environmental impact mainly comes from the operations in Russia, our fleet of handymax vessels and our industrial and warehousing operations in Asia, Africa and Brazil.

## Main contributors to Sucden's environmental footprint

Our industrial and agricultural business activities in Russia and our maritime carriage activities have the most significant impact on our environmental footprint. Other activities, such as industrial and warehousing operations in Asia, Africa and Brazil have a much lower environmental impact<sup>1</sup>.

## Employees' business trips

Our employees must travel to visit clients, suppliers and our global businesses, and to meet other ongoing business requirements. While we intend to track this information going forward, this data is not yet included in the consolidated reporting scheme and is not included here<sup>2</sup>.

## Office-based activity

The environmental impact of our office activities is not considered significant and, therefore, data is not included in this section.

**OUR AIM IS THAT  
BY 2020, 100%  
OF SUCDEN'S SUGAR  
PRODUCTION WILL BE  
ISO 14001 CERTIFIED**

## Improving environmental management

### *Sucden in Russia*

Each of our Russian industrial and agribusiness entities has environment officers, who support the technical and environmental managers and the management teams dealing with environmental issues and concerns. This structure enables us to monitor precisely our environmental impacts (such as emissions to the atmosphere, waste production and water consumption) and to ensure compliance with locally applicable standards. This monitoring is part of an annual reporting system that is available to local authorities.

In 2018, the Group entered into an ISO 14001 certification process for all three sugar beet mills. To date, the Atmis-Sakhar plant achieved this certification and we expect the other two factories to be certified by 2020.

In the agricultural business, Sustainable Agriculture Initiative (SAI) principles have been applied and two out of the three areas in which we operate are part of the Farm Sustainability Assessment by SAI Platform<sup>3</sup>. In 2018, the audited zones achieved gold and silver status.



<sup>1</sup> Entities included in our environmental reporting involve 86% of the Group headcount as of end of 2018.

<sup>2</sup> However, employees from the Head Office in France travelled 6.01 million km over the year 2018, generating 648 tons of CO<sub>2</sub> emissions.

<sup>3</sup> <http://www.saiplatform.org/>





## Saving energy and limiting our carbon footprint

### Approach

#### Sucden in Russia

We are committed to reducing our energy consumption and carbon footprint, since it is both beneficial for the environment and helps reduce costs. In addition, cutting the production of waste and optimizing utility usage, are key to ensuring overall plant efficiency and industrial process reliability.

We consistently monitor our energy consumption and consider ongoing investments to help us reduce it in both our industrial and agricultural business units.

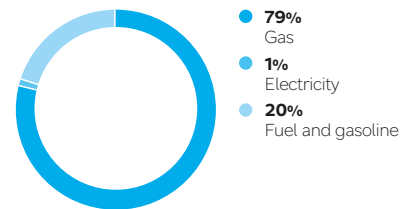
In our agricultural business, we invest in high-performance, modern equipment (tractors, beet harvesters, etc.) that enable us to optimize the management of cultivated land in terms of energy consumption and quality of tillage. Moreover, analytical crop management includes energy consumption among its key parameters.

#### Sucden at sea

In order to optimize the environmental impact of our shipping operations, as well as improve business opportunities, we invested in modern ships that minimize energy consumption. Our vessels are specifically designed to reduce bunker consumption, have modern, efficient engines, and the latest hull shape, which is coated to reduce water resistance. We maintain a strong focus on maintenance to ensure that we continue to achieve high performance.

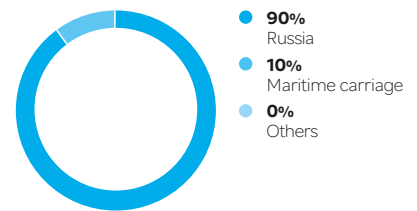


### Energy consumption by energy type



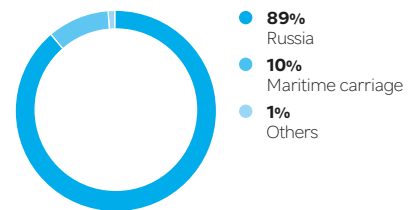
From January to December 2018

### Energy consumption by zone



From January to December 2018

### CO<sub>2</sub> emissions by zone



From January to December 2018

**ENVIRONMENTAL IMPACT**  
CONTINUED



**Saving energy and limiting our carbon footprint** continued

**Achievements**

The following table shows the energy consumed by Sucden’s operations, by energy type. Greenhouse gas (GHG) emissions are calculated based on this consumption, using country-specific emission factors.

Our carbon footprint is monitored based on energy consumption from all industrial, agricultural, logistics, and maritime activities.

**Sucden in Russia**

In 2018, the Dobrinski factory, which is the largest sugar beet factory in Russia in terms of sugar produced, invested in an automated system in the boiler room to switch energy from oil to gas, reducing CO<sub>2</sub> emissions by about 10%.

For management purposes, Sucden monitors:

- CO<sub>2</sub>eq per cultivated hectare
- CO<sub>2</sub>eq per sugar ton produced

**Sucden at sea**

The actual Energy Efficiency Design Index for Sucden’s vessels is 4.18 grams of CO<sub>2</sub> per ton-mile versus a standard target for this vessel’s category of 5.90 grams of CO<sub>2</sub> per ton-mile.

Our vessels are compliant with International Maritime Organization regulations through 2024.

Sucden’s vessels have lower fuel consumption and higher fuel efficiency than standard designs. Fuel consumption for Sucden vessels is just over 20 metric tons a day at 14 knots an hour, compared to a standard 27-28mts for similarly sized vessels at the same speed.

**Energy consumption and GHG emissions (January to December 2018)**

Zone	Gas	Electricity	Fuel & gasoline	Total	GHG emissions
				in MWh	in teq CO <sub>2</sub>
Asia	149	1,985	2,524	<b>4,658</b>	1,950
Russia	1,482,094	25,076	193,495	<b>1,700,665</b>	378,212
Maritime carriage	-	-	178,865	<b>178,865</b>	43,761
South America	-	852	43	<b>895</b>	335
<b>Total</b>	<b>1,482,244</b>	<b>27,913</b>	<b>374,927</b>	<b>1,885,084</b>	<b>424,256</b>

**1,885,084<sup>MWh</sup>**  
Total energy consumption

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**424,256<sup>tCO<sub>2</sub> eq.</sup>**  
GHG emissions

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**359<sup>kg</sup>**  
CO<sub>2</sub> eq/cultivated hectare

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**740<sup>kg</sup>**  
CO<sub>2</sub> eq/ton of crystallized sugar



## Managing our waste products and production residues

### Approach

#### *Sucden in Russia*

Sugar production generates by-products<sup>1</sup> that can be valuable, such as molasses and beet residue which can be used as fertilizer. In addition, limited volumes of waste are produced, stemming mainly from logistics and commercial activities (such as used pallets and scrap packaging). Agricultural activity itself generates little waste.

All production residues and waste are monitored jointly by each refinery's leadership and the regions' agricultural managers. Actions are undertaken jointly to maximize recovery rates for production residues and to minimize waste.

#### *Sucden at sea*

With the exception of organic waste products that are released at sea during voyages, waste essentially relates to on-board life for the crews. This waste is disposed of in ports, and waste recovery depends on local port policies. All waste is closely followed in a specific on-board waste registry. Our captains and crews have instructions regarding environmental management on-board, and waste management is part of this documented management system.

### Achievements

The data shown below tabulates the waste generated by our industrial and agricultural activities.

#### *Sucden in Russia*

In 2018, we made substantial investments and put significant organizational effort to reduce waste. This includes the installation of a second dehydration line at the Atmis-Sakhar plant, which reduces the volume of pulp used for spreading from 90,000 tons to less than 20,000 tons, and increases the volume of marketable pellets.

The Tbiliski plant installed a beet impurity separator to reduce the amount of green waste that was spread. In addition, a biological treatment system (chlorella) was installed to improve the quality of discharged water. First feedback showed a positive trend in wastewater chemistry. Studies to apply this good practice to our Atmis-Sakhar plant are ongoing.

### Perspectives

#### *Sucden in Russia*

Waste recovery rate reached 99% as of December 31, 2018. Given that this average rate does not always reflect best practices within the Group, we expect to increase this percentage in the coming years by sharing best practices and improving waste disposal tracking.

319,081 tons

Non-hazardous waste

0.3%

Hazardous waste

99%

Recycling rate

### Waste production quantity and recovery rate (January to December 2018)

Zone	Non hazardous	Hazardous	Total waste produced	Recycled volume	Recovery rate
					in metric tons
Asia	939	0	939	-	-
Russia	317,685	813	318,498	316,484	99.4%
Maritime carriage	72	2	74	-	-
South America	385	0	385	385	100.0%
<b>Total</b>	<b>319,081</b>	<b>816</b>	<b>319,897</b>	<b>316,870</b>	<b>99.1%</b>

<sup>1</sup> Sugar and pellets are considered as products; molasses and beet pulp are considered as by-products. By-products are included in the waste reporting disclosed in this report. These wastes are considered as recovered.

**ENVIRONMENTAL IMPACT**  
CONTINUED



**Optimizing our water consumption**

**Approach**

*Sucden in Russia*

Reducing water consumption is one of the key metrics of the sustainability policy that local managers focus on in our Russian operations. This includes reducing the volume of discharged water. In the sugar beet refining process, water used to clean beets can be reused within closed-loop systems. These systems are now being deployed in all three of our plants.

**Achievements**

*Sucden in Russia*

In 2018, significant changes and investments were made:

- At Dobrinski, retention pond capacity was increased by 100,000m<sup>3</sup> to set up a proper closed-loop system and significantly reduce water consumption by approximately 200,000 m<sup>3</sup> per year. Sludge has also been removed from the biological wastewater treatment plant in order to increase its efficiency. Furthermore, the station's storage capacity was increased by 250,000m<sup>3</sup>.
- At Tbiliski, new cooling towers were installed, thereby reducing water consumption by approximately 1.2m<sup>3</sup>/ton of sugar beets processed. In 2018, this led to water savings of more than 600,000m<sup>3</sup>.

*Sucden at sea*

The entire Sucden fleet is equipped to produce fresh water for crew use (four metric tons of fresh water/day) from sea water and waste heat recovered from the main engine.

Zone	Water consumption (m <sup>3</sup> )
Asia	4,104
Russia	4,220,772
Maritime carriage	290
South America	15,503
<b>Total</b>	<b>4,240,669</b>

*From January 1st to December 31st, 2018*

**1.48m<sup>3</sup>**

**Water consumption/ton of sugar beets processed**

**Conserving our soil and protecting biodiversity**

Sucden strives to protect biodiversity, especially in our agricultural and maritime activities, where we have a direct impact.

The land we cultivate is the habitat of numerous species, and we employ agricultural practices that protect the soil through crop rotation as well as fertilizer and pesticide management.

*Sucden in Russia*

We set up an agrochemical soil analysis program in the Dobrinski district to measure soil quality. All fields are analyzed once every five years and annual applications of mineral and organic fertilizers are closely monitored. Additionally, in 2018, an initial assessment of biodiversity was conducted for this district, taking into account criteria, such as landscape, endangered species, and the impact on nearby Special Protected Natural Areas.

*Sucden at sea*

Our ships travel from one continent to another, and we pay great attention not to alter local biodiversity as a consequence of our activity. To this end, our vessels are equipped with advanced water ballast treatment systems, and any chemicals used on board comply with best practices stipulated by the International Maritime Organization in its Evaluation of Safety and Pollution Hazards of Chemicals.

**Animal welfare**

*Sucden in Russia*

Aside from our main activity of cereals and sugar production, we produce milk thanks to the 3,000 cows that we breed on our farms. Animal welfare is embedded in our milk herd management, and we base our analysis on the five fundamental freedoms as stated within the CIWF (Compassion in World Farming (CIWF) criteria. At Sucden, we ensure the following actions:

Fundamental freedom	Achievement example at Sucden
<b>Do not suffer from hunger or thirst</b>	Renovation of drinking troughs and setting of rations to cover the needs of each category of animals.
<b>Do not suffer discomfort</b>	Purchased rugs to put in hobbled barns to improve comfort. Building of barns with deep-bedded cubicle sand.
<b>Do not suffer pain, injury or illness</b>	Permanent care of the animals with, for example, specific investments in the trimming of animals, and presence of trained people in each farm.
<b>To be able to express natural behaviors</b>	Decreased the use of the tie- stall barn in favor of free housing buildings.
<b>Do not experience fear and distress</b>	All people in contact with animals are sensitized to this dimension and must treat the animals with respect.



# SUCDEN AT WORK

Sucden is a family business that works on an interpersonal level. We are open and straightforward, believe in the value of engaging directly with clients and partners across the value chain, and in building strong relationships.

This approach has been instrumental in our success as a business and bolsters our reputation as a company where people want to work. We offer our talented employees the opportunities, support and training necessary to be the best they can be. We welcome individuality and innovative thinking.

## Sucden employees around the world

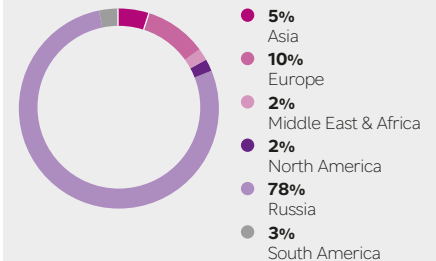
Three quarters of the Group's employees are in Russia, where they work in a range of agroindustrial activities.

The other 25% are involved in our trading activities and services of products, ranging from sugar, coffee, cocoa and ethanol, to ocean freight and futures/options brokerage.

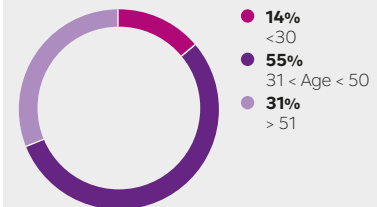
Sucden's maritime carriage business is part of our European operations, and crew members are hired for limited periods linked to vessel activity, which is in line with industry practice.

Sucden ensures proper management of skills and knowledge sharing. Knowledge sharing potentially has a number of significant advantages: an increase in individual and collective skills, retention of sensitive know-how, and reinforced cohesion within teams; an increased motivation for "senior" employees, an accelerated learning pace for new hires, and stabilization and retention of junior employees.

### Employees by region



### Employees by age group



## Sucden employees in numbers

As of 31.12.18	Total	Men	Women	<30	31<Age<50	>51	Temporary workers	Permanent contracts
Asia	233	181	52	75	139	19	30	203
Europe	474	347	127	109	259	106	85	389
Middle East & Africa	77	58	19	7	60	10	-	77
North America	86	47	39	10	49	27	5	81
Russia	3,614	2,401	1,213	418	1,958	1,238	360	3,254
South America	141	104	37	37	78	26	3	138
<b>Grand total</b>	<b>4,625</b>	<b>3,138</b>	<b>1,487</b>	<b>656</b>	<b>2,543</b>	<b>1,426</b>	<b>483</b>	<b>4,142</b>

## Building a safe environment

### Safety

Sucden has developed internal processes to comply with applicable regulations and best practices for safety. This is a major priority for our industrial operations in Russia. As such, we began the certification of our safety processes and procedures against the ISO 45001 standards. So far, the Atmis-Sakhar factory achieved this certification in December 2018. The full ISO 45001 certification process for our three sugar beet mills is expected to be completed by 2020.

As well as the Social audit, SMETA 4Pillars is regularly conducted at our three factories.

Safety indicators are tracked continuously, and trend analysis will be disclosed starting with next year's report. In 2018, one fatality occurred in Asia, and Sucden's frequency rate<sup>1</sup> of occupational accidents was 1.1 (1.2 for activities in Russia) and the severity rate<sup>2</sup> was 0.04 (0.06 for activities in Russia).

1 Frequency rate calculation: number of lost-time accidents x 1,000,000/number of hours worked during the reporting period.

2 Severity rate calculation: number of calendar days lost (fatalities excluded) during the year x 1,000/number of hours worked during the year.

3 Turnover rate = departures/number of employees

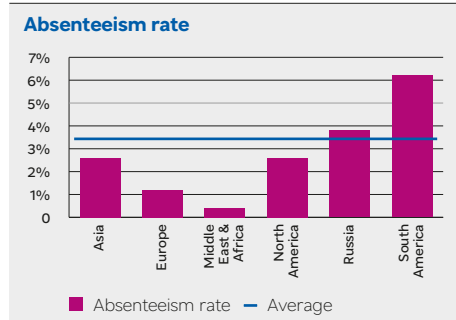
### Work conditions and engagement

#### Approach

The Group is committed to the well-being of its employees in the workplace. A satisfied employee is less absent, more creative, more committed and... more productive. Sucden also promotes social and cultural dialogue by using all levers at its disposal, according to local rules applicable to each country.

Young professionals – generations Y and Z – are opting for companies that allow them to blossom. And, more generally, employees now rate empowerment and the quality of human relations high in their motivation.

The rate of absenteeism at the Group level indicates what we have achieved. In 2018, this rate is 3.4%. The turnover displayed is a further indicator of overall satisfaction. This turnover rate, excluding Russia, is 15%. In Russia, this rate is much higher (45%), due to the fact that industrial activity is, by nature, mobilizing many temporary workers. This tendency occurs



From January 1st to December 31st, 2018

because our plants do not operate all year long, instead they operate during the sugar beet production period. At the Group level, our key is to find the right balance between new hires and experienced employees.

The below results of our industrial sites in Russia and South America are the direct result of more difficult working conditions.

#### Turnover rate<sup>3</sup> by region – From January 1st to December 31st, 2018

Region	Number of employees	Hirings	Departures	Terminated at the employer's initiative	Turnover rate
Asia	233	33	15	2	6.4%
Europe	474	66	58	11	12.2%
Middle East & Africa	77	13	1	1	1.3%
North America	86	6	4	3	4.7%
Russia	3,614	1,449	1,641	87	45.4%
South America	141	40	69	20	48.9%
<b>Grand total</b>	<b>4,625</b>	<b>1,607</b>	<b>1,788</b>	<b>124</b>	<b>38.7%</b>







## Attracting talent and managing competencies – Sucden creates opportunities

### Approach

The acquisition of new skills and knowledge by our employees is critical to Sucden’s success, and our managers are responsible for providing development opportunities and support. We have developed close relationships with top French universities, as well as with agronomic schools. We also bring our contribution to various business schools through the payment of apprenticeship tax. Further, our employees are active in alumni networks and tend to expand their professional networks.

Employees are responsible for their own training and careers and are expected to adopt behaviors that produce results in line with their managers’ requirements.

### Sucden at sea

In line with professional practice in the shipping industry, training and certification are the employees’ responsibility. Adequate training and certification are a requirement for employment at Sucden.



### Sucden in Russia

The recruitment of qualified employees in Russia is difficult, given the location of our industrial sites which are rural. Employee development and training is, therefore, a major priority on which Sucden spends significant time and resources.

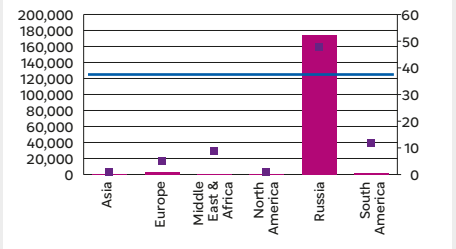
**38.7** hours

Training hours per employee in 2018

### Training in numbers

Region	Training hours	Number of employees	Training hours/employee
Asia	250	233	1.1
Europe	2,550	474	5.4
Middle East & Africa	676	77	8.8
North America	94	86	1.1
Russia	173,841	3,614	48.1
South America	1,751	141	12.4
<b>Grand total</b>	<b>179,162</b>	<b>4,625</b>	<b>38.7</b>

Training hours



- Training hours
- Training hours per employee
- Group average training hours per employee

# COMMUNITY ENGAGEMENT

We are continuously building our sustainable origin programs and have increased our direct support to cocoa and coffee farmers. We will expand these programs further in 2019.

## Building a responsible supply chain and contributing to local community development

### Approach

Sucden conducts its business in an ethical and responsible manner and seeks to ensure that suppliers share this same commitment, and that our commitment drives their interactions with their own suppliers and employees. Sucden has a Supplier Code of Conduct which clearly defines our expectations.

Sustainability programs are key to our commitment to building a responsible supply chain, and we are proud to conduct these programs in collaboration with, and on behalf of, our clients. Our programs take into account agricultural, social, community and environmental initiatives.

In addition, we comply with applicable laws on supply chain matters and are continuously working on these areas.

### Achievements

#### *Sucden head office*

When buying services, we pay great attention to the CSR footprint of our suppliers and contractors and expect them to demonstrate clear evidence of their efforts and impact. This includes:

- Compliance with applicable laws, including social and environmental obligations
- Waste disposal management when the service generates waste
- Impact on employee's work conditions during the service

#### *Sucden sugar supply chain (excluding Russia)*

In 2018, in addition to Bonsucro certification, we implemented processes to ensure that all sugar contracts include a CSR clause that refers to our Corporate Code of Conduct.

#### *Sucden in Russia*

Since we directly operate sugar beet factories and cultivate land, our local community involvement in Russia is very significant. Sucden is a major employer in the communities where we are located. As such, we have developed strong relationships with local communities to understand their needs and expectations.

While we have expanded the land we cultivate through acquisition and rental, a significant portion of our sugar beet is still purchased from local farmers. Our approach is to ensure that their agricultural practices meet our high expectations and standards in terms of quality and yield. To this end, we promote Good Agricultural Practices (GAPs) and share our knowledge on fertilizer optimization and pesticide use with them.

With regard to community involvement, Sucden contributes to local needs by providing:

- Funds to maintain or expand school buildings
- Treatment of waste water  
In Dobrinski, waste water from the local village is treated by the Sucden factory's waste water treatment plant.
- Engineering work and funds to upgrade local heating systems  
In Dobrinski, winter heat for the village comes from the sugar factory.







**Sucden cocoa and coffee supply chain**

**Sustainability programs**

Sucden manages sustainable cocoa and coffee programs in order to help meet our clients’ needs and priorities. Chocolate manufacturers, in particular, continue to increase the volumes of sustainable cocoa and other products, that they require. As such, we develop sustainability programs, in collaboration with these clients.

Although our clients’ sustainability focus areas are diverse and vary, they typically ask us to work in the following areas:

**Supply chain activities:** this includes the selection of suppliers (including but not limited to farmer groups and cooperatives), providing pre-financing of bean purchases, and ensuring transparent chains of custody for each customer.

**Certification and activities that support certification:** we assist farmer organizations with the initial and ongoing process of becoming certified and provide training on good agricultural, social, environmental, and business practices. In an effort to support farmers to grow more on less land and in line with certification standards, we conduct activities, such as pruning farms and setting up shade and cocoa tree nurseries. Moreover, we work with farmers to apply, manage and store their agricultural inputs both safely and rationally, in an effort to promote healthy and cost effective smallholder farming. Through farmer organizations, we help farmers to develop management plans, which cover soil, water, and wildlife conservation. We also focus

farmer training on the pre- and post- harvest processes so that farmers can supply good quality cocoa for our clients’ sustainability programs, thereby attracting a premium.

Examples of Good Agricultural Practices (GAP) training modules are:

- Tree pruning
- Proper use of agrochemicals
- Post-harvest handling
- Creation of cocoa nurseries
- Soil fertility management

Examples of other training modules are:

- Awareness-raising about child labor
- Respect for human rights, including use of on-farm labor
- Respect for the environment and wildlife

Examples of other support provided

- Women’s empowerment and alternative income-generating activities, such as vegetable gardens and soap making
- Triangulation of loans between co-ops, agrochemical suppliers and Sucden, in order to enable farmer access to these inputs

**SAI Pilot**

Respect for human rights is being legislated in many countries around the world, for example the UK’s Modern Slavery Act and the US TFTEA regulation.

In order to better understand how to manage human rights in the cocoa supply chain,

we have hired a labor compliance expert called Social Accountability International (SAI) to conduct an assessment of our direct supply chain in Ivory Coast, a country which has been identified by international bodies as having both forced labor and child labor issues. The assessment is currently underway, and we are awaiting the report from SAI, which will assist us in addressing any identified area of concern.

**Certified/sustainable product volumes**

In 2018, Sucden sourced:

- 46kt of cocoa from sustainability programs in Ivory Coast, Ghana, Nigeria and the Dominican Republic, out of about 550kt sourced from those countries
- 6kt of certified coffee from Indonesia, India and Vietnam, out of 86kt sourced from those countries and 12kt certified coffee bought from third-party exporters globally
- 60,000 m<sup>3</sup> of certified ethanol, out of more than 110,000 m<sup>3</sup>
- 30kt of Bonsucro certified sugars

In 2018, Sucden produced 155,000 tons of FSA certified sugar in Russia, out of about 500,000 tons.

**Perspectives and ongoing projects**

Sucden anticipates ongoing demand for program and certified products. As such, we are structuring our organization and processes to increase our capacity to grow and enhance our sustainability programs at origin.

Given our increasing sustainable cocoa volumes, we are expanding our expertise and growing our Ivory Coast and Ghana teams. We will also continue to identify experts in the field to assist us with the more technical components of our customers’ programs, such as forestry and gender.

**Programs’ impact monitoring**

Key indicator	Targeted farmers	Hectares covered by programs	Number of people trained
<b>Cocoa programs in Africa</b>	49,700	150,921	30,184
<b>Coffee programs in Asia</b>	1,493	6,093	3,315
<b>Grand total</b>	<b>51,193</b>	<b>157,014</b>	<b>33,499</b>

## COMMUNITY ENGAGEMENT CONTINUED

### PROGRAMS IN PRACTICE: COCOA IN IVORY COAST

Sucden is involved in cocoa sustainability activities with a number of multinational clients in the world's largest cocoa producing origin, Ivory Coast.

Sucden works in collaboration with chocolate manufacturers and cocoa processors to develop sustainability programs, volumes, budgets, timelines and reporting. Together we work on driving more impact at the farmer and community levels as well as focusing on implementing forestry initiatives within cocoa supply chains.

Sucden works to improve the capacity of farmer organizations and to advance farmers' agricultural practices. We assist in digitizing key data for ease of analysis and retrieval to support the improvement of overall internal management systems and, to develop a more commercial approach to their businesses. Sucden also helps farmer organizations to GPS map farms involved in our sustainability programs.

For instance Sucden provides training on good agricultural practices, farm safety, the ethical use of labor and the protection of the environment. We develop and implement child labor monitoring and remediation systems within many of our program communities.

We collaborate with individual communities to create social initiatives at local level, bringing in external expertise where appropriate. We work in communities to diversify nutritional intake by building community managed vegetable gardens, we support new sources of clean water through the boring of wells as well as create and support gender empowerment action plans. As part of our child labor monitoring and remediation system, we support the building of classrooms and schools.

Today we work with 23 farmer organizations across the cocoa growing regions of the Ivory Coast, reaching approximately 24,000 farmers. We continue to expand our sustainable footprint, growing the number of farmers and farmer organizations' partners with whom we work.







## PROGRAMS IN PRACTICE: **COFFEE IN INDONESIA**

In 2017 one of our main customers selected Sudden for addressing issues found in the supply chain of smallholder Robusta farmers in Indonesia.

Through field research, interviews with sustainability managers in the region, and identification of the main factors keeping farmers in poverty, the solutions began to coalesce into an ambitious goal to help empower farmers and fill knowledge gaps to help secure a future for smallholder coffee farmers of South Sumatra.

### **Strategy and objectives**

Creating a solid business strategy for farmers is important for economic survival in the emerging market for higher quality Robusta coffees. In addition, the project is addressing the main environmental risks in this region, particularly deforestation. Taken together, building farmers' knowledge around the markets and quality production through use of long-standing agroforestry techniques, this approach emphasizes collaboration within the community to form cooperatives, with facilities supported by the local government.

### **Crop management**

Through the use of an agridata management system, we have been able to collect data to systemize and quantify information collected from farmers throughout the project's duration. This same application can help assure buyers that the coffee from these farms is not being sourced from a deforested area.

### **SDM Study**

Working with other agencies, we began in winter 2018 a Service Delivery Model (SDM) study to assess the long-term sustainability of the project.

### **Results and prospects**

So far we have had one market-level training session (on quality, moisture, drying, etc.) by our local General Manager which reached around 200 farmers.

We are involved with local farmers and the next generation of farmers in designing agroforestry plots in the area, using traditional as well as improved agroforestry farming methods.

And by 2019 we hope to have several buying stations run independently by a cooperative that can support itself due to its improved quality and reduced inputs.



USD 650,000  
Project budget

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350  
Farmers reached through training

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4  
Number of training sessions in 2018

## COMMUNITY ENGAGEMENT CONTINUED

### Contributing voluntarily to universal causes

#### Approach

Sucden supports causes that are important to us, by contributing financially and through skills sponsorship to recognized organizations, causes and specific projects. We are particularly keen on health and education projects in the origin countries where we source and process commodities. We committed to allocating more than 1% of our consolidated net income to such activities.

#### *Fondation Sucres & Denrées*

Sucden has a corporate foundation whose purpose is to guide and support causes related to nutrition, education, medicine or the environment. From its head office in France, the Sucres & Denrées Corporate Foundation aims at providing support to programs and initiatives that help to solve problems rather than simply treat symptoms.

#### Achievements

#### *Fondation Sucres & Denrées*

Since 2015, the Foundation has supported the Movement for Education, Health and Development (MESAD) in Ivory Coast. This contributes to the protection of children and the fight against poverty in 10 rural communities in the east of the country. This support seeks to empower the populations, using modern agricultural practices and the elimination of child labor with the intention of increasing incomes and improving children's living conditions. In addition to developing sustainable farming practices, the project has already supported the construction of 10 schools.

1 <https://www.opals.asso.fr/en/>

2 <https://www.sidaction.org/>

3 <http://www.coupdepouceassociation.fr/general/about-us/>

#### *Group donations and partnerships*

In 2018, Sucden contributed more than 1.9 million USD to various organizations and initiatives; this represents 1.9% of our 2018 consolidated net income.

A few examples of charities supported by Sucden in 2018:

#### – The Pan-African Organization to Fight for Health (OPALS)

OPALS<sup>1</sup> is a medical organization dedicated to maternal and child health in Africa.

#### – Sidaction

Sidaction<sup>2</sup> fights against AIDS by supporting research programs, community care programs, and by providing treatment and assistance for the sick, both in France and abroad. Sucden's donation is specifically dedicated to programs in Africa.

#### – Institut du Cerveau et de la Moelle épinière – ICM (Brain & Spine Institute)

ICM is an international brain and spinal cord research center whose innovative concept and structure make it the only institute of its kind in the world. The ICM brings patients, doctors and researchers together with the aim of rapidly developing treatments for disorders of the nervous system and enabling patients to benefit from them as quickly as possible.

#### – Association Coup de Pouce

Coup de Pouce<sup>3</sup> works in partnership with municipalities and public schools in France to enable every child, regardless of their social environment, to chart a course toward academic success.

Additionally, all of our subsidiaries are able to make donations to organizations and causes of their choice with the condition that they must relate to local issues, such as financing nurseries for children, local charity programs or support for employees' humanitarian projects. Their contribution is included in the Group figure disclosed in this section.

USD 1.9 million

Donated January to December, 2018

1.9%

Net income donated



# AUDITORS' REPORT

**Report by one of the Statutory Auditors, appointed as an independent third party, on the consolidated non-financial performance statement in the Management Report**

**For the year ended 31 December 2018**

## **To the annual general meeting,**

In our capacity as the Statutory Auditors of your company (hereinafter the "entity") appointed as the independent third party, certified by the French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049<sup>1</sup>, we hereby report to you on the consolidated non-financial performance statement for the year ended on December 31st, 2018 (hereinafter the "Statement"), included in the Group Management Report, in accordance with the legal and regulatory provisions of Articles L.225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

## **Responsibility of the entity**

It is the Board of Directors' responsibility to prepare a Statement in accordance with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of policies applied to mitigate these risks and the outcomes of those policies, including key performance indicators.

The Statement has been prepared applying the procedures of the entity (hereinafter the "Guidelines"), the most significant aspects of which are presented in the Statement and available upon request at the entity's headquarters.

## **Independence and quality control**

Our independence is defined by the provisions of Article L.822-11-3 of the French Commercial Code and the French Code of Ethics for statutory auditors (*Code de déontologie*). Moreover, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable ethical rules, professional standards, laws and regulations.

## **Responsibility of the Statutory Auditor appointed as independent third party**

On the basis of our work, it is our responsibility to express a limited assurance opinion about whether:

- the Statement complies with the provisions of Article R. 225-105 of the French Commercial Code;

- the information provided (hereinafter the "Information") is fairly presented in accordance with Article R.225-105-I(3) and II of the French Commercial Code concerning policy outcomes, including key performance indicators and actions relating to the main risks.

However, it is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory provisions ;
- the compliance of products and services with applicable regulatory provisions.

## **Nature and scope of our work**

We performed our work described below in compliance with Article A.225-1 et seq. of the French Commercial Code (*Code de commerce*), defining the conditions under which the independent third party performs its engagement, and with the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* or CNCC) relating to this engagement and with ISAE 3000 (international standard on assurance engagements other than audits or reviews of historical financial information).

We conducted work to form an opinion on the Statement's compliance with legal and regulatory provisions and the fair presentation of the Information therein:

- We gained an understanding of the activity of all companies in the consolidation scope, of the Entity's exposure to the main social and environmental risks relating to the business activity including any related policies and their outcomes;
- We assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, neutrality and clarity, by taking into consideration, where relevant, the sector's best practices;
- We verified that the Statement covers every category of information required under Article L.225-102-1, Paragraph III concerning social and environmental matters;
- We verified that the Statement presents the business model and the main risks relating to the activity of all companies in the

consolidation scope, including – if relevant and proportionate – risks due to its business relationships, products or services, as well as policies, actions and outcomes, including key performance indicators;

- We verified that the Statement presents the disclosures required under article R. 225-105, Paragraph II, of the French Commercial Code if they are relevant given the main risks or policies presented;
- We obtained an understanding of the process for selecting and validating the main risks;
- We enquired about the existence of internal control and risk management procedures implemented by the entity;
- We assessed the consistency of the outcomes and key performance indicators with the main risks and policies presented;
- We verified that the Statement covers all companies in the consolidation scope in accordance with Article L. 233-16, within the limits specified in the Statement;
- We assessed the data collection process implemented by the entity to ensure the completeness and fair presentation of the Information;
- For key performance indicators and the other quantitative outcomes<sup>2</sup> that we considered the most important, we set up:
  - analytical procedures to verify that collected data is correctly consolidated and that any changes to the data are consistent;
  - tests of details based on sampling to verify that definitions and procedures are correctly applied and to reconcile data with supporting documents. The work was carried out with a selection of entities contributing<sup>3</sup> to the reported data and represents between 52% and 100% of consolidated data of key performance indicators and outcomes selected for these tests;
- We referred to documentary sources and conducted interviews to corroborate the qualitative disclosures (actions and outcomes) that we deemed the most important<sup>4</sup>;
- We assessed the overall consistency of the Statement based on our understanding of all companies within the consolidation scope.

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

#### **Means and resources**

Our work drew on the skills of five individuals and was conducted between December and April for a total working time of approximately three weeks.

To assist us in conducting our work, we called on our firm's sustainable development and corporate social responsibility (CSR) specialists. We conducted ten interviews with the individuals responsible for preparing the Statement.

#### **Opinion**

Based on our work, we have no material misstatements to report that would call into question the compliance of the non-financial performance statement with the applicable regulatory provisions, or the fair presentation of the Information, taken as a whole, in accordance with the Guidelines.

Paris-La Défense, April 11th 2019  
KPMG S.A.

**Fanny Houlliot**  
Partner  
Sustainability Services

**Laurent Genin**  
Partner

<sup>1</sup> Accreditation scope available at [www.cofrac.fr](http://www.cofrac.fr)

<sup>2</sup> Employees as of 31.12.18, and distribution by age, gender and geographical area; Turnover rate; Training hours per employee; Frequency rate of lost-time workplace accidents; Severity rate of workplace accidents; Absenteeism rate; Energy consumption; Water consumption; Waste production quantity; Waste recovery rate; Greenhouse gases emissions due to energy consumptions (scope 1 and 2).

<sup>3</sup> Sucres et Denrées S.A. (France); SDI and its subsidiaries (Russia).

<sup>4</sup> Certification of social and safety processes; Certification of environmental and sustainable farming processes; Measures taken to save energy and limit carbon footprint; Measures taken to conserve soil and protect biodiversity; Business practices certification for product safety and compliance; Assessment and training carried out to build a responsible supply chain; Sustainable sourcing programs; Voluntary contribution to universal causes.







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