



# CSM Ingredients group Sustainability Report 2023





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Dear Stakeholders,

2023 has been another pivotal year for CSM Ingredients group’s sustainability journey. Despite significant challenges, we have steadfastly pursued continual progress, guided by our unwavering commitment to our Net Positive vision which seeks to enable taste and nutrition for a new world.

Indeed, it is through the research and development of cutting-edge ingredient solutions that we can support the food industry in developing more nutritious and sustainable products that deliver great moments of joy to consumers.

During the past year, we have further enriched our open innovation approach by broadening our network of external collaborations and further building upon our internal skills, thus launching several new game-changing ingredients. From developing healthier fats and plant-based emulsions to fresh-keeping systems and egg replacement solutions, we have been relentlessly focusing on pushing innovation boundaries even further. This also led us to win, in collaboration with external partners, the “Plant-Based Innovation Award” at Food Ingredients Europe 2023.

Our unique approach to innovation and value creation is deeply integrated into our mission. We champion a synergistic relationship between nature and technology, tradition and innovation, craftsmanship and science, taste and well-being, with the aim of creating an interrelated ecosystem that not only continuously advances ingredients but also the way food is produced and consumed. Central to this interrelated ecosystem is the CSM Collective to which we belong.

Together with the other companies of the Ingredient-Tech Platform, throughout 2023 we cultivated cross-business synergies that have allowed us to combine expertise, heritage, and teams. The significance of these synergies cannot be overstated – they empower us to sail through the complexities of the global market more effectively, meet consumer demands with agility, leverage technological advancements, and to fuel sustainable growth.

All of this could not have been achieved without the commitment and dedication of our people. People play a crucial role in the grand tapestry of positive change. Through volunteer programs, local sustainability initiatives, and Diversity, Equity and Inclusion projects, we are cultivating what we refer to as the “Net Positive mindset”.

This culture ensures that our collective actions are in harmony with our vision of a sustainable and equitable world. Together, we are crafting a legacy – a future that is robust, vibrant, and nurturing for our communities, our company, and our precious planet.

This report is not just a summary of our achievements but an open invitation for dialogue with you, our stakeholders, and the entire industry. Let us continue this fruitful journey together.



**Christian Sobolta**  
Managing Director  
CSM Ingredients group



# About Us





# Company Profile

Headquartered in Luxembourg, CSM Ingredients group has a strong presence in the global market thanks to a diverse team of **1,501 employees** of various nationalities. The group's operations span **9 manufacturing sites, 18 offices, 4 innovation centers and 9 product development centers**.

Comprising of **CSM Ingredients** and **HIFOOD**, CSM Ingredients group is the partner of choice when it comes to ingredients for a wide range of companies in the food industry, including artisans, multinational corporations, foodservice providers, and retail chains. The group's **century-long heritage**, technical expertise, and international presence across over 120 countries are the cornerstones of the company’s reputation as a key player in the industry.

CSM Ingredients group offers a diverse portfolio of advanced ingredients for various market segments and across several product categories, including bread and fine pastry solutions, fruit preparations, fats and oils, fillings and coatings, plant-based products, and added value ingredients of natural origin. The group's products also include vegan, sugar-reduced, high-fiber, high-protein, additive-free, gluten-free, egg-reduced or egg-free solutions.

Employees

1,501

Net Sales (2023)

€650m

Manufacturing Sites  
Product Development Centers

9

Offices

18

Innovation Centers

4

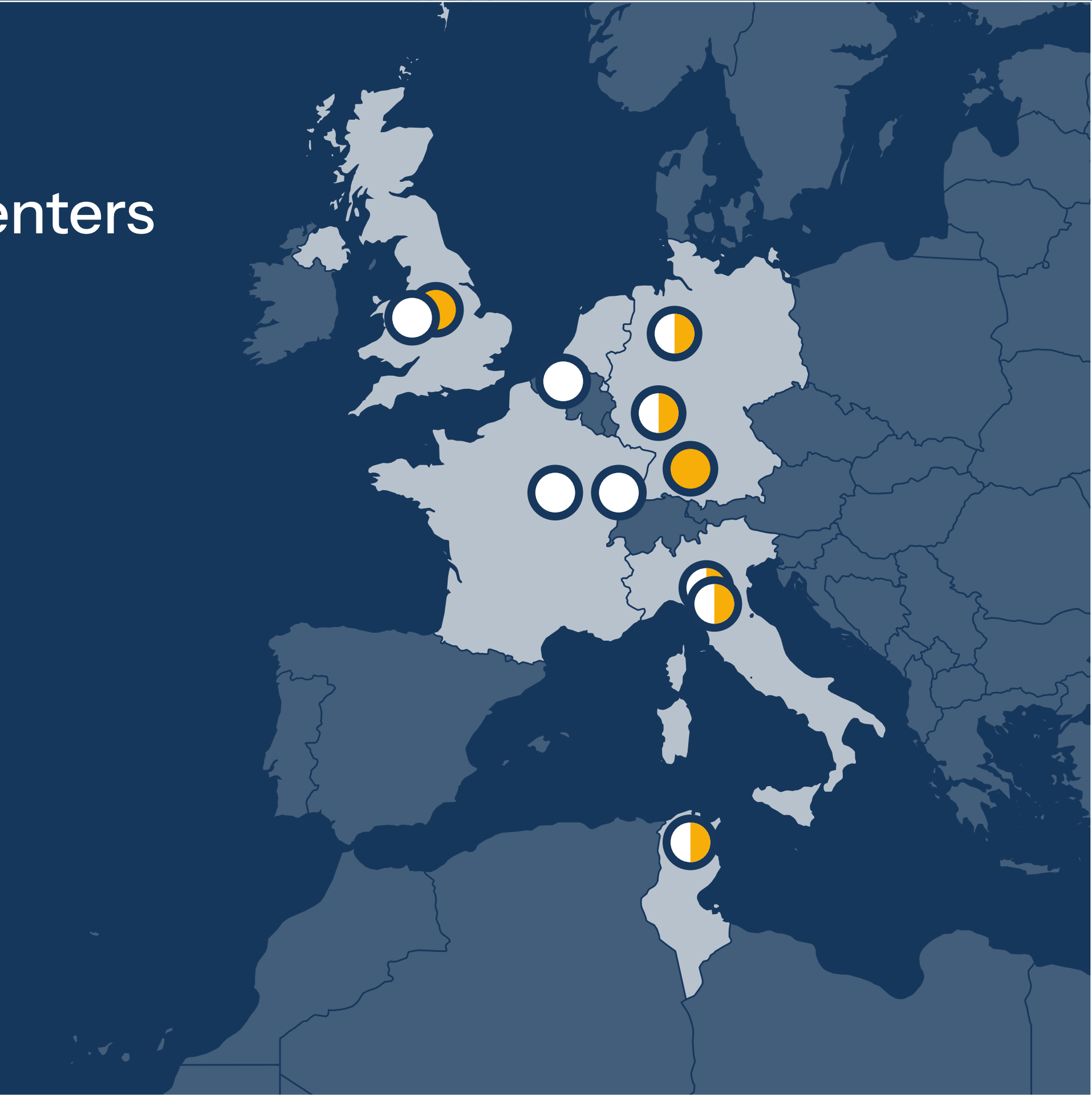


# Innovation and Product Development Centers

- Bingen, Germany
- Bischheim, France
- Crema, Italy
- Delmenhorst, Germany
- Goes, The Netherlands
- Parma, Italy
- Shanghai, China
- Gias, Tunisia
- Wirral, United Kingdom

LEGEND

-  Innovation and production development centers
-  Manufacturing sites
-  Both



# Manufacturing Sites

- Bischheim, France
- Crema, Italy
- Delmenhorst, Germany
- Gerlenhofen, Germany
- Manchester, United Kingdom
- Parma, Italy
- Shanghai, China
- Gias, Tunisia
- Goes, The Netherlands





# Our History

Founded in 1919, the **Centrale Suiker Maatschappij (CSM)** began as a sugar product manufacturer and trader and was listed on the Amsterdam Stock Exchange in 1920. Post-World War II, CSM expanded through strategic acquisitions, increasingly focusing on the food and confectionery markets, establishing a strong presence in Europe and North America. Through the decades, the company evolved greatly, expanding its portfolio of solutions and becoming a point of reference in the production of food ingredients for the bakery, fine pastry, dairy & non-dairy, and ice cream segments, first under the corporate brand CSM Bakery Products and, later, as CSM Bakery Solutions.

In 2021 the European and International divisions of the business were acquired by a fund managed by Investindustrial, a European group of independently managed investment, holding and advisory companies, marking a new era for CSM under the corporate name of CSM Ingredients.

Following the acquisition in 2022 of HIFOOD - a company that specializes in the research, development and production of clean-label **value-added ingredients of natural origin** - the group further expanded its expertise and knowledge regarding natural products, such as new fibers, proteins, gluten-free cores, additive-free and plant-based systems.

Today, CSM Ingredients group is part of an **Ingredient-Tech Platform**, a collective of diverse companies united by one, shared purpose: to support the evolution of the food ecosystem enhancing human well-being and planet health. The Platform effectively combines extensive synergies across businesses and deep multi-sector expertise to deliver cutting-edge ingredient solutions that meet and foresee customer demands, enabling taste and nutrition for a new world.



# Our Strategy

CSM Ingredients group’s ambition is to become Net Positive. Our goal is to leverage innovation to employ the planet's resources in a more sustainable manner and enable the production of more nutritious, tastier foods and drinks, while nurturing a workplace where employees feel valued.

CSM Ingredients group is embracing a holistic approach, striving to rethink the way every-day business is done. Pursuing sustainable product innovation, reducing waste, increasing the use of renewable electricity, empowering cultural transformation, fostering a more diverse work environment, and ensuring ethical working conditions are reinforced across the whole supply chain are just a few of the areas CSM Ingredients group is tackling in order to achieve its vision of becoming Net Positive.

**This vision is encapsulated in CSM Ingredients group's Thrive for Impact strategy, which is founded on three core elements: People, Planet, and Product.**

The strategy is aligned with the United Nation Sustainable Development Goals (SDGs), set by the United Nations in September 2015 as part of the 2030 Agenda for Sustainable Development. It addresses in particular SDG 3 "Good health and well-being"; SDG 12, "Responsible consumption and production"; and SDG 13, "Climate action".

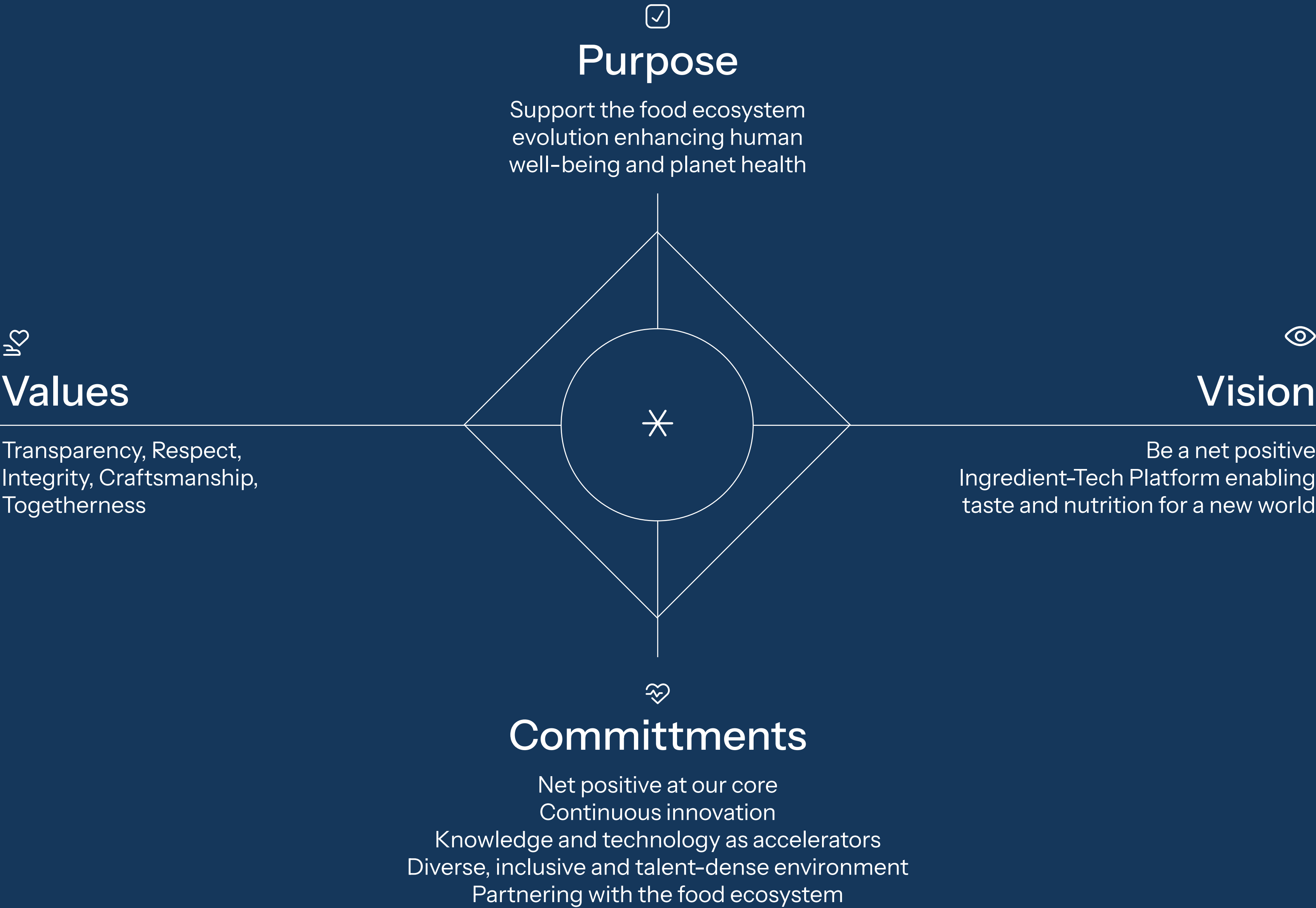
As part of its commitment to sustainability, in 2021, CSM Ingredients group became a signatory to the United Nations Global Compact (UNGC), marking a formal commitment to sustainable practices. The UNGC is a voluntary initiative that promotes the integration of universal sustainability principles and the development of partnerships that support the objectives of the UN. It outlines Ten Principles that span critical areas such as human rights, labour, the environment, and anti-corruption.





# Our North Star

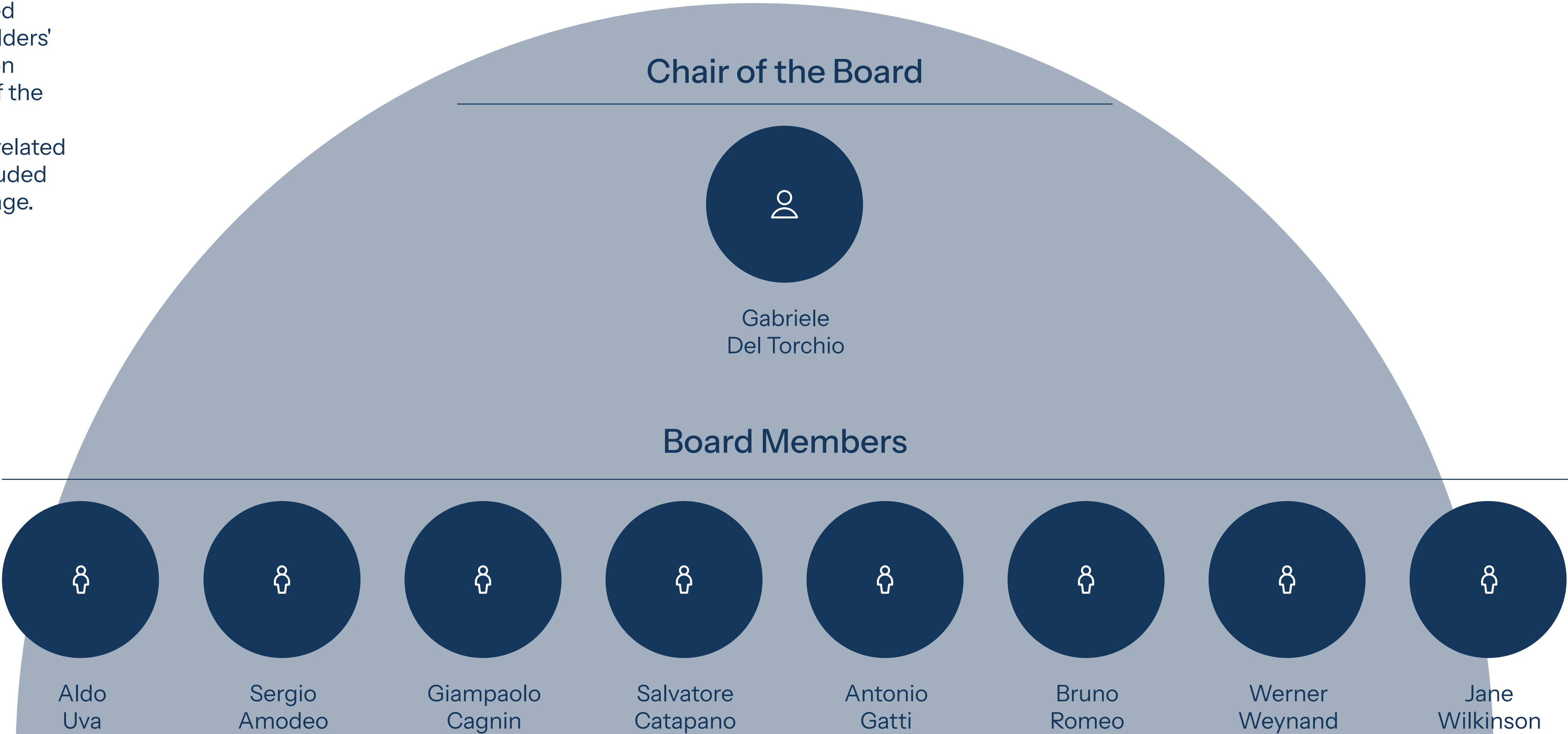
Deeply rooted within the group’s strategy, our North Star represents the company's strategic direction, a clear visualization of its **vision, purpose, commitments, and values**. These principles are the foundation of CSM Ingredients group's operations, as they encapsulate the company’s essence, and direct its actions and decisions. The four components of the North Star are interlinked and collectively contribute to the company’s growth and achievement.





# Our Governance Model

All Board members are selected and appointed by the Shareholders' Meeting based on an evaluation of their skills and knowledge of the company's management. As for the time being, no ESG related incentives and targets are included within the remuneration package.







CSM Ingredients group is led by **Aldo Uva**, the Chief Executive Officer (CEO). **Christian Sobolta** was appointed Managing Director to drive sales and steer research & innovation.

Starting in 2023, a **Head of Sustainability** was appointed and a **Sustainability Steering Committee** was set up to form the ESG governance of the group. The Committee is responsible for integrating the Net Positive Vision into the company’s core business, by carrying out several activities:

- The Committee sets the strategic direction for sustainability efforts, aligning them with the mission, vision, and long-term goals.
- It evaluates and prioritizes sustainability initiatives based on their potential impact, feasibility, and alignment with organizational priorities.
- It oversees the execution of these initiatives and monitors performance against sustainability targets.
- It ensures sufficient resources are allocated to support the implementation of sustainability initiatives effectively.
- It supervises how CSM Ingredients group engages with its stakeholders and ensures all companies comply with the applicable legal and regulatory requirements, and international standards.

In addition, five **Sustainability Project Leaders** were appointed at the end of 2023 to lead dedicated projects linked to strategic sustainability priorities with the aim of creating value and positive impact on the business, including Responsible Sourcing, Climate Action, and Healthy and Nutritious Products.



# Business Ethics and Integrity

Recognizing that the foundations of Sustainable Growth and Positive Impact lie in a bedrock of transparency, integrity and respect, in the course of 2023 the group invested significantly in order to introduce **policies** designed to tackle bribery, corruption, conflict of interest and contract management, all endorsed by the Board of Directors (BoD). They include an updated **Business Code of Conduct**, a **Confidentiality and Information Sharing Policy**, a **Contract management Policy**, an **Anti-Bribery & Corruption** and **Conflict of Interests Policy**, an **Antitrust Policy**, an **Inspection and down raids Policy**, a **Travel Policy** and a **Whistleblowing Policy**. The goal of these policies is to uphold the highest standards of ethical conduct in all business activities while enforcing a zero-tolerance approach to bribery and corruption.

The policies require strict adherence to both the company's ethical principles and applicable laws, prohibiting any form of bribery, either directly or through intermediaries. They also stress the need for **transparency and integrity** outlining the responsibilities of employees, including the need for regular anti-bribery trainings. These policies are applied universally to all the employees of the group at any level and set the expectations regarding the level of ethics that shall be maintained both internally and externally.

Furthermore, CSM Ingredients Italia S.p.A. in 2023 actively worked towards the implementation of its Organisational Model 231, the adoption of which is foreseen for 2024, in full compliance with the Italian law. Model 231 outlines a preventive system that includes risk assessment, ethical guidelines, control measures, and a dedicated supervisory body to deter and address potential offenses and unlawful misconducts within the company.







CSM Ingredients group also implemented a **Whistleblowing Policy**, an essential mechanism for the disclosure of potential violation of laws, of the group's Code of Conduct, and more broadly of any unethical and unlawful behavior. This policy plays a key role in detecting and mitigating risks that could be detrimental to the company and, more broadly, to the public interest. Detailed information about the procedure is available on the company's website, providing explicit instructions for the submission, assessment, examination, and handling of reports. Additionally, the group has implemented a safe call channel that allows for anonymous reporting, further demonstrating its methodical management of whistleblowing and its dedication to maintaining high ethical standards in business operations.

In 2023, CSM Ingredients group updated its **Supplier Code of Conduct**, emphasizing the critical role suppliers play in maintaining a supply chain that mirrors the group's ethical standards, environmental consciousness, and fair labor practices. Apart from expecting suppliers to abide by the legal requirements of their operating regions, the Supplier Code of Conduct ensures responsible sourcing and fosters continuous improvement in the company's relationships with all suppliers, including subcontractors.



In the near future, CSM Ingredients group is set to adopt a **Code of Ethics**, a document that will embody the company's values and principles, providing clear guidelines for all individuals associated with the organization, including managers, employees, consultants, and suppliers. The aim is to nurture a corporate culture that is built on integrity, fairness, sincerity, loyalty, respect, balance, objectivity and transparency.

Looking ahead to 2024, CSM Ingredients group will focus on further enhancing its organizational structure, developing three main drivers: governance, risk management, and internal controls.

The objective is to establish and apply a system that increases the level of integrity and responsibility within the company's operations.





# Our Stakeholders

CSM Ingredients group actively engages with a broad spectrum of stakeholders, including customers, distributors, employees, suppliers of raw materials and service providers, end consumers, competitors, lawmakers, public administration and regulators, financial institutions and shareholders, trade unions, and local communities.

CSM Ingredients group is committed to integrating sustainability into all aspects of its operations and value chain, and a key part of this commitment is the continuous improvement of the interactions with key stakeholders. Through regular and meaningful dialogue, the group has obtained critical insights that have been instrumental in formulating targeted strategies to address the challenges that arise.





# Our Materiality Analysis



Sustainability is a cornerstone of CSM Ingredients group's vision, integral to all its activities and pivotal in maintaining its positioning as an innovative and conscientious leader in the food ingredients sector. This document outlines the group's sustainability commitment for the upcoming years, which is founded on a rigorous and analytical process.

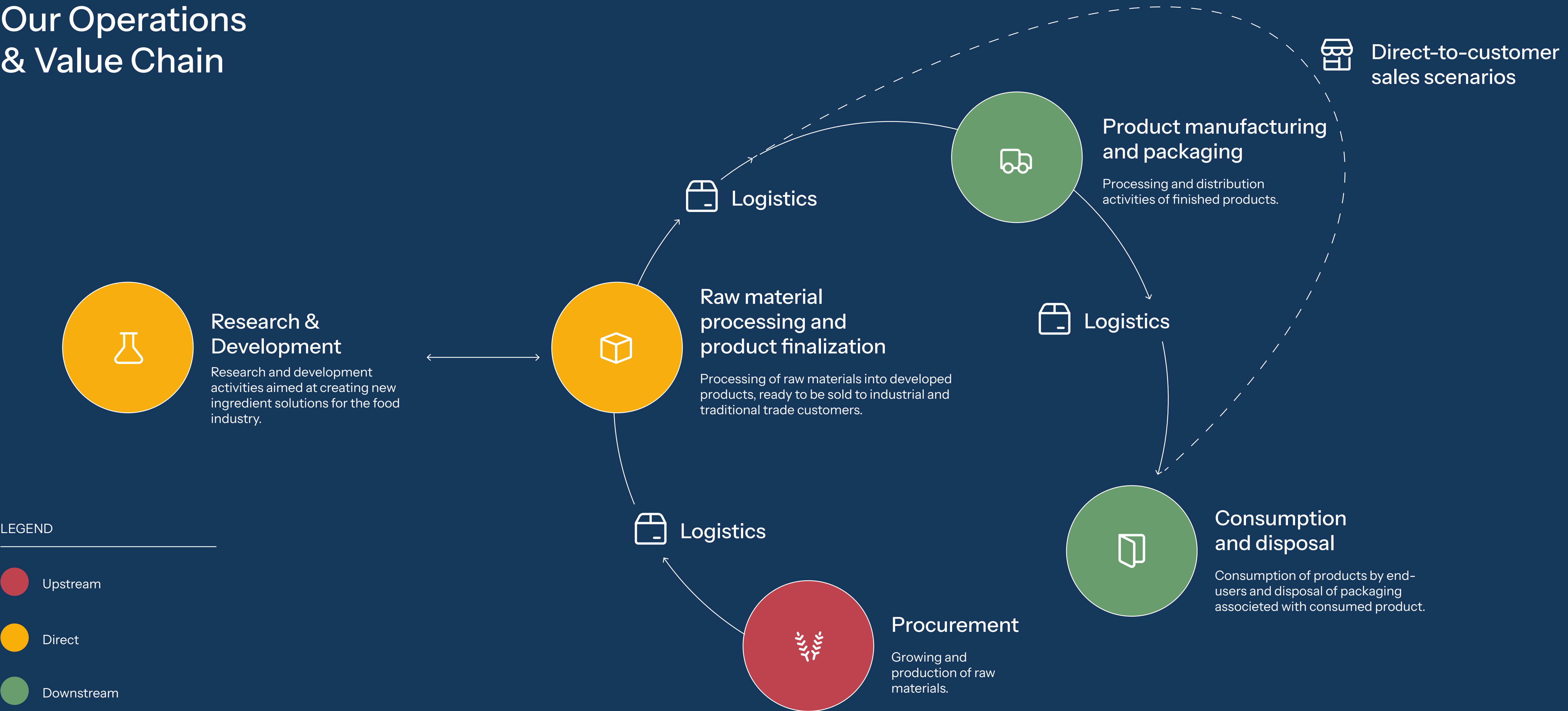
In 2023, CSM Ingredients group strengthened the theoretical underpinnings of its sustainability framework by integrating the results of the materiality analysis conducted in 2022, to align its structure with the GRI Standards 2021. The assessment identifies and prioritises the **impacts**

of CSM Ingredients group operational context and of its activities on the economy, environment, and people, including human rights. Additionally, this analysis involves a screening of the prevailing trends in global sustainability among peers and competitors. This process allowed the group to develop a comprehensive list of impacts that vary from negative, potentially or actually causing harm, to positive, potentially or actually contributing to sustainable development. An evaluation of the relevance of these impacts was conducted, by examining their **severity** and **likelihood**, which led to ascertain the impacts that are of material significance for the group.

Specifically, the severity assessment considers three main dimensions: **scale**, which measures the extent of the impact on the economy, environment, and society; **scope**, which determines the impact's reach throughout the value chain; and **irreversibility**. The most significant impacts were then associated with material topics, thereby establishing the foundation for the disclosure in this Sustainability Report.



# Our Operations & Value Chain





In compliance with GRI Standards 2021, the impact materiality table below showcases the material topics associated with the actual and potential negative and positive impacts across the entire value chain, including upstream, direct, and downstream activities.

Material topic	Impact	Value chain
Climate Action		
	Contribution to climate change caused by GHG emissions and the use of fossil energy sources	Upstream, Direct, Downstream
Waste and Water Management		
	Emission of polluting substances into the air, soil and groundwaters	Upstream, Direct
	Depletion of water resources from water-stressed areas caused by intensive exploitation	Upstream, Direct
	Environmental damage generated by inappropriate waste management	Upstream, Direct, Downstream
Responsible Sourcing		
	Damage to ecosystems and biodiversity	Upstream, Direct
	Human rights violations along the value chain	Upstream, Direct, Downstream
	Impacts from irresponsible sourcing and supply chain mismanagement	Upstream



Material topic	Impact	Value chain
Governance & Business Ethics		
	Creation and distribution of economic value on the territory	Upstream, Direct, Downstream
Diversity & Inclusion		
	Failure to respect equal opportunities and diversity	Upstream, Direct
Health & Safety at Work		
	Damage to the health and safety of workers and collaborators	Upstream, Direct, Downstream
Employees' Well-being		
	Improvement of workers' well-being thanks to dedicated corporate initiatives	Upstream, Direct
Food Safety and Quality		
	Lack of implementation of good practices related to food safety	Upstream
Nutritious Products		
	Development of innovative solutions to promote consumers' well-being	Upstream, Direct, Downstream



# Impact on People



# Our People

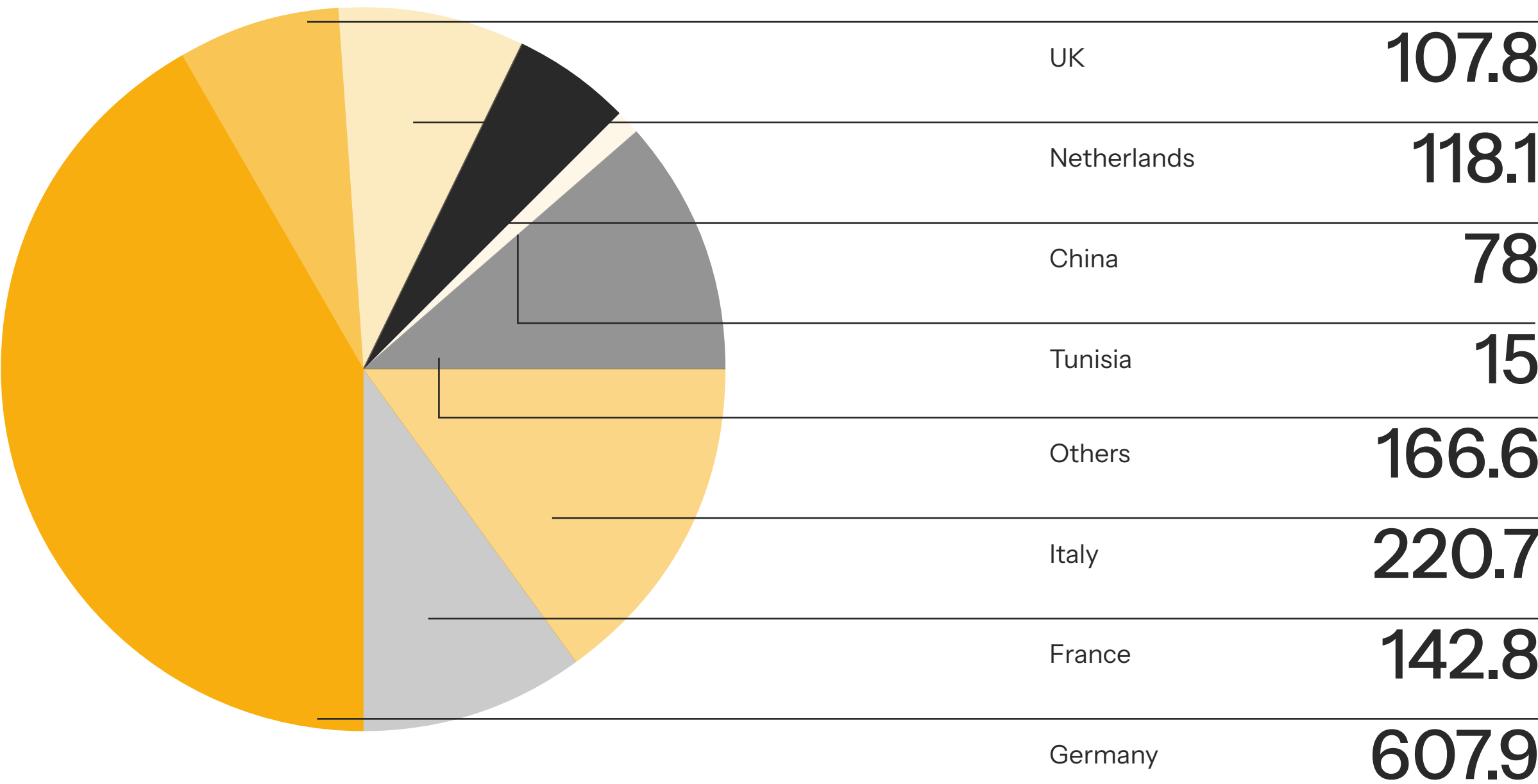
At CSM Ingredients group, we want to foster a positive impact on our people's well-being to enable them to thrive in their work. We understand that our company relies on people's success, and it is crucial to create a healthy and engaged working environment.

By the end of 2023, there were 1,501 total CMS Ingredients group employees, corresponding to 1453,1 FTEs. The employment rate for a permanent contract is 96%

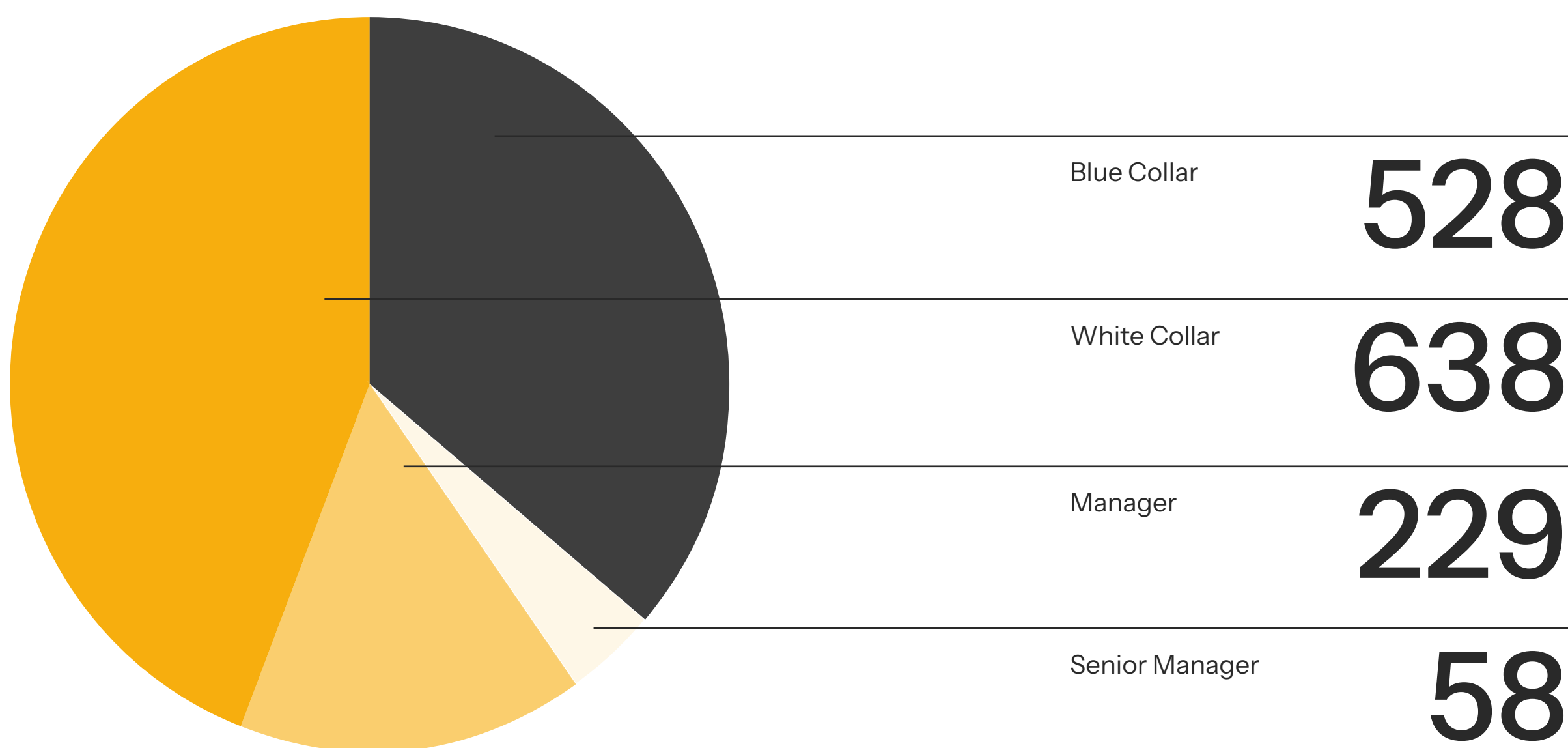
and on average the work seniority is of 14 years. This reflects our company's long-term commitment to secure work and life quality for our employees and their families, anywhere we operate in.

The group's global presence in terms of offices and productions plants enables us to gain unique richness in terms of **nationalities (50+)**, **languages (17)** and **cultures** working together. Embracing differences and forstering inclusion are the bedrocks of CSM Ingredients group's culture. Indeed, the company believes that every individual should be heard and valued, as this is crucial for building a better future for both employees and the wider communities. The company's ultimate goal is to foster a diverse, inclusive, and talent-dense environment, a key pillar to make a positive impact.

Employees Global Distribution (FTEs)



Total Workforce by Category



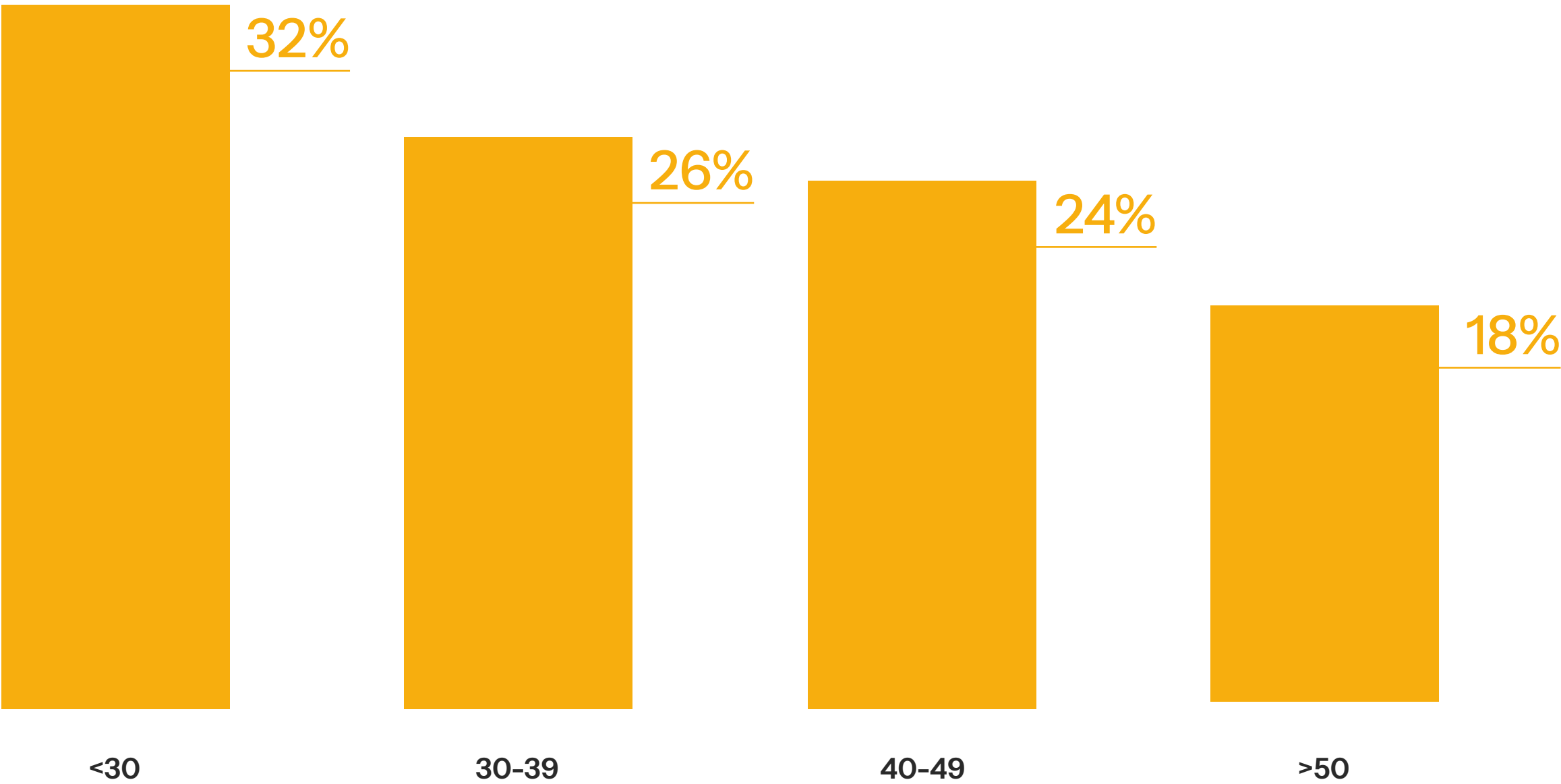


# Diversity and Inclusion

To make progress along the journey to create a diverse, inclusive and talent-dense environment – which is one of the commitments stated in the North Star model – in 2023 CSM Ingredients group launched some initiatives:

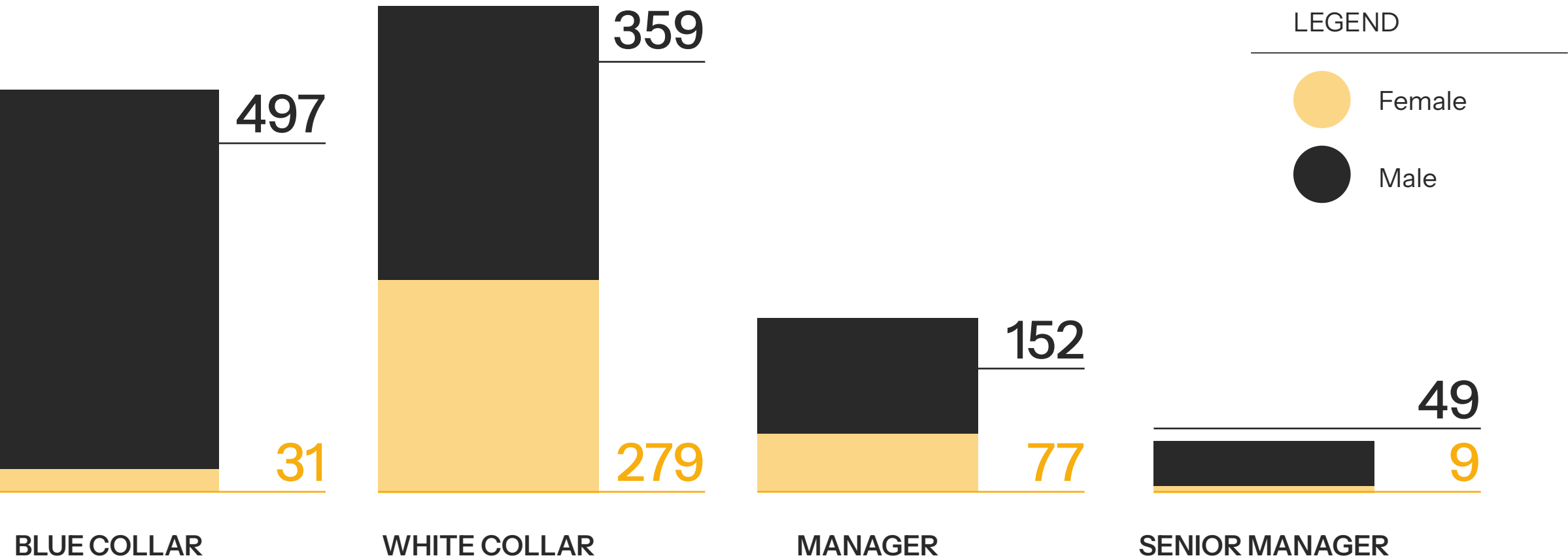
- **Workforce rejuvenation and generational mix rebalance.** An initiative that extends beyond the hiring process and drives us towards our vision, with actions that aim to organically rebalance the generational mix in order to foster new perspectives and new skills. Thanks to this plan, the average age of our workforce in the last 3 years decreased from 47.5 to 46 years.

Hiring 2023



- **Talent Management.** We created a Talent Management Committee to proactively manage people’s capabilities and offering opportunities aligned with our strategic goals. The Committee also aims to educate managers' sensitivity in assessing people’s performance in order to develop a common language for the creation of a talent-dense environment at any level of the organization and in various domains such as female leadership and inclusiveness. Our goal is to integrate our 287 managers in this process.
- **Gender representation rebalance.** In 2023, 73% of employees were men and 27% women. CSM Ingredients group operates in a sector that has traditionally seen a higher representation of males, particularly in blue-collar positions that are central to production and operations. This explains the percentage of male in the blue-collar cluster that is 94%. However, this year we have seen already impacts on the white-collars cluster population with 60% of male and 40% of female. We are fully committed to rebalance the overall male – female ratio with a specific focus on our operations and industrial departments.

Total Workforce Composition





As part of our engagement for Diversity and Inclusion, CSM Ingredients group is a signatory of the **Luxembourg Diversity Charter**. The Diversity Charter is an initiative by private and public companies, and associations and administrations grouped within IMS Luxembourg (Inspiring More Sustainability). It is part of the European network of Diversity Charters, led by the European Commission’s DG Justice, and is sponsored by Mrs Corinne Cahen, Minister for Family Affairs, Integration and the Greater Region.

Structured around 6 articles, the Diversity Charter guides organizations in the implementation of practices that promote cohesion and social equity through networks, workshops and conferences, involving all their employees and partners.





# Local Community Engagement

Our community engagement program encourages practical initiatives and interactions on the ground. We believe that the best way to engage with local culture and heritage is through tangible initiatives that go beyond our daily operations and that demonstrate our presence and care for the communities where we operate.

We support sports and well-being activities for important causes such as:

## Delta Ride for the Roses

Under a bright sun, our colleagues cycled between 80 and 120 km through the beautiful Zeeland landscape in June 2023 to raise funds for cancer research. Believing that well-being is essential both inside and outside the company, this event was not only a significant charity opportunity but also a valuable team-building experience.





Young Talent Program

We are also proud to support young talent through various programs, including our **Trainee Bakery and Pastry Professionals Program** in Germany. The ultimate goal of this program is to integrate participants into our Sales Team in Germany with a structured training and onboarding plan. This program targets young professionals aged 25 to 30 years, who have an educational background and experience in bakery and pastry. We actively recruit via social media, encouraging candidates to apply their specialized knowledge in the food sector while training them in sales techniques. In Germany, we also promoted a very special **young talent program**, inviting elementary school students at our premises to promote a healthy culture of work and gender-equality.

Christmas Charity Activities with Children

The well-being and future of children are close to our hearts. We are proud to support local Christmas projects with activities and donations at our locations in Bremen, Bingen, Delmenhorst, and Gerlenhofen, Germany. In December 2023, at our Innovation Center in Bingen, we organized a **Christmas baking class** for a group of children from a local elementary school, teaching them how to bake cookies and enhancing their culinary knowledge. With support from our bakery team, the children demonstrated their talent as young bakers by rolling out and cutting out the dough, as well as decorating the cookies.





# Health and Safety at Work

All employees are entitled to a healthy and safe working environment, which requires appropriate protective equipment and adequate training for the tasks they carry out.

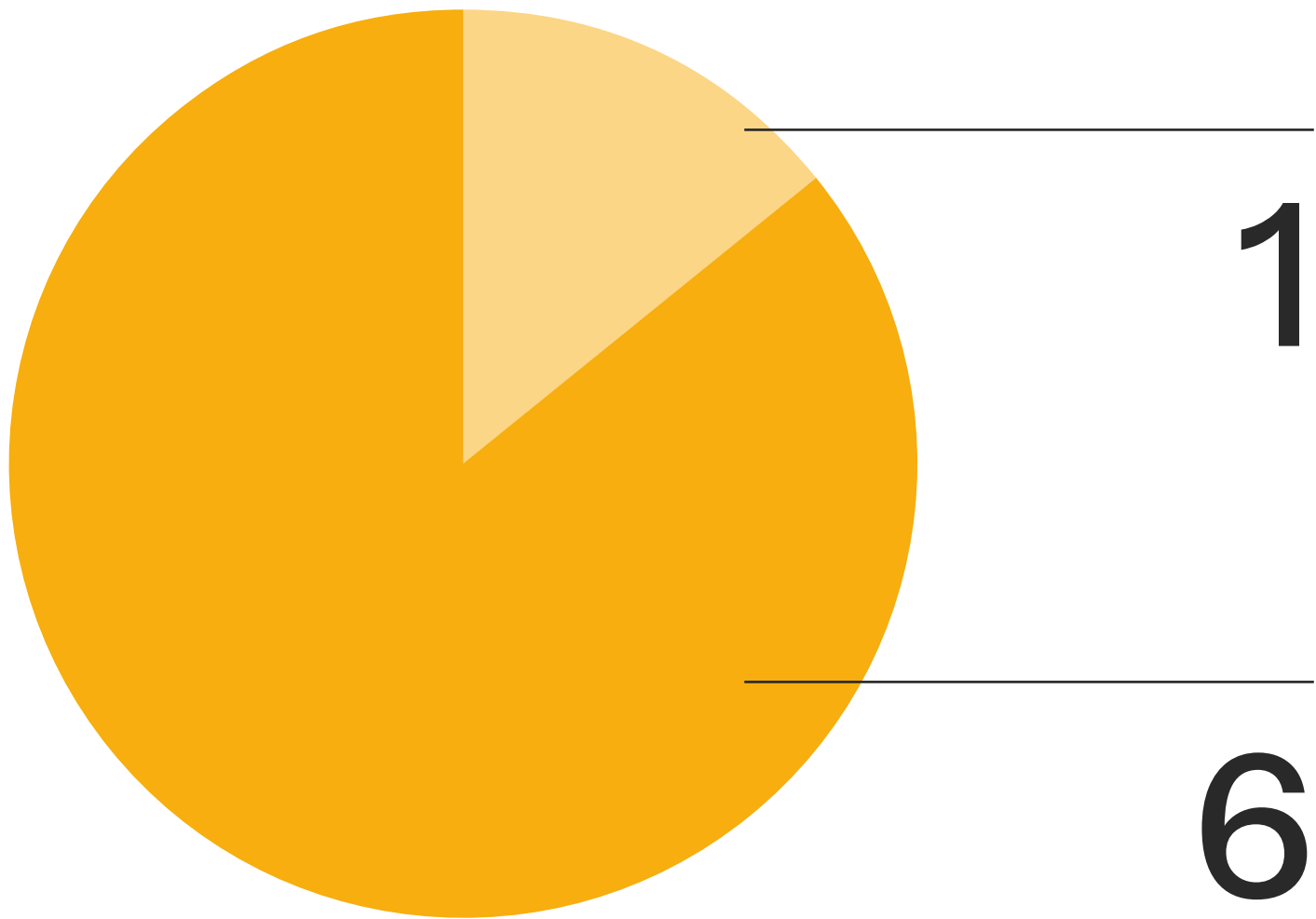
**In 2023, the group implemented a Policy on Safety, Health, Environment, Quality and Food Safety to specify its engagement as regards safety, risk assessment and mitigation.**

CSM Ingredients group upholds a Health & Safety Management System, **ISO 45001**, for the manufacturing site of Gias (Tunisia) and Gerlenhofen (Germany). Moreover, our **CARE 2.0 program** has been rolled out across the entire company to ensure the occupational health & safety of all employees. By leveraging the synergies between our food quality and food safety plans to achieve zero waste and zero incidents, our aim is to get ‘It Right the First Time Everywhere’. CARE 2.0 has been endorsed by all our plant managers.

The overarching Health & Safety department offers strategic guidance and leads the development of initiatives, tools, and programs that are implemented across the entire group. It also sets the minimum health and safety requirements for all CSM sites and facilities, ensuring that local health and safety procedures and programs are fully compliant with both local regulatory standards and CSM Ingredients group requirements. Each year, the group assesses the number of injuries and takes action, to mitigate the risks that cause such accidents.

In 2023, CSM Ingredients group reported 7 work-related injuries (LTI) from a total of 3,340,444 contractual hours worked. General actions were taken to increase safety awareness and strengthen local safety audits.

Accident Categories



LEGEND

- Accidents that resulted in a worker being incapacitated for more than 3 consecutive days
- Accidents that resulted in a worker being incapacitated for more than 7 consecutive days





CSM Ingredients group Health & Safety Performance		2023
Overall Number of Hours worked in the Reporting Period		3,340,444
Total Number of Recorded Near-Miss/Close Call Events		107
Accident Severity Rate <sup>1</sup>		2.1%
Lost Time Injury Frequency Rate (LTIFR) <sup>2</sup>		0.42

<sup>1</sup> Calculated by multiplying the number of workdays lost due to work accidents by 1,000, then dividing by the total hours worked in the reporting period.

<sup>2</sup> Calculated by multiplying the total number of lost time injuries by 200,000, then dividing by the total number of hours worked in the reporting period.



# Human Rights along the Value Chain

CSM Ingredients group places people's well-being at the center of all its operations and throughout its entire value chain. The group is committed to fostering a relationship of mutual trust and collaboration with its suppliers, while also diligently monitoring and overseeing processes as much as possible.

To ensure alignment with its core values and to nurture robust relationships founded on shared principles and attitudes, the group requests its suppliers to adhere to its **Supplier Code of Conduct**. This code was created to support fundamental human rights and encompasses aspects such as employee health and safety, working hours, wages, forced labour, and environmental protection. In the coming years, CSM Ingredients group, is committed to enhancing its supplier engagement program and promoting the integration of ESG criteria throughout its supply chain.

The group is resolutely opposed to any form of illegal or unethical treatment of individuals, including slavery, unlawful child labour, and human trafficking. It has undertaken actions in line with the UK Modern Slavery Act 2015, as detailed in a recent statement by CSM Ingredients UK Limited.

Furthermore, the group is also a **member of Sedex**, the Supplier Ethical Data Exchange. Sedex offers technological solutions and insights for the implementation of responsible business practices and supply

chain policies. These solutions assist organizations in managing their supply chains to identify, prevent, and address issues, guaranteeing fair working conditions for those who manufacture their products and provide their services. Sedex's offerings are in line with the United Nations Guiding Principles for Business and Human Rights (UNGPs) and support the achievement of the UN Sustainable Development Goals (SDGs).





# Impact on the Planet



# Our Environmental Commitment

At CSM Ingredients group, being a Net Positive company means supporting the food ecosystem evolution, enhancing human well-being and planet health by generating value for people and our planet through our products.

In recent decades, there has been a marked increase in awareness regarding the importance of environmental protection; it has been propelled by significant advancements in regulations – encouraging energy efficiency and environmental stewardship – as well as by an expanding array of voluntary certification schemes available to businesses. CSM Ingredients group recognizes that investing in sustainability transcends regulatory compliance; it is the base of a holistic and progressive strategy aimed at confronting the urgent challenges of climate change and other environmental and social issues.

As an important player in the global food industry, CSM Ingredients group is committed to reducing both direct and indirect Greenhouse gas emissions (GHG) from its operations and value chain (scope 1, 2 and 3). This commitment is reflected in the approach of running the business in an environmentally sound and sustainable manner. CSM Ingredients group aims at implementing internal processes and programs designed to prevent, manage, and mitigate its environmental and climate impacts across its operations and value chain.

In 2023, CSM Ingredients group actively invested in identifying and measuring the greenhouse gas (GHG) emissions generated

throughout its operations and entire value chain. Establishing this baseline is crucial to develop a future strategic plan focused on reducing the carbon footprint. Furthermore, the group has set specific environmental targets for each production plant to implement energy savings, increase the utilization of electricity from renewable sources, and reduce waste production. The goal is to foster a culture of environmental mindfulness and allow for tailored sustainability initiatives that address the unique challenges of each location.

High value is placed on maintaining transparency throughout operations and strictly adhering to all applicable environmental and energy regulations, laws, and site-specific permits.





The achievement of various ISO certifications by the company’s facilities is a testament to the group’s dedication to management excellence, as well as its commitment to being transparent and accountable. These certifications offer a structured approach for companies to ensure their operations are conducted efficiently and reliably. For stakeholders, these certifications act as a clear indication that the group not only complies with internationally recognized best practices, but that it also actively pursues continuous improvement.

**ISO 14001** certification focuses on environmental management, providing a framework for organizations to manage their environmental impact, adhere to relevant laws and regulations, and pursue continuous environmental improvement. Fulfilling the requirements of ISO 14001 illustrates CSM Ingredients group's pledge – among others – to diminish waste, enhance resource efficiency, and manage environmental hazards effectively. Currently, two sites are certified ISO 14001: Gerlenhofen, in Germany, and Gias, in Tunisia.

**ISO 45001** establishes the framework for creating, implementing, maintaining, and improving an occupational health and safety (OH&S) management system. This certification provides guidelines for managing the prevention of work-related injuries, as well as the provision of safe and healthy workplaces. It considers various aspects of health and safety, including hazard identification, risk assessment, and the implementation of controls to manage risks within the workplace. At the moment the plant at Gias, in Tunisia, is certified ISO 45001.





**ISO 50001** sets out the criteria for establishing, launching, sustaining, and enhancing an energy management system. This system encompasses the acquisition, storage, and consumption stages of energy resources within organizations and institutions. Across the group, two plants are certified ISO 50001: Gerlenhofen and Delmenhorst, both in Germany.

**ISO 9001** system focuses on quality management; it ensures that organizations consistently deliver products and services that meet customer and regulatory requirements while striving for continual improvement. Two plants have obtained the ISO 9001 certification: Shanghai, in China, and Gias, in Tunisia.



# Responsible Sourcing

In order to manufacture high quality ingredients, CSM Ingredients group procures a diverse array of materials globally. The group’s focus is to increase traceability, ensure transparency, and promote ethical sourcing practices throughout its entire value chain. Indeed, CSM Ingredients group’s goal is to provide customers with products that are crafted with care and responsibility.

The cornerstone of ethical production lies in **responsible sourcing**: CSM Ingredients group has been working diligently to ensure that all its suppliers adhere to stringent virtuous standards. The commitment is to ensure that every stage of production and procurement processes aligns with the principles of responsibility and integrity. The group is aware of the impacts that the production of specific materials can have on the environment and the well-being of global communities, always taking into consideration the delicate balance of natural ecosystems and the prosperity of local populations.







As a member of **Sedex**, the Supplier Ethical Data Exchange, CSM Ingredients group is part of a leading global organization in responsible sourcing. Sedex offers technological solutions and insights for the implementation of responsible business practices and supply chain policies. These solutions assist organizations in managing their supply chains to identify, prevent, and address issues, guaranteeing fair working conditions for those who manufacture their products and provide their services. Sedex's offerings are in line with the United Nations Guiding Principles for Business and Human Rights (UNGPs) and support the achievement of the UN Sustainable Development Goals (SDGs). The Sedex

platform features tools based on four pillars—health & safety, labor standards, environment, and business ethics—for supply chain auditing and assessment. Among these tools is the social audit methodology SMETA, which is widely utilized to help companies gain insight into working conditions within their supply chains.

Moreover, the regulatory framework has become an important driver to increase the collaboration with suppliers, as underscored by **EU Deforestation Regulation** (EU 2023/1115). The Regulation recognizes the imperative to curb deforestation and forest degradation. Consequently, a set of commodities has been identified,

with a focus on those associated with the main activities driving global deforestation: cattle, wood, cocoa, soy, palm oil, coffee, rubber, and some of their derived products. According to the regulation, any operator or trader who purchases these commodities must demonstrate that they are not sourced from land that has been recently deforested or that they have not contributed. CSM Ingredients group, in the course of 2024, will proactively adjust its procurement strategies and engage with its suppliers to ensure it complies with this new Regulation.





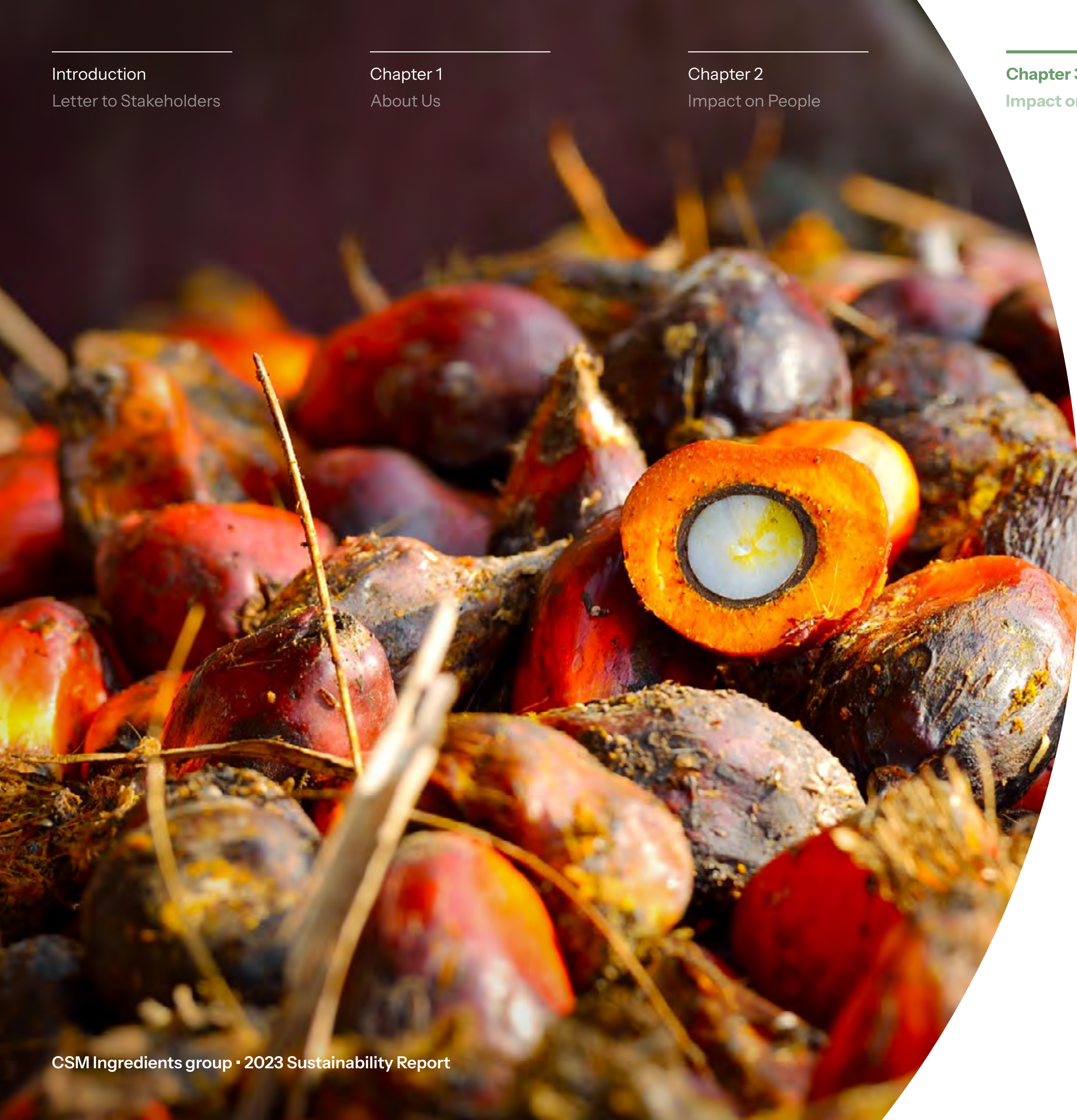
The group believes that cultivating strong partnerships and fostering a spirit of cooperation with suppliers, affiliates, and other third parties is not only beneficial but essential to securing a positive business environment. By promoting cooperation, the aim is to contribute actively to sustainable development and create a culture of ethical excellence in the industry. For this reason, a series of country-specific policies have been put in place to better adapt to the regulatory landscape.

Additionally, a comprehensive **Supplier Code of Conduct** has been implemented to serve as a guiding framework for the relationships with the group's Tier 1 suppliers.

The Supplier Code of Conduct emphasizes the commitment towards responsible sourcing and collaboration with suppliers to ensure sustainability, fairness, and transparency along the supply chain. The Code expects suppliers to adopt environmental sustainability practices, to ensure respect of human rights, and to maintain product safety, extending these responsibilities to their own supply chains.

During 2023, the group purchased a total amount of 216,924 tons of materials, mainly composed of food products, ingredients, and packaging materials.





The **Roundtable on Sustainable Palm Oil (RSPO)** is an international non-profit organization committed to promoting sustainability within the palm oil industry. It aims to unite different parties involved in the palm oil supply chain, from growers to processors, and from retailers to NGOs.

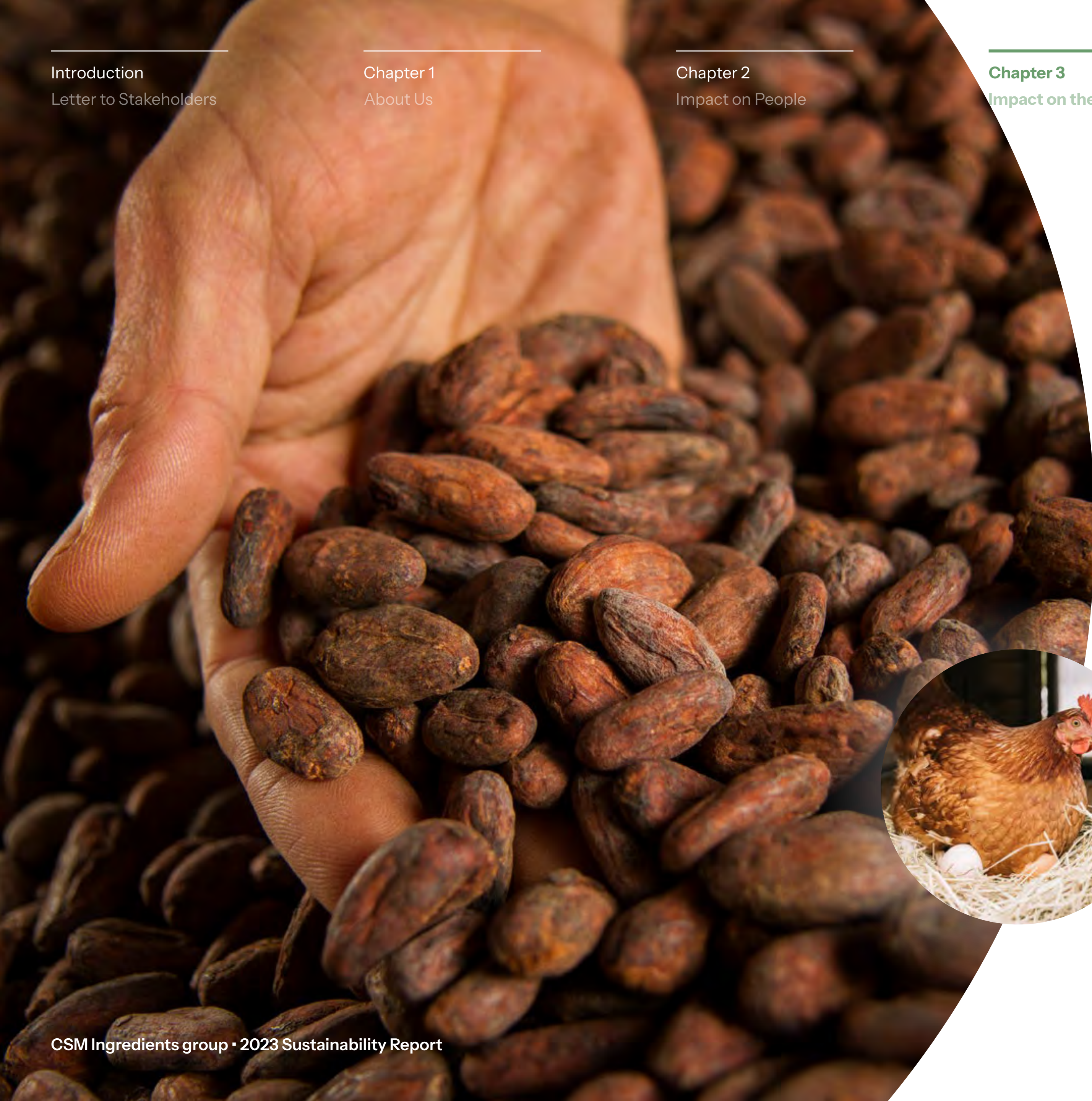
The core objective of the RSPO is to establish and enforce worldwide standards for sustainable palm oil. This is achieved through a system of licenses, certifications, and rigorous audits. In alignment with these goals, the Roundtable collaborates with various stakeholders, including companies like CSM Ingredients group.

Since 2021, the group has been a proactive member of this initiative. The company’s involvement underscores its commitment to fostering a sustainable future for palm oil production, which is a critical concern given the environmental and social challenges associated with this industry.

To further demonstrate its dedication to sustainability, CSM Ingredients group has ensured that all its manufacturing sites across Europe have obtained RSPO certification, a testament that reflects the ongoing efforts to operate responsibly and make a positive impact on both the environment and society through its procurement and business practices. In 2023, 74% of the total volume of palm oil purchased by the group was sourced under RSPO mass balance or segregated certifications<sup>3</sup>.

<sup>3</sup> For the reporting of certified palm oil, we report on the % of RSPO certified palm/palm kernel, and derivatives used as raw material (volume based)





The **Rainforest Alliance** is an international non-profit organization that champions sustainable agriculture of coffee, cocoa, tea, and hazelnut. The aim of its certification is to enable farmers to use better methods, grow improved crops, and generate higher income to improve their working conditions. The requirements to obtain the Rainforest Label include improved agricultural practices, effective farm management, safe and healthy working conditions, assessment of child and forced labor risks, and environmental protection. Companies that wish to obtain the certification must pass an audit from an independent certification body. About 55% of the direct supply of cocoa purchased by CSM Ingredients group in 2023 was certified under Rainforest Alliance<sup>4</sup>.

Additionally, 13% of all the eggs procured are cage-free. By choosing cage-free eggs, CSM Ingredients group supports farming systems that allow hens to roam, nest, and engage in natural behaviors, providing them with better living conditions<sup>5</sup>.

<sup>4</sup> For the reporting of certified cocoa, we report on the percentage of Rainforest Alliance certified cocoa powder and chocolate used as raw materials (volume-based)

<sup>5</sup> For the reporting of cage-free eggs, we report on the percentage of barn and free-range within the egg-based raw materials (volume-based)

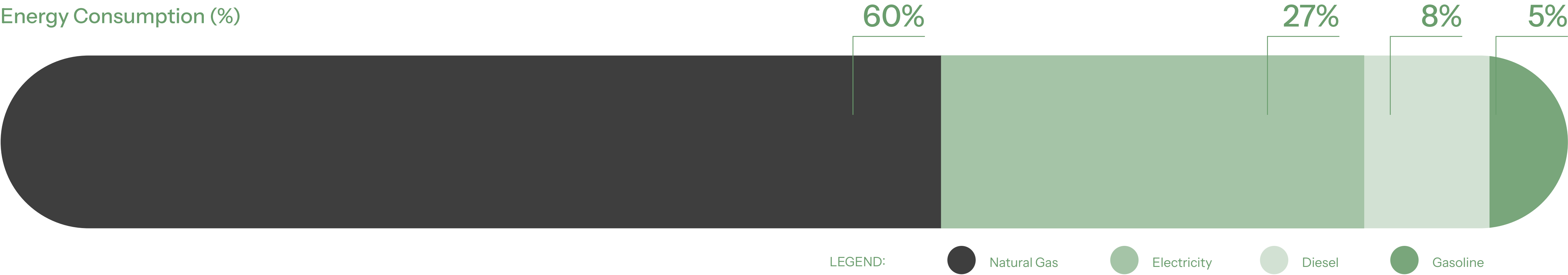


# Our Environmental Impact

## Energy and GHG Emissions

Within the group, the majority of the energy consumption derives from activities related to the production process, such as heating, cooling or other processes typical of the food industry. Moreover, ensuring the quality and characteristics of CSM Ingredients group’s products, also demands the maintenance of correct temperatures throughout production.

Energy Consumption (%)



In terms of energy consumption, **natural gas** stands out as the predominant energy source, being extensively utilized across the manufacturing facilities for both production-related processes and heating purposes. Expanding on the production activities, CSM Ingredients group is heavily reliant on this type of thermal energy due to its efficiency and ease of control for precise temperature management, critical for the creation of high-quality food ingredients.

Furthermore, **diesel and gasoline** are used across CSM Ingredients group’s activities as fuel for the vehicle fleet and as an energy source for generators placed in the manufacturing facilities. These generators are required in cases of emergency to provide a stable source of electricity and therefore to maintain the site operational. Diesel and gasoline combined account for only 13.4% of the group's total energy consumption.



The activities at each plant involve different materials, food processing, production, and packaging technologies, tailored to specific product characteristics. For instance:

- **Gerlenhofen** (Germany), **Bischheim** (France), **Manchester** (UK), and **Shanghai** (China) facilities focus on the production of dry mixes. Here, various ingredients are combined and processed into finished products without the addition of water or the implementation of heat treatment. **Gerlenhofen** (Germany) in addition also has additional technologies including fermentation, spraying, drying, extrusion, paste & powder mixing and cooking. In **Bischheim** (France) other processes are in place for paste and praliné production: grinding, milling, cooking and roasting.
- **Delmenhorst** (Germany) and **Crema** (Italy) produce margarines and shortenings which require heating and subsequential controlled cooling amongst other steps. These plants also produce fillings, coatings, non-dairy creams and bakery products.
- **Parma** (Italy) facility is dedicated to the production of dry blends and functional ingredients that are both gluten-free and allergen-free. Like the Manchester facility, ingredients are mixed and processed without the addition of water or heat treatment, and additional precautions are put into place to ensure that the processing is free from allergens, including gluten.
- **Gias** (Tunisia) facility has a broader range of products, including fats, icings, and dry mixes produced similarly to the ones of Shanghai and Manchester.
- **Goes** (The Netherlands) factory produces (fruit) fillings & glazes, requiring controlled heating, mixing and cooling again to produce and preserve products of high quality.



LEGEND

 Manufacturing Sites



Over the course of the year, the group’s total electricity consumption amounted to 25,696 MWh, showing an increase of 18.8% compared to the previous year. This rise is largely due to the expansion of the reporting scope to include manufacturing plants located outside of Europe; if the same perimeter as the one of 2022 is considered, the increase amounts to 9.8%, bringing the total to 23,778 MWh in 2023.

The **emissions** related to the group’s activities can be divided into three different clusters, properly aligning with the methodology defined by the GHG Protocol<sup>6</sup>:

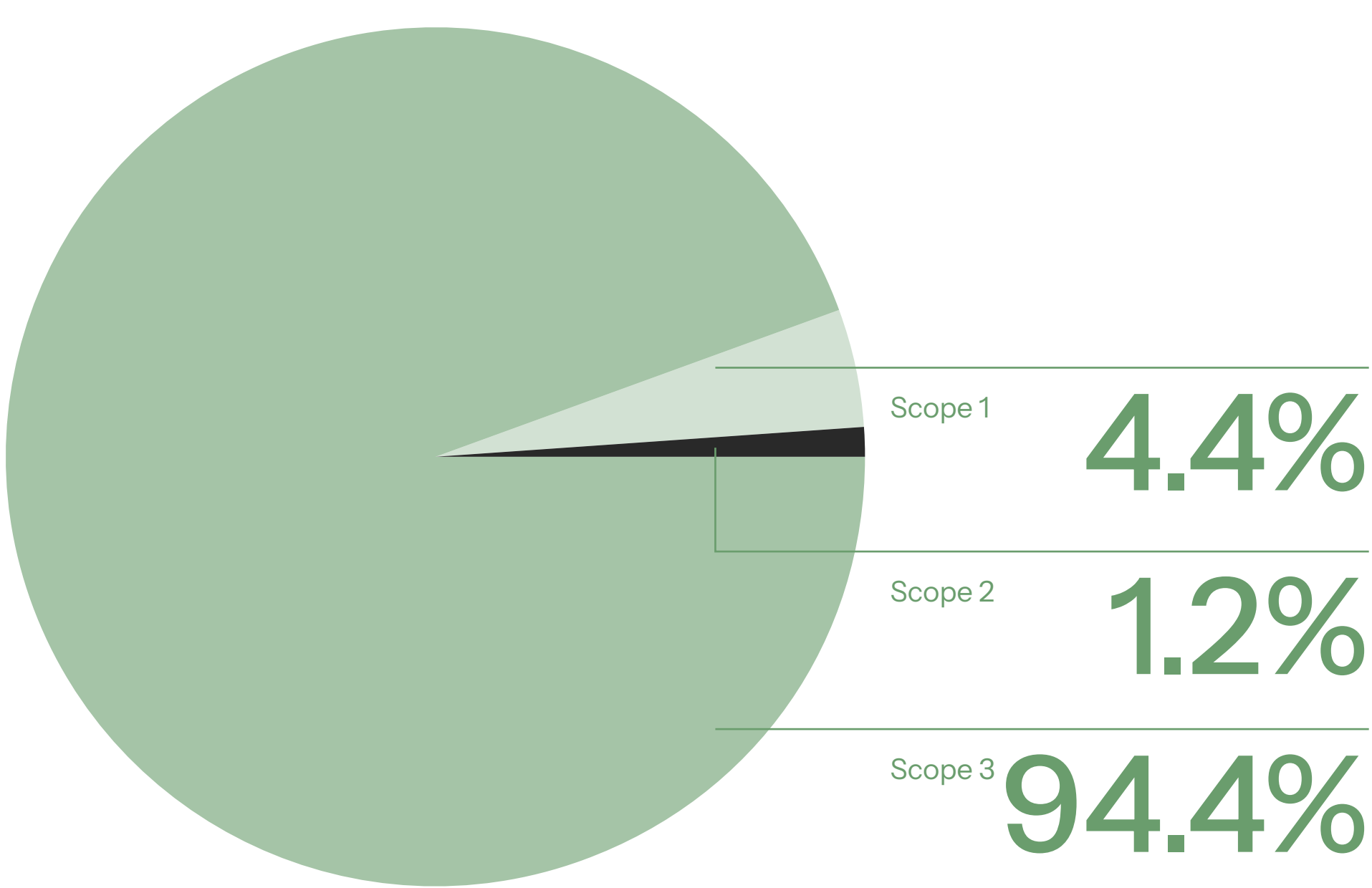
- *Direct emissions – Scope 1:* Emissions from natural gas and other fossil fuel consumption, refrigerant gas emissions, and emissions from fuel consumed by the vehicle fleet under the group’s control.
- *Indirect energy-related emissions – Scope 2:* Emissions deriving from the consumption of electricity acquired from the national grid.
- *Other indirect emissions – Scope 3:* GHG emissions that arise from GHG sources owned or controlled by other organizations, elsewhere in the group’s value chain.

<sup>6</sup> The Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.



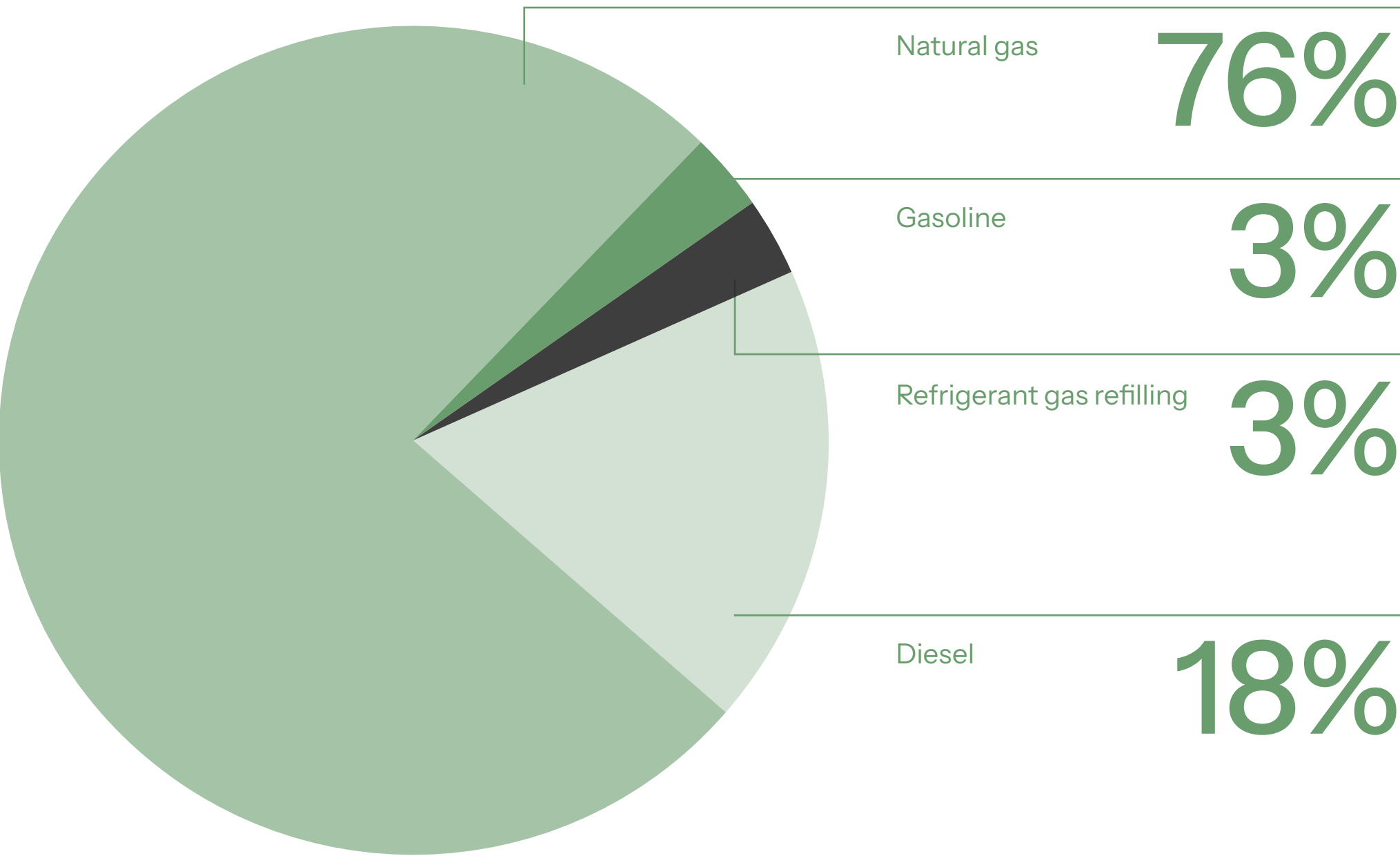


## GHG Emissions (2023) Composition



In 2023, the group's Scope 3 emissions account for the largest share of its carbon footprint. This is largely attributed to the extensive range of activities encompassed by Scope 3, which spans the entire value chain. Conversely, Scope 1 and Scope 2 emissions have a comparatively smaller impact on the group's overall emissions profile, as they pertain to a more narrowly defined set of activities.

## Scope 1 Emissions (tCO2e)



In 2023, Scope 1 emissions amounted to 15,211 tCO2e: a significant portion of the direct emissions is attributed to the consumption of natural gas, CSM Ingredients group’s main energy source, responsible for 76% of the total Scope 1 emissions.



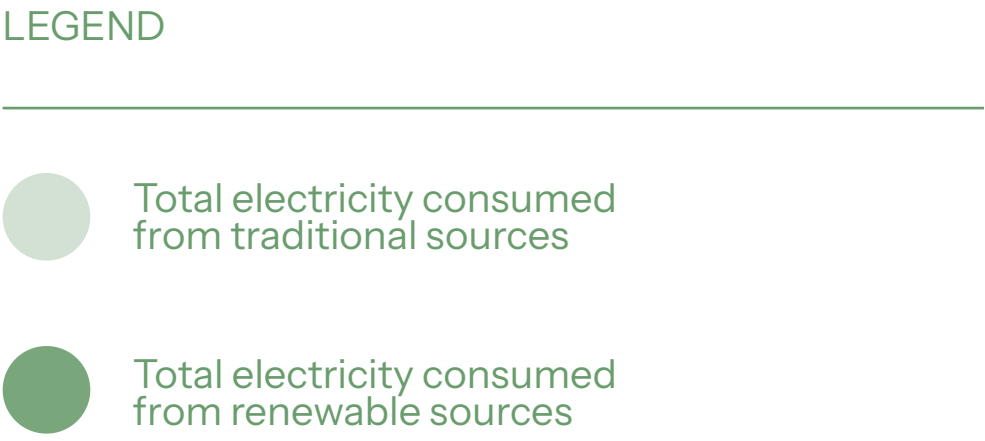
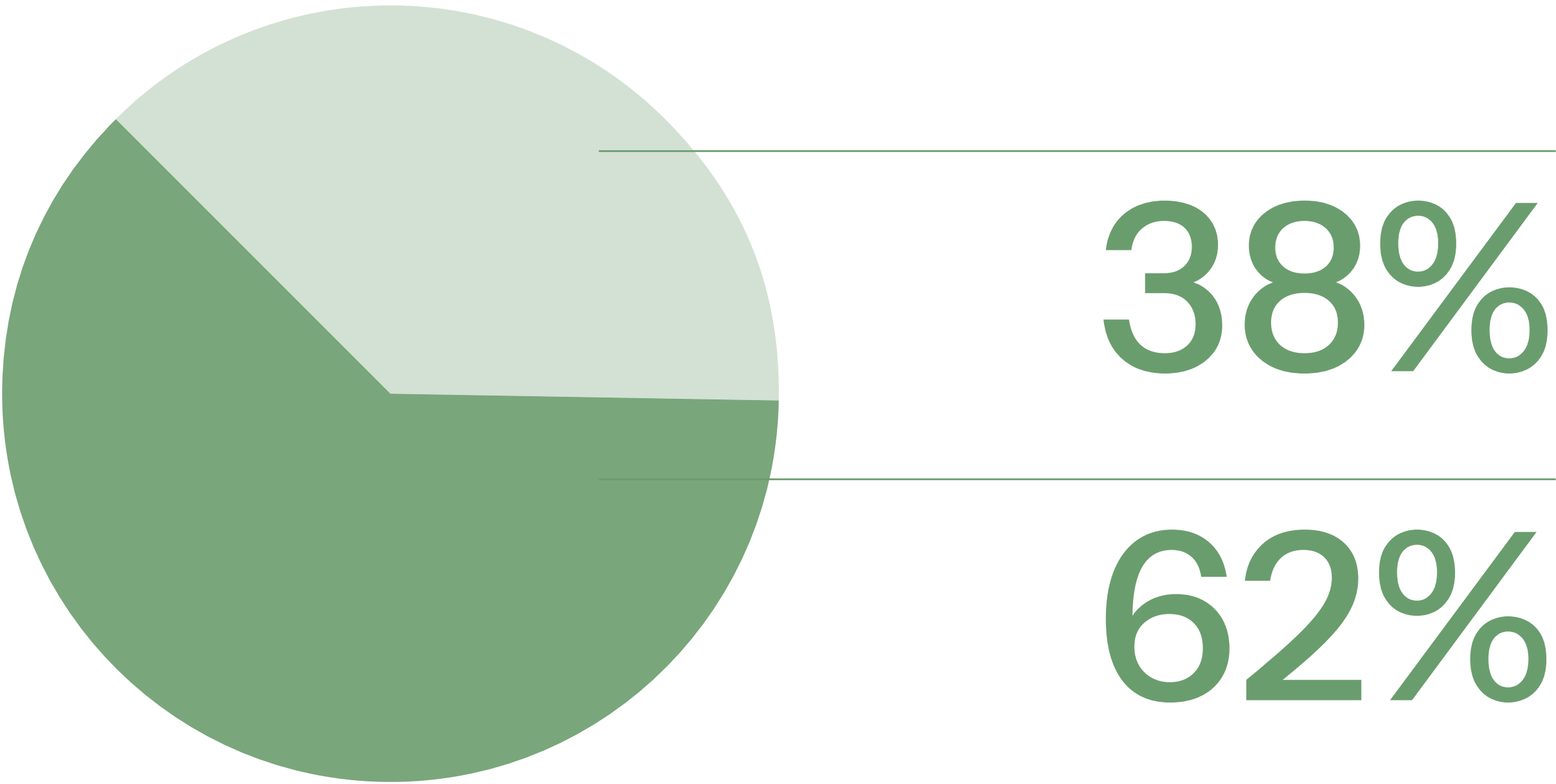
Regarding **Scope 2**<sup>7</sup>, the greenhouse gas (GHG) emissions associated with the electricity that the organization purchased from the grid have been calculated in two different ways, according to the GHG Protocol:

- The *location-based* method reflects the average emission intensity of grids on which energy consumption occurs, these resulted in a total of 7,595 tCO<sub>2</sub>e.
- The *market-based* method accounts for emissions from electricity that companies have purposefully chosen, specific to the geography of purchase, reflecting the market choices the group’s undertakes, these were equal to 4,263 tCO<sub>2</sub>e.

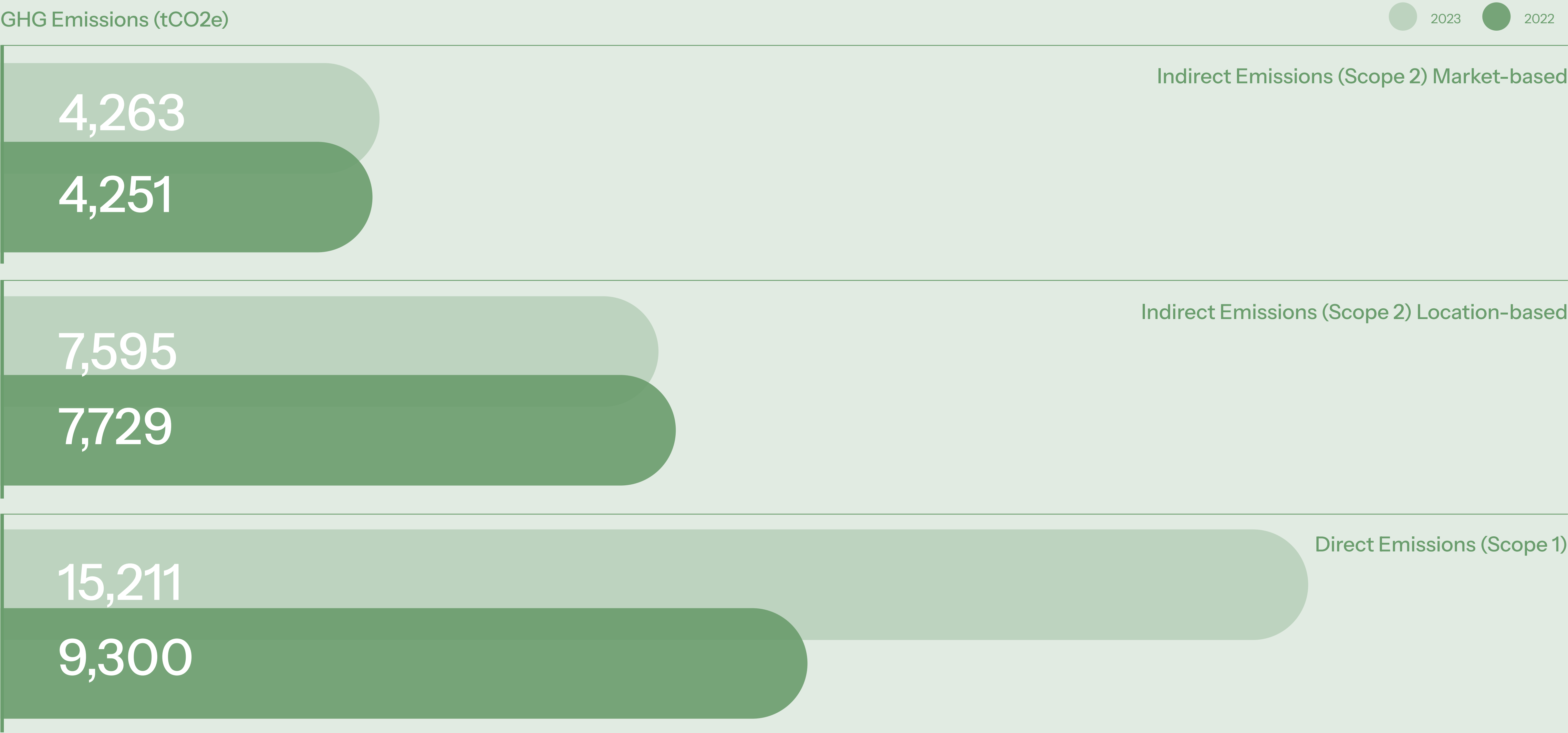
Moreover, the manufacturing sites of Parma, Bischheim, Delmenhorst and Gerlenhofen have purchased electricity with **Guarantee of Origin (GOs)** certifying that the electricity was produced using renewable sources. In 2023, CSM Ingredients group sourced approximately 62% of the total electricity consumption from renewable sources, with around 95% of this amount secured by Guarantees of Origin (GOs). This initiative led to a substantial decrease in the company's market-based Scope 2 emissions.

<sup>7</sup> The perimeter has been expanded from 2022 Scope 2 reporting, including also extra-European manufacturing facilities.

### Electricity Consumption







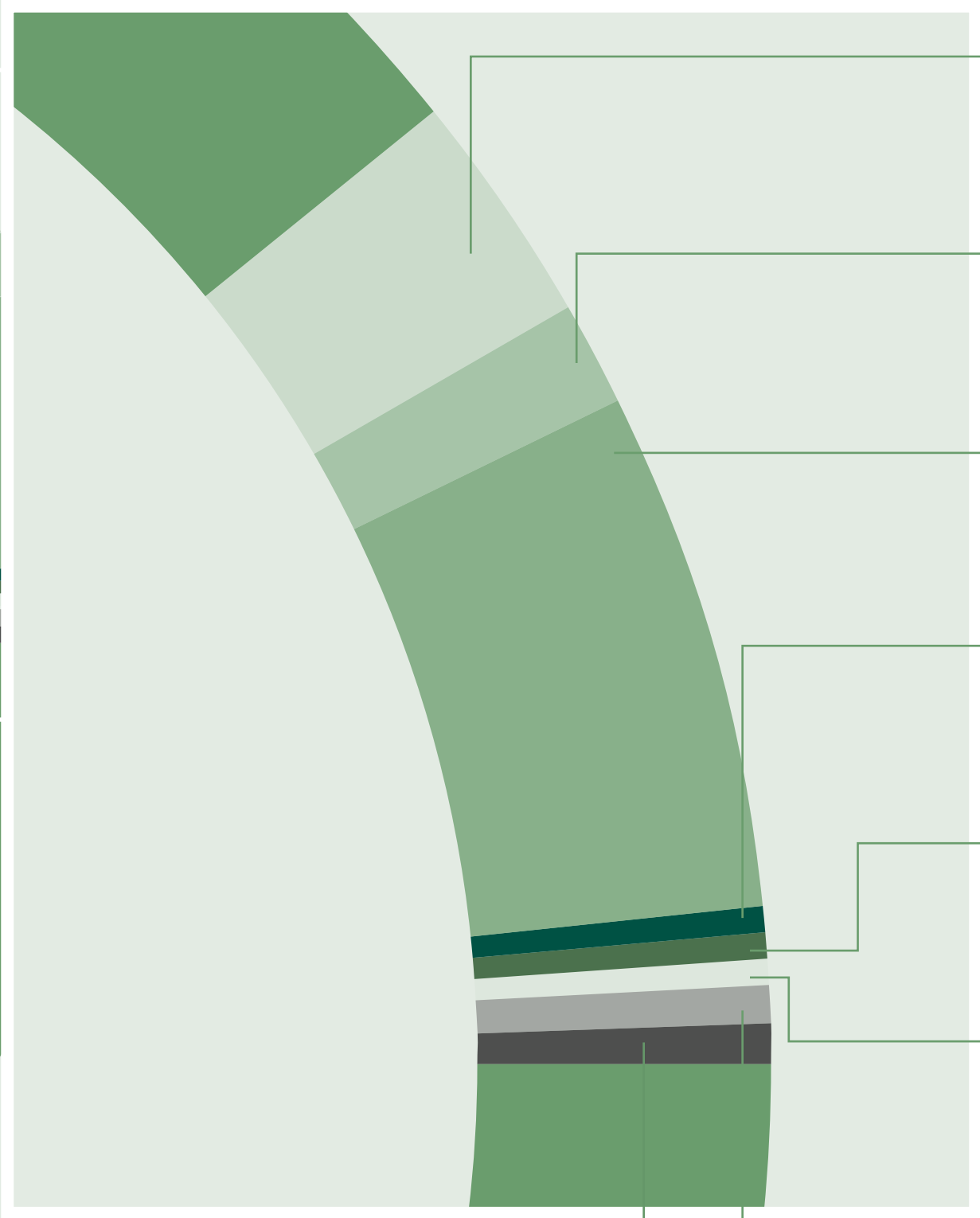
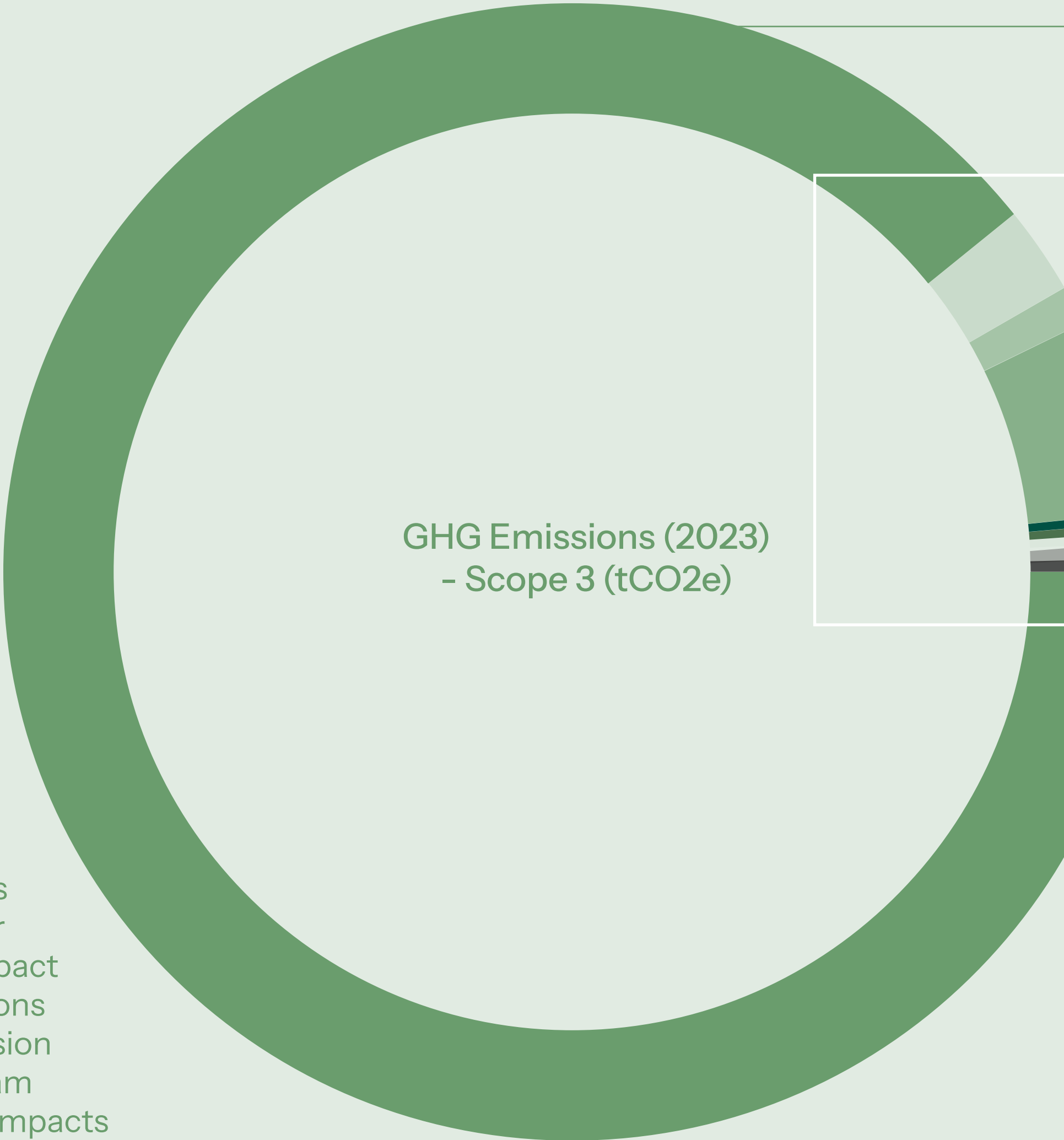


According to the GHG Protocol, CSM Ingredients group’s relevant categories for Scope 3 emissions are:

<div>Category 1</div> <div><b>Purchased goods and services</b></div> <div>all upstream (i.e., cradle-to-gate) emissions from the manufacturing of products purchased or acquired in the reporting year. Products include both goods (tangible products) and services (intangible products).</div>	<div>Category 4</div> <div><b>Upstream transportation and distribution</b></div> <div>emissions related to the transportation and distribution of products purchased in the reporting year between tier 1 suppliers and the group’s own operations. It also includes transportation and distribution services purchased in the reporting year, including inbound logistics, outbound logistics (e.g., of sold products), and transportation and distribution between owned facilities (in vehicles and facilities not owned or controlled).</div>	<div>Category 7</div> <div><b>Employee commuting</b></div> <div>emissions from the transportation of employees between their homes and their worksites.</div>
<div>Category 2</div> <div><b>Capital goods</b></div> <div>all upstream emissions from extraction, production, and transportation of capital goods purchased or acquired in the reporting year.</div>	<div>Category 5</div> <div><b>Waste generated in operations</b></div> <div>emissions from third-party disposal and treatment of waste generated by CSM Ingredients group’s owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater.</div>	<div>Category 9</div> <div><b>Downstream transportation and distribution</b></div> <div>emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by CSM Ingredients group.</div>
<div>Category 3</div> <div><b>Fuel and energy-related activities</b></div> <div>emissions related to the production of fuels and energy purchased and consumed in the reporting year that are not part of Scope 1 or Scope 2. This category includes upstream emissions of purchased fuels, such as those related to their extraction, production, and transportation. Moreover, it includes the emission related to energy transmission and distribution (T&amp;D) losses, like the ones related to the generation of the consumed electricity and heating.</div>	<div>Category 6</div> <div><b>Business travel</b></div> <div>emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircrafts, trains, buses, and passenger cars.</div>	<div>Category 12</div> <div><b>End-of-life treatment of sold products</b></div> <div>emissions from waste disposal and treatment of products sold at the end of their life. This category includes the total expected end-of-life emissions from all products sold in the reporting year.</div>



In 2023, Category 1 *Purchased goods and services* accounted for more than 89% of the total Scope 3 emissions; the predominance of this category provides a clear understanding of the impact that procurement decisions have on the overall emission profile, given the upstream climate change-related impacts correlated with the products that CSM Ingredients group purchases.



<i>Cat. 1</i> Purchased goods and services	89.3%
<i>Cat. 2</i> Capital goods	2.4%
<i>Cat. 3</i> Fuel and energy - related activities	1.1%
<i>Cat. 4</i> Upstream transportation	5.7%
<i>Cat. 5</i> Waste generated in operations	0.3%
<i>Cat. 6</i> Business travel	0.1%
<i>Cat. 7</i> Commuting	0.3%
<i>Cat. 9</i> Downstream transportation	0.4%
<i>Cat. 12</i> Treatment of sold products	0.4%



# Carbon Neutrality Program

As a complement to CSM Ingredients group’s initiatives to manage its absolute greenhouse gas (“GHG”) emissions, the group has purchased carbon credits to neutralize (“offset”) its Scope 1 and 2 operational emissions. Through the purchase of carbon credits, CSM Ingredients group provides carbon financing to climate mitigation projects beyond its value chain.

The two projects from which CSM Ingredients group has purchased carbon credits are the “Great Bear Forest Carbon” and the “Guatemalan Conservation Coast” projects. These were chosen because of their strong credentials on environmental and biodiversity issues, as well as their social initiatives.







## Great Bear Forest Carbon Project<sup>8</sup>, Canada

The Great Bear Forest covers approximately 6.4 million hectares of the north and central coast in British Colombia in Canada and is home to the First Nations people who have inhabited this land for up to 10,000 years. This rare and rich ecosystem is also home to rare species of plants and animals, including the Kermode Bear. The aim of this project is to improve forest management in the region, generating emission reductions through the protection of forest areas that were previously designated, sanctioned, or approved for commercial logging. The project activities include changes in land-use legislation and regulation that result in the protection of forest areas and reduction of harvest levels.

<sup>8</sup> The Great Bear Forest Carbon Project is registered on the British Columbia Registry under three different projects: Great Bear (South Central Coast) 104000000011319, Great Bear (Haida Gwaii) 104000000011559 and Great Bear (North and Central-Mid Coast) 104000000012798. It aims to generate Improved Forest Management and reforestation-based carbon credits.



## Guatemalan Conservation Coast Project<sup>9</sup>, Central America

The Guatemalan Conservation Coast Program works to address the drivers of deforestation through effective law enforcement, land-use planning, education, economic opportunities, and sustainable agroforestry initiatives. Some of the most important project achievements to date are the protection of 30 threatened tree species, including the Baird’s tapir and West Indian manatee, the protection of 54,157 hectares of threatened forest in the Mesoamerican Biological Corridor, and the creation or support of 487 jobs for indigenous and local communities.

<sup>9</sup> The Guatemalan Conservation Coast Project is registered on the Verra registry, REDD+ Project for Caribbean Guatemala: The Conservation Coast 1622, applies Verra’s Verified Carbon Standard (VCS Standard v4.3 VM0015) and the Climate, Community and Biodiversity Standards v.3.1, and will generate carbon credits from avoided unplanned deforestation representing c. 22 million tons of CO<sub>2</sub>e.



# Waste and Water Management

The challenge of waste management represents a global issue that can simultaneously jeopardize human health and environmental integrity. The repercussions of this problem can be pervasive and far reaching, like contamination of soil, air, and marine ecosystems, causing long lasting effects to the lives of those affected. In response to this critical challenge, the group is committed to minimizing waste generation through the implementation of effective measures. By structuring its operations according to the principles of circular economy, CSM Ingredients group aims to avoid the production of waste whenever possible.

During the manufacturing phases, various types of waste are produced, including recyclable materials, such as plastics, paper/cardboard, metal, and non-recyclable residual waste and non-recyclable plastics. Moreover, the unique nature of the production processes leads to the generation of by-products and food waste. These by-products originate from several sources, including the disposal of packaging materials and routine maintenance of machinery, while the food waste derives from the discarding of defective products that do not meet quality standards.





In 2023 CSM Ingredients group produced a total of 3,814 tons of waste, 73% of which was sent to recycle, to be recovered or to be reused.



Paper

2,347



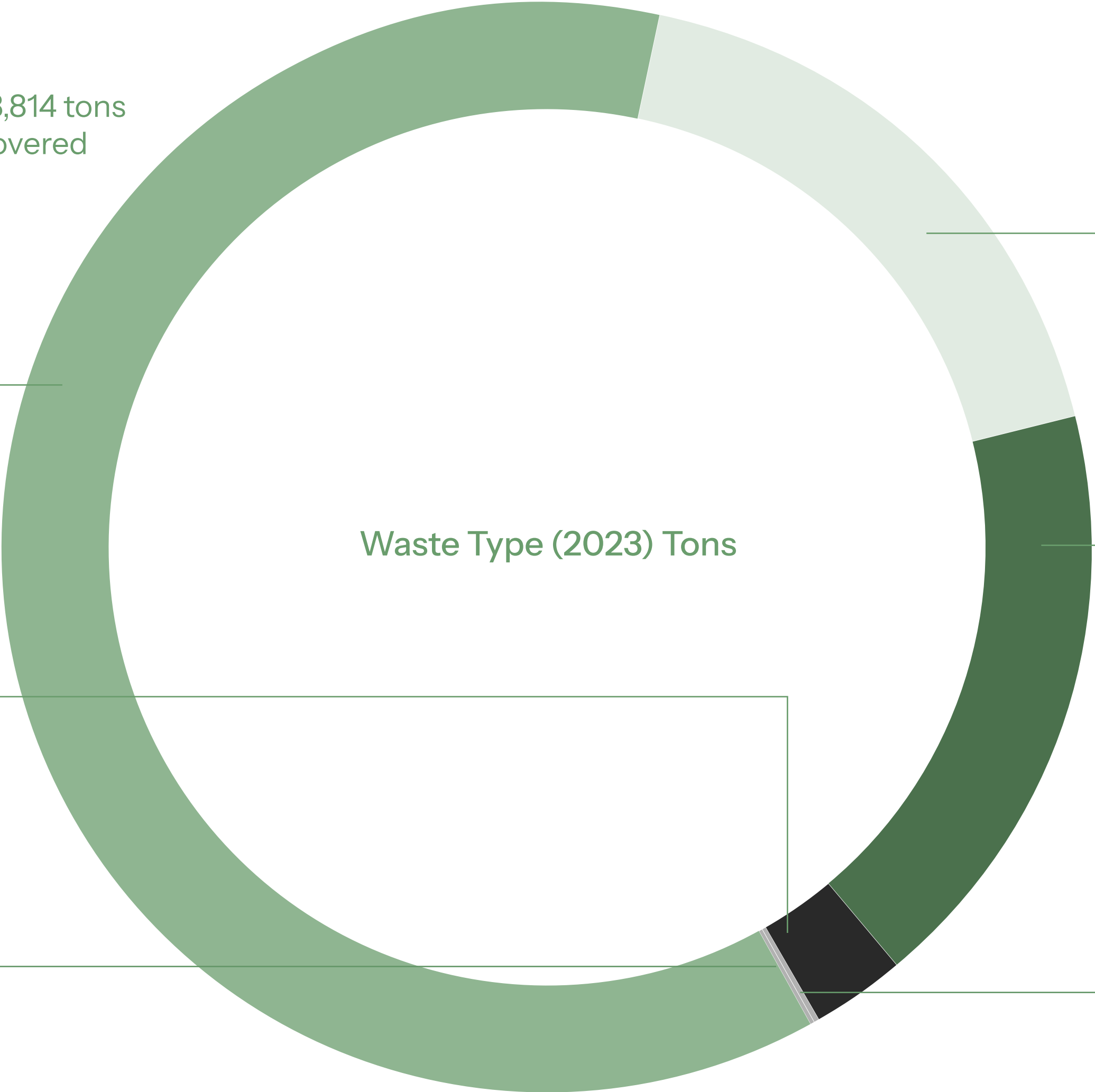
Metal

111



Non-chlorinated waste mineral oils for engines, gears, and lubrication

2



Plastic

683



Food waste

669



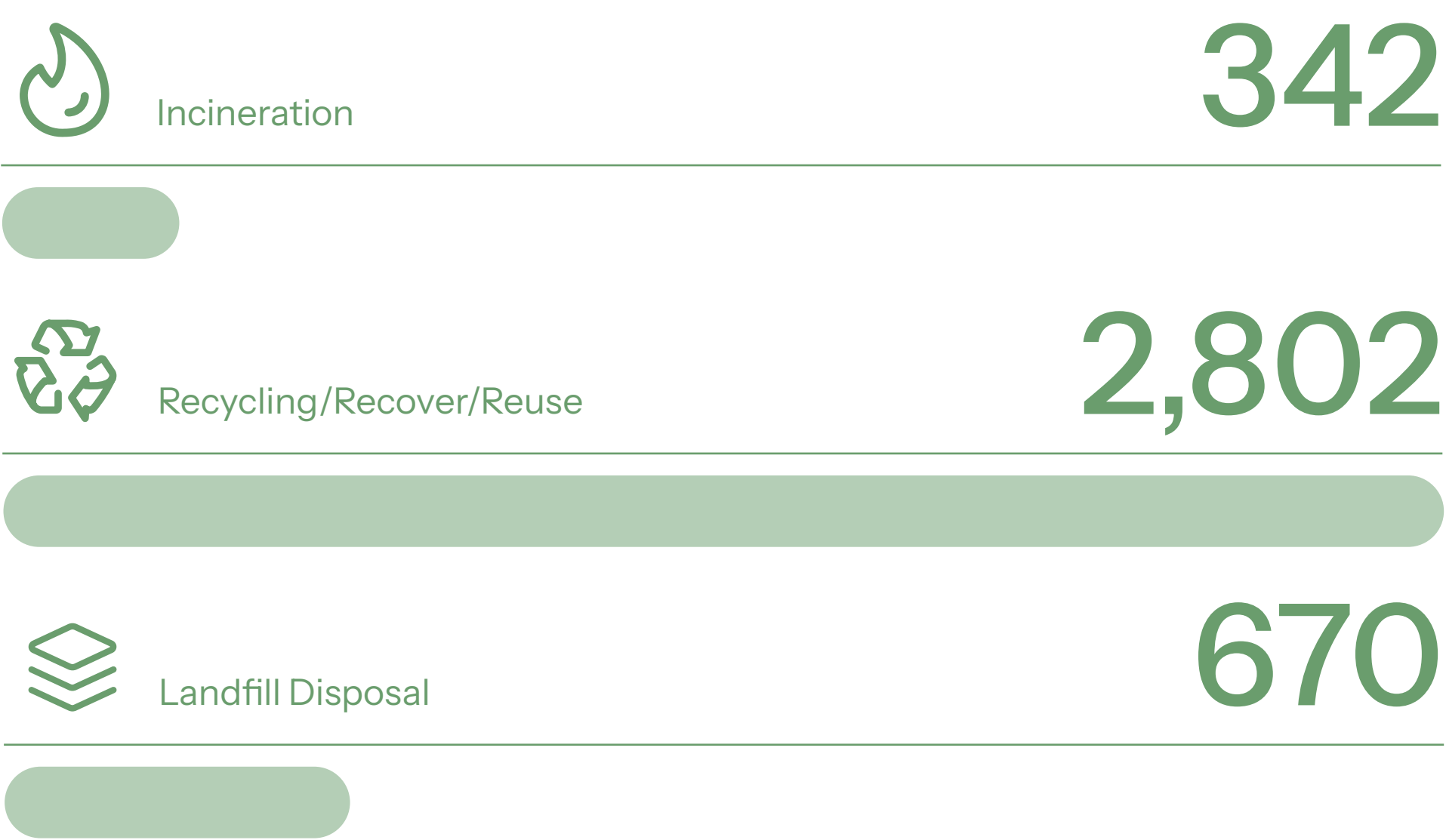
Other halogenated solvents and solvent mixtures



2

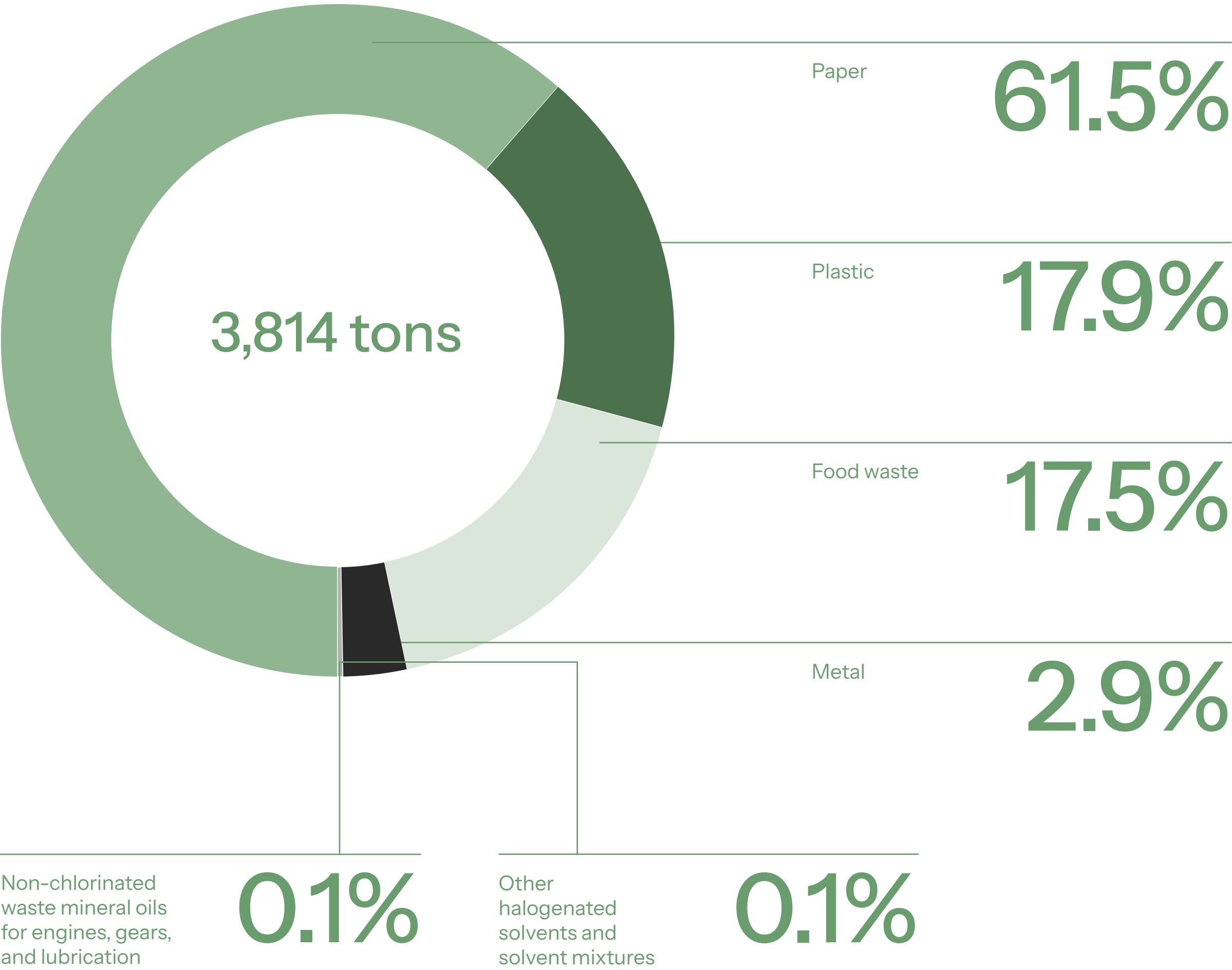


2023 Waste Disposal Methods (tons)



Within the production processes of CSM Ingredients group, **water resources** are utilized to produce food applications and ingredients, such as pastries, coatings, creams, and fillings. Moreover, water is also utilized for cooling purposes and temperature control. Consequently, in 2023, CSM Ingredients group recorded a total consumption of 74,935.5 cubic meters of water across all the controlled production facilities.

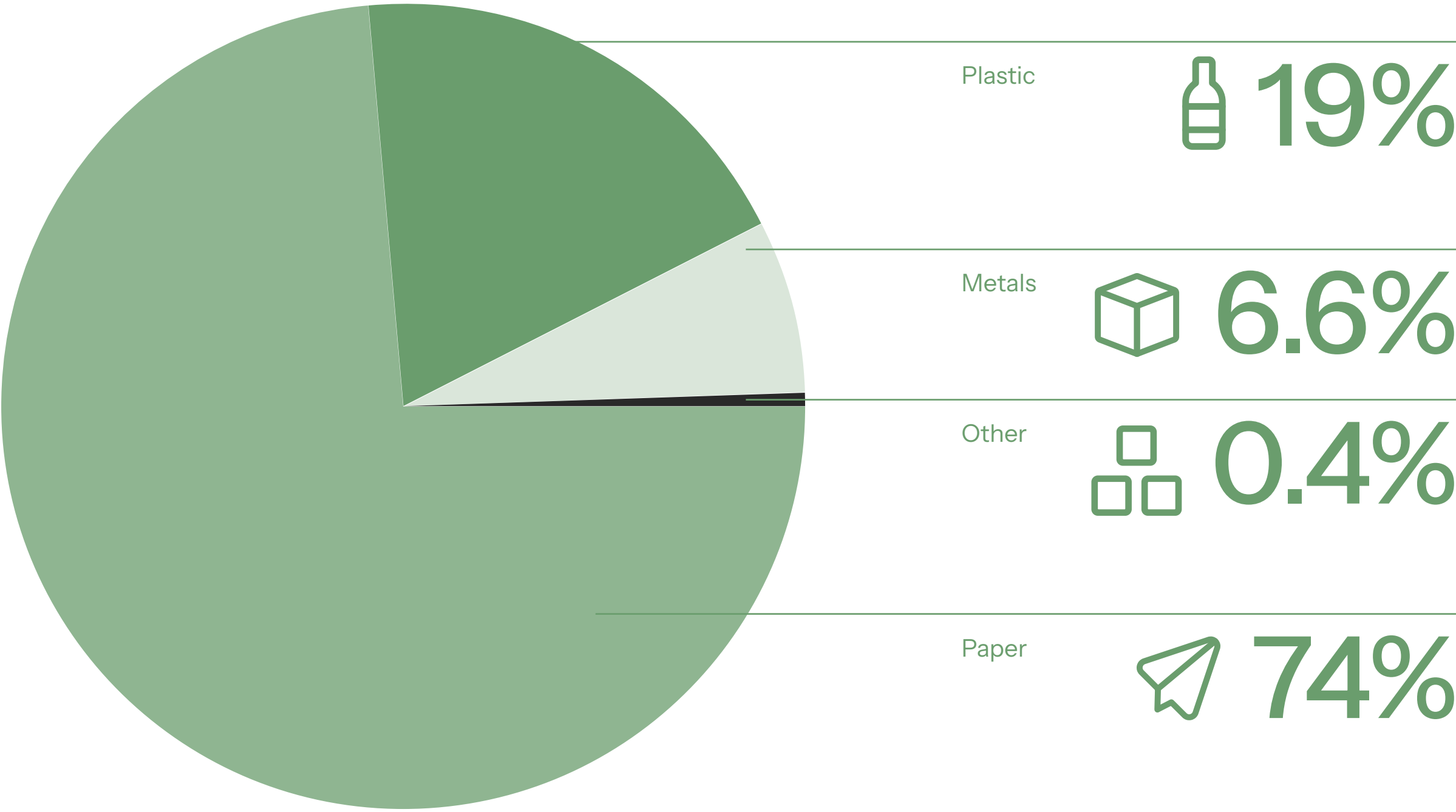
Waste Composition (2023)





# Packaging

## Purchased Packaging Materials



To tackle the impacts of packaging-related waste production, CSM Ingredients group is committed to ensuring that by 2030, the vast majority of the outbound packaging used **will be made from recyclable materials**. In 2023, significant progress was made toward this objective, achieving an 87% recyclability rate for the primary and secondary packaging. At the same time, the collaborative efforts with CSM Ingredients group suppliers on pioneering packaging solutions, which incorporate FSC<sup>®10</sup> certified paper, allowed the group to use paper with 62% recycled content. Through these efforts, CSM Ingredients group is proving its dedication to becoming a net-positive company, focused on the developing sustainable packaging solutions that safeguard the quality and taste of its products.

<sup>10</sup> The Forest Stewardship Council (FSC) is an international non-profit organization leader in sustainable forest management, managing the world’s most rigorous forest certification system.



## Project Papyrus – Recyclable Packaging

CSM Ingredients group’s current wrapper materials represent a sustainability challenge, as they are not mechanically recyclable, but they require chemical recycling processes that demand a consistent energy input. Recognizing the need for improvement, the group made significant progress by developing a **new plastic film**. This innovative material has an extremely low density, making it mechanically recyclable and thus more environmentally friendly. The project underscores CSM Ingredients group’s commitment to sustainability: the introduction of the new film represents a major advancement in packaging materials, and an important step towards the reduction of the waste produced.

## Project Código – Digital Packaging

CSM Ingredients group is also embracing smart and sustainable data transfer in packaging through Project Código. The project recognizes that rapidly changing product information typical of the food sector, such as ingredients and allergens, traditionally requires frequent updates to packaging layouts. This is associated with a significant drain of time, resources, and energy. To avoid this inefficiency, CSM Ingredients group is actively investigating the **implementation of a QR-code solution**. This innovative approach involves linking the QR code attached to the packaging of the physical product to a digital platform, enabling customers to access the most updated data regarding the product itself with a simple scan. The successful implementation of this technology will allow CSM Ingredients group to be at the forefront of the advancements in packaging across the B2B food sector.





# Impact on Product





“ We are committed to leveraging technology and innovation to build a more sustainable world, and we firmly believe that combining internal capabilities with external know-how is a game-changer for transformative action. Our expertise and professional experience are coupled with a unique approach to Research & Development and Innovation. Through open innovation, we uncover and anticipate ever-evolving trends in the food industry, as well as collaborate closely with startups, innovation partners, and our customers to develop scalable, tailor-made solutions.



# Product Categories

CSM Ingredients group develops innovative ingredients and solutions for the bakery, fine pastry, dairy & non-dairy, ice cream, savory, and gluten-free industries. All CSM solutions are developed not only to satisfy the production requirements of clients and abide by the highest quality standards, but also to positively impact the final consumers by enabling the production of more nutritious, more sustainable and tastier goods.

The following product categories represent the cornerstones of CSM Ingredients group’s product portfolio:



## Fats and Oils

*Extensive offering of high-quality margarines, mélanges, fat specialties and oil specialties, developed in order to deliver constant results in terms of flavor, texture, consistency, and taste, while always striving to improve their nutritional profile.*

A key strength lies in the ability to offer tailor-made solutions, including products that accommodate particular dietary needs and current trends, such as vegan, plant-based, clean label, lactose-free, and palm oil-free.

As a testament to the pivotal role of this category not only for the company but also for the food industry at large, CSM Ingredients group invested approximately 2 million euros in 2023 to expand the margarine line at its Crema plant. This not only increase CSM’s production capacity at international level, but also enabled the development of advanced ingredient-tech solutions such as the range of 'E-free margarines' launched in 2024, which was created by combining natural functional ingredients with advanced production technologies.





Bread Solutions

*Bread mixes and improvers crafted to guarantee quality, flavor, and functionality, offering options for both clean label and biodiversity-conscious variants.*

These products are developed with meticulous attention to detail, ensuring they meet the highest standards for bakers seeking to deliver an outstanding culinary experience.



Pastry Solutions

*Pastry mixes and improvers tailored to a variety of baking requirements, encompassing specialized options for vegan, sugar-reduced, high-fiber, and high-protein pastries.*

The category includes provides premium mixes specifically designed for classic baked delicacies such as Panettone, German-style yeast cakes, Brioche, and others, meeting the needs of both traditional and modern dietary choices.



Fillings and Creams

*Array of fillings and creams, suitable for bakery and pastry applications, offering a multitude of flavors and textures.*

Additionally, the category includes a variety of sauces and creams expertly crafted for use in ice cream and dairy products, providing a rich and creamy consistency, perfect for creating indulgent desserts and sweet treats.





## Toppings and Decorations

*Vast range of toppings, glazes, icings, pastes, and decorations to embellish both sweet and savory baked goods, pastries, yogurts, and ice creams.*

These finishing touches are crafted to provide an appealing visual and textural contrast, enhancing the overall appeal and flavor.



## Fruit Preparations

*Wide selection of fruit preparations, along with candied and semi-candied fruits, tailored for use in bakery, pastry, dairy, and ice cream applications.*

These fruit-based ingredients are meticulously prepared to retain the natural flavors and textures of the fruit, providing a sweet and aromatic addition to a variety of desserts and dishes.



## Vegan Solutions

*Over 200 high-performing vegan ingredients, designed to craft a diverse array of products that cater to the enjoyment of environmentally and nutrition-conscious individuals.*

These ingredients offer versatility and flavor, meeting the growing demand for sustainable and healthy food choices without compromising on taste or quality.





Gluten-free Systems

*Growing portfolio of gluten-free or gluten-reduced solutions, designed to cater to consumers seeking gluten-free alternatives without sacrificing taste or texture, ensuring a satisfying experience for those with gluten sensitivities or preferences.*



Plant-based Solutions

*Range of innovative solutions ideal to support the evolution of plant-based foods, including egg-reduction systems, the award-winning clean label version of MirrorTissue® (developed in collaboration with Alianza Team Europe), and a plant-based snacking range under the Generate brand.*



Value-Added Natural Ingredients

*Cutting-edge range of innovative fibers and systems, next-generation vegetable proteins, substitutes for sugar, salt, and eggs, alternatives to palm oil and fats, and shelf-life extenders.*

All these products are derived from natural sources and are all allergen-free. This comprehensive range is designed to meet the needs of an evolving food industry, providing healthier and more sustainable ingredient choices without compromising on functionality or flavor.



# Research and Innovation

CSM Ingredients group is committed to pioneering ingredients and solutions to build a more sustainable world by leveraging technology and innovation. The group’s dedication is evident in its meticulous R&I efforts, commitment to excellence, and ambition to become Net Positive. These principles are the cornerstones of the company’s product development strategy, which is continuously refined through the evolution of its methodologies, collaborations, and practices under the “**R-I-D-A approach**” and within an **Open Innovation framework**.



# The "R-I-D-A Approach"

CSM’s R&I approach is based on four main steps:



## Research

Focus on future food ingredient trends  
3-7 years from market



## Innovation

Focus on growing food ingredient trends  
0-3 years from market



## Development

Focus on market-dominant trends driving  
current market and customer requirements  
for in-market technologies



## Application

Focus on creating new products based  
on our developments to support the evolution  
of our customers' business

This approach allows the group to stay at the forefront of innovations that are bound to revolutionize the food industry in the future (e.g. fermentation processes), while also remaining up to date in the developing and applying solutions that meet current market trends and needs.



# Open Innovation Framework

Combining internal capabilities with external know-how is a game-changer for transformative action. CSM’s innovation strategy, therefore, relies on internal skills that are continuously nurtured and developed at its 4 Innovation Centers and in collaboration with external partners.

Currently, CSM's research and innovation efforts are concentrated on four strategic pillars that align with key food industry trends: Health & Nutrition, Cleaner & Leaner labels, Sustainability, and Indulgence. These pillars include:

- **Value-added fats** and oils by exploring alternative hard stock fat sources.
- **Value-added proteins** through the substitution of animal-derived ingredients with plant-based or bio-based alternatives.
- **Value-added carbohydrates** by seeking replacements for sugars to maintain sweetness and functionality while preserving taste.
- **Value-added functional ingredients** by opting for natural origin substitutes over additives and synthetic components.







# Generate

In 2023 CSM Ingredients group launched Generate, an incubation program designed to foster the growth of ingredient startups and pioneer food concepts. By harnessing the power of the Ingredient-Tech Platform's innovation ecosystem, Generate is committed to enabling the evolution of the Food Ecosystem by operating in 2 main areas:

## Support to early-stage startups

Through its comprehensive program, Generate aims to equip startups with everything they need to thrive and flourish in today's competitive market. Through 12-18-month programs customized for each startup based on their needs, Generate offers R&D expertise, application opportunities, cutting-edge facilities, and commercial support.

## Development of break-through business models

In addition to nurturing startups, Generate was conceived to offer insights, innovative food concepts, and support to clients, both in the artisan and in the industry worlds. By identifying growing trends, developing ready-to-implement concepts, connecting the dots in market environments, and offering marketing assets, Generate helps clients and partners evolve their business proposition to meet current trends. The first application example will be a vegan snacking range – to be launched in 2024 – developed to allow traditional German bakeries and corner stores to expand their product offering, thus securing additional revenue streams.





# Cleaner and Better for You Solutions

CSM Ingredients group has adopted a forward-thinking approach to research and development. Its ambition is to deliver 'Taste and Nutrition for a new World', crafting products that not only satisfy the palate but also support overall well-being and respect the planet's resources.

The group’s **Nutrition Project** aims to drive the creation of a sustainable food system rooted in evolving food regulations and able not only to satisfy but also to foresee growing consumer demands when it comes to nutrition and taste. The group's broad presence in the market and deep understanding of the entire ecosystem – including industry associations, partners, peers, regulators, and end-consumers – provides it with a unique opportunity to direct and guide its R&I efforts to help address the demand for a nutritional evolution by consumers and regulators.

The ultimate goal is to offer a suite of **accessible and safe solutions** that can positively impact consumer diets through Better-For-You products, working in close collaboration with partners and clients.

In addition to the Nutrition Project, CSM Ingredient group's efforts are also focused on researching and developing additive-free solutions to produce “cleaner” products and substitute chemical additives. Relevant examples of this approach are presented hereunder.



# MIRRORTISSUE® (Advanced version)

Winner of the "Plant-Based Innovation Award" at the Food Ingredients Europe 2023 exhibition, the advanced version of MirrorTissue® was created by enhancing Alianza Team's solution based on entirely plant-based lipid fats with HIFOOD's proprietary technology, which uses allergen-free plant proteins and soluble plant fiber obtained from oilseeds. The result of this combination is an additive-free, allergen-free vegetable fat that does not use tropical oils and can mimic the functional, structural, and sensory attributes provided by animal fats.

MirrorTissue® elevates the consumer experience of meat alternatives by providing excellent appearance, juiciness, flavor, and mouthfeel. Additionally, the product positively impacts the saturated fat content in plant-based products, offering a better nutritional profile without compromising on taste or texture. MirrorTissue®'s high versatility and ease of customization make it suitable for a wide array of plant-based food applications, such as sausages, patties, ready meals, processed meats, meatballs, savory fillings, kebabs, and ground meat.





SLIMBAKE

Emulsion that enables up to a 30% reduction in the fat content of finished bakery products, created by combining functional ingredients with advanced production technologies.

The use of SlimBAKE has a twofold benefit: on one hand, it allows industrial users to keep both the original recipe and the production processes unchanged while adding the claim ‘reduced fat content’ on packaging in accordance with EU regulations; on the other hand, it allows end consumers to enjoy both taste and lightness without compromising on the joy and sensory experience of croissants, Danish pastries, and puff pastries. Allowing for up to a 20% calorie reduction, SlimBAKE – which is perfect for both ambient packed products and frozen baked goods – is available in two variants, butter-based and vegetable-based, thus meeting the diverse demands of today's consumers, including those who choose to follow a vegan diet.





# VEGANEEZ

Added-value, clean label, and egg-free system designed for plant-based sauces, available in two variants: VEGANEEZ S, designed for creamy, rich, and thick plant-based sauces; and VEGANEEZ D, perfect for fluid, silky plant-based dressings.

VEGANEEZ ensures stabilizing, thickening, and emulsifying properties in cold conditions and no heat-activation is required. The emulsions are also stable during shelf life. Sauces and dressings produced using VEGANEEZ are bright, homogeneous, and full-bodied, maintaining their quality even under high-speed stirring, low pH, and heat treatments. The system is based solely on ingredients of natural origin and is therefore ideal to create additive-free and allergen-free condiments.

Typical applications for VEGANEEZ S include a variety of plant-based sauces, such as tartar sauce, mustard mayonnaise, aioli, burger sauce, cocktail sauce, spicy sauce, and curry mayonnaise, while VEGANEEZ D is ideal for dressings.





## MAGIC GLAZE

As a high-quality egg-wash substitute, Magic Glaze provides shine to baked goods without the use of preservatives, colors, or flavors. It is free from hydrogenated fats, and eliminates the risk of bacteriological contamination from eggs, enhancing product safety.

Versatile in its application, Magic Glaze can be used across a vast range of pastry and bakery products, ensuring a lasting browning and shine that enhances visual appeal.

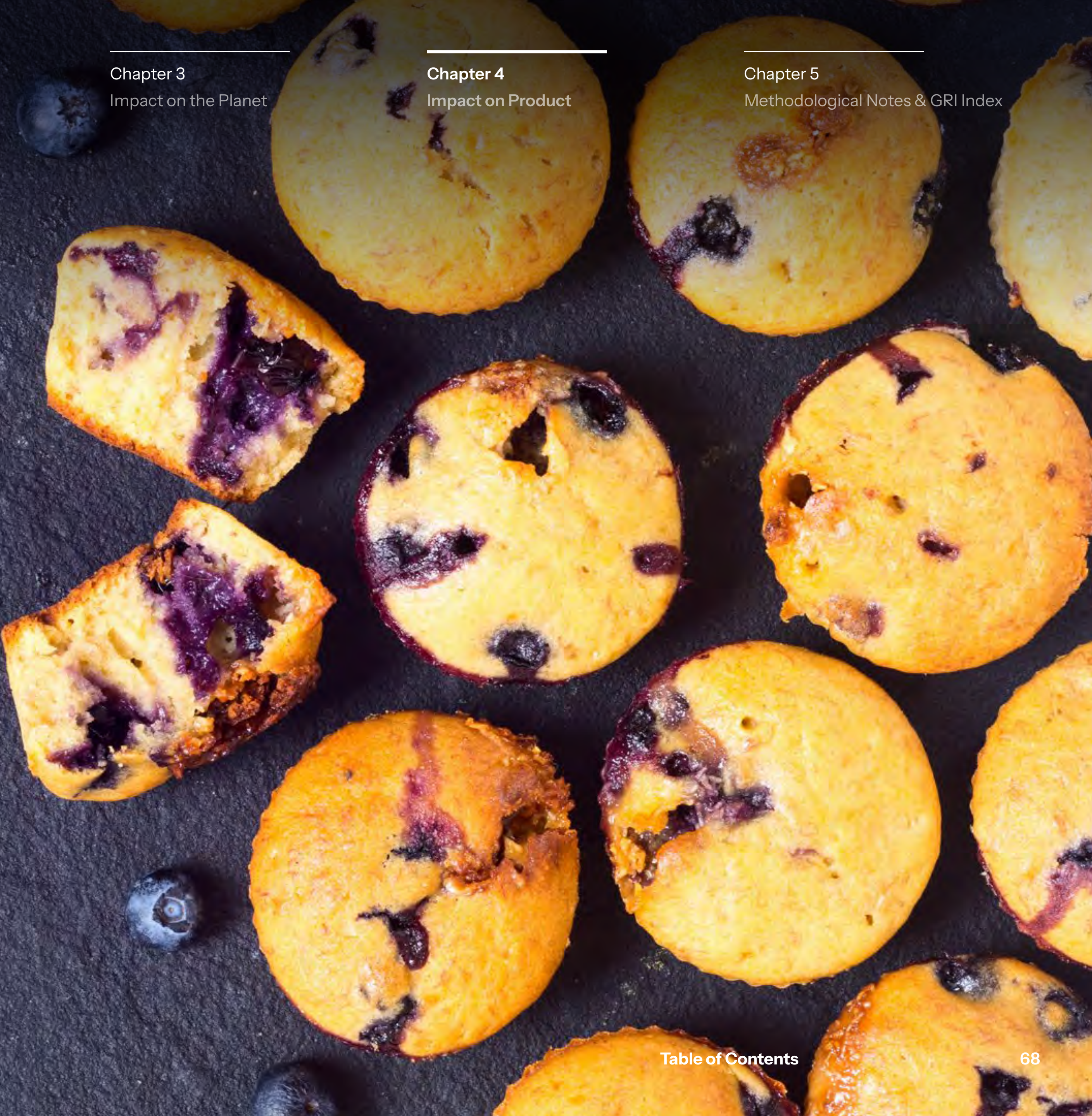




EGG ‘n EASY

Egg reduction system designed to maintain the volume, texture, and mouthfeel of sponge applications and cakes/muffins with reduced liquid egg content. Egg 'n Easy not only offers functional benefits in batters, but also provides significant cost savings on egg expenditure, ranging from 3% to 10% if using lower-cost eggs to 20%-25% with higher-quality eggs.

This product offers a competitive edge over enzyme-only-based solutions and other plant-based alternatives.





FRESKO

Clean label enzymatic fresh-keeping system that enables bread to maintain its freshness and a soft, resilient texture for longer, thereby prolonging shelf life and reducing returns, as well as waste.

It ensures that baked goods – including toast and sandwich bread, rustic bread, baguettes, pita bread and other yeast-leavened doughs – remain fresh, fluffy, and soft, maintaining their quality from the first day of baking up to 15 days after, with no atypical flavors.





# Food Safety and Quality

The CSM Ingredients group is unwavering in its commitment to ensuring the highest standards of food safety and quality for every product it offers, in accordance with the Global Food Safety Initiatives (GFSI). Customer and Consumer protection is a top priority for the group, which is why it enforces rigorous quality and food safety management systems throughout all its production sites, suppliers, and co-manufacturers.

Internal control protocols are the cornerstone of the quality assurance strategy; quality assessments are specifically designed for each specific product or recipe, with thorough verification implemented at every stage of production. These proactive measures are crucial in mitigating potential risks or issues that could affect the quality of ingredients, packaging, manufacturing processes, or the final product, as well as the safety of the final consumer.

The group's vision is encapsulated in its quality and food safety program, **CARE 2.0**: the aim of the program is to “get it Right the First Time, Everywhere”, and it is a synergy program embracing both Quality and Safety, Health and Environment aspects with **zero incidents** and **zero waste** as general objectives. The CARE 2.0 program facilitates ongoing monitoring of key performance indicators (KPIs) related to quality and food safety, offering detailed insights into progress across various relevant aspects.

Indeed, quality metrics are continuously tracked and assessed across all manufacturing facilities to detect potential quality concerns, understand their nature, and prepare appropriate countermeasures or preventive actions. These metrics include the frequency of non-conformities, the volume of customer complaints, the incidence of food safety -related issues, and the effectiveness of food safety protocols in place. The results of this continuous monitoring are then effectively communicated at different organizational levels, from operational to managerial roles, in order to drive performance enhancements within a broader strategy.







CSM Ingredient group's strategy starts with the thorough completion of a baseline analysis, setting a benchmark for the quality of data collection. Following this, we carry out a detailed analysis to identify root causes of non-conformities, in order to design targeted and effective solutions to be implemented in the near future.

Additionally, CSM launched a training program dedicated to Quality in 2023 organizing annual training sessions to review and discuss new quality and food safety standards, and to share best practices across the different manufacturing plants. As part of the group's effort to maintain the highest transparency and traceability standards, **product labeling** is also meticulously analyzed to make sure it meets the requirements of both relevant regulations and customers, in addition to stringent internal verification processes. These verification steps underscore the **commitment to integrity** concerning the provenance, composition, and possible contamination of products. This conscientious practice ensures that all labeling reflects an accurate and trustworthy representation of the product, reinforcing the group's dedication to clear communication and trust.

Furthermore, certifications are also crucial. Globally acknowledged certifications, which enable a more accurate management of food safety and quality issues, have been achieved across CSM's manufacturing facilities such as **BRC, IFS, FSSC 22000**, etc. Internal audits are therefore routinely performed, ensuring that the group is able to consistently meet the criteria established by certification authorities.



Introduction Letter to Stakeholders	Chapter 1 About Us	Chapter 2 Impact on People	Chapter 3 Impact on the Planet	<b>Chapter 4 Impact on Product</b>	Chapter 5 Methodological Notes & GRI Index
RSPO supply chain certificate		Sustainable palm oil procurement from certified sources			
Kosher certificate		Industrial process and material compliance with Jewish ethical and hygienic health standards			
ISO 22000:2018		Food Safety and Quality certifications of products			
IFS certificate					
FSSC 22000					
BRC certificate					
Product certification of organic operations		Organic operations according to the European Union regulation on organic production and the labeling of organic products			
Halal product certification		Industrial process and material compliance with Islamic ethical and hygienic health standards			
Rainforest Alliance		Sustainable farming of cocoa			
ISO 45001		Occupational health and safety management system			
ISO 14001		Environmental management system			
ISO 50001		Energy management system			
ISO 9001		Quality management system			



In an effort towards certifiable excellence, all the group’s European facilities have obtained a minimum 'A' grade certification from the British Retail Consortium (BRC), which is the best achievable score. Moreover, in 2023 the Manchester site received AA grade. The **BRC certification** provides a comprehensive framework for managing product safety, integrity, legality, and quality along with the operational controls for these criteria.

Furthermore, the production plants of Bischheim, Crema, Delmenhorst, Gerlenhofen, and Goes have been certified under IFS Standards, with a “Higher Level” result across all sites, averaging a score of 97,31%. The **IFS Food standard** is internationally recognized by the Global Food Safety Initiative (GFSI), and it is designed to ensure that IFS-certified companies can deliver products that comply with client-specific product demands as well as international legislation, ensuring safety and quality for all consumers.

Additionally, the Shanghai manufacturing plant renewed the prestigious **FSSC 22000 certification**. This globally recognized certification is part of the Global Food Safety Initiative (GFSI) benchmarks and is a testament to the plant's adherence to the highest standards of food safety management systems. The FSSC 22000 standard is specifically designed to audit and certify food safety systems of organizations that manufacture food products, ensuring that they meet both the needs of customers and the rigors of international food safety requirements.

Finally, the Gias plant has maintained the **ISO 22000** certification since 2008. This certification represents the plant's commitment to operating a food safety management system that consistently meets the rigorous requirements set by this standard. ISO 22000 is designed to harmonize the requirements for food safety management on a global scale, providing a framework that spans the entire food supply chain, from producers to consumers.





# Methodological Notes & GRI Index



# Notes on Methodology

The Sustainability Report has been drafted with reference to the GRI Sustainability Reporting Standards 2021. The content of the document reflects the results of the materiality analysis as described in detail in the chapter “About Us”.

## Scope of reporting

This document includes a description of initiatives and activities carried out from the 1<sup>st</sup> of January to the 31<sup>st</sup> of December 2023. The data collection process and the report publication activities are structured on an annual basis. The information refers to CSM Ingredients S.A.R.L., located in 7 Rue des Merovingiens, L-8070, Bertrange, Luxembourg and its subsidiaries.

Any exceptions to this reporting scope are explicitly indicated in the text. The companies falling within the scope of the Sustainability Report have their registered headquarters in:

- Bakery Supplies Int. Holding BV, The Netherlands
  - CSM Bakery KFT, Hungary
  - CSM Bakery Solutions Europe Holding BV, The Netherlands
  - CSM Compagnie Sarl, France
  - CSM Deutschland GmbH, Germany
  - CSM Food (Shanghai) Co., Ltd, China
  - CSM France SAS, France
  - CSM Ingrediens Benelux (NL) B.V. The Netherlands
  - CSM Ingredients Austria GmbH, Austria
  - CSM Ingredients Benelux (BE) B.V. Belgium
  - CSM Ingredients Ireland Limited, Republic of Ireland
  - CSM Ingredients Italia Spa, Italy
  - CSM Ingredients Portugal SA, Portugal
  - CSM Ingredients S.à r.l, Luxembourg
  - CSM Ingredients Spain SL, Spain
- CSM Ingredients Switzerland AG, Switzerland
  - CSM Ingredients United Kingdom Ltd, The United Kingdom
  - CSM Polska SPZOO, Poland
  - CSM Russia LLC, Russia
  - CSM-GIAS Sa Tunisian, Tunisia
  - France Fondant S.A, France
  - Goliath GmbH, Germany
  - Goliath KG (real estate), Germany
  - HIFOOD SpA, Italy
  - Hi-Food USA Inc., United States
  - Ingredients Solutions Holdings GmbH, Germany
  - Ingredients Solutions Top Holdings GmbH, Germany
  - Ingredients Supplies Holdings, Limited, The United Kingdom



# Material Topics and GRI Standards

The following table provides the link between the material aspects and the corresponding GRI Standards topics.

The Sustainability Report is drafted with reference to the principles of balance, comparability, accuracy, timeliness, clarity, and reliability, as defined by the GRI Standards. The document highlights both strengths and weaknesses, as well as potential areas of improvement. This Sustainability Report is not subject to external assurance.

Material Topics	GRI Material Aspects
Climate Action	Emissions
Health & Safety at the Workplace	Occupational Health and Safety
Waste and Water Management	Materials
	Waste
	Water and Effluents
Governance & Business Ethics	Economic Performance
Food Safety and Quality	Consumer Health & Safety
Diversity & Inclusion	Equal Opportunities
	Employment
Healthy, Natural and Nutritious Products	Marketing and Labeling



# Calculation Methodologies

The methodologies and assumptions used to calculate the performance indicators included in the report are described below:

- All data related to injuries refers to CSM Ingredients group’s employees. It does not include commuting injuries for which transportation was not organised by the company or first aid cases;
  - Waste composition has been determined on the basis of waste weights as registered and reported directly from manufacturing plants owned and controlled by CSM Ingredients group;
  - The lost time injury frequency rate has been calculated as the total lost time injuries multiplied by 200,000 and divided by the overall number of hours worked in the reporting period;
- Hiring and turnover rates have been calculated using the total number of employees at the beginning of the reporting period as the denominator;
  - The energy consumption related to CSM’s owned and long-term leased vehicles has been calculated based on available fuel consumption data. The following table shows the conversion factors used:

Typology	UoM	Source
Fuel Density	l/t	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2023
LCV (Lower Calorific Value)	GJ/t	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2023



Greenhouse gas emissions calculations are carried out based on the principles outlined in the GHG Protocol Corporate Accounting and Reporting Standard.

Scope 1 emissions were calculated as follows:

GHG emissions – Scope 1			
Source Activity Data		Emission Factor	GWP
Vehicle fleet	Fuel consumption (petrol, diesel, LPG)	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2023	CO2 equivalent has been considered.
Fuels for boilers and heating	Fuel consumption (natural gas, LPG)	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2023	CO2 equivalent has been considered.
Refrigerant gas refills for refrigerating rooms and air conditioning	Leakages (kg)	-	Global Warming Potentials (GWPs) are taken from IPCC Sixth Assessment Report (AR6).



Scope 2 emissions resulting from the consumption of electricity purchased from the national grid are calculated according to two different methodologies: the location-based approach reflects the average emissions intensity of grids where the energy consumption occurs; the market-based approach reflects the emissions from the electricity source the company has purposefully chosen.

Scope 2 emissions were calculated as follows:

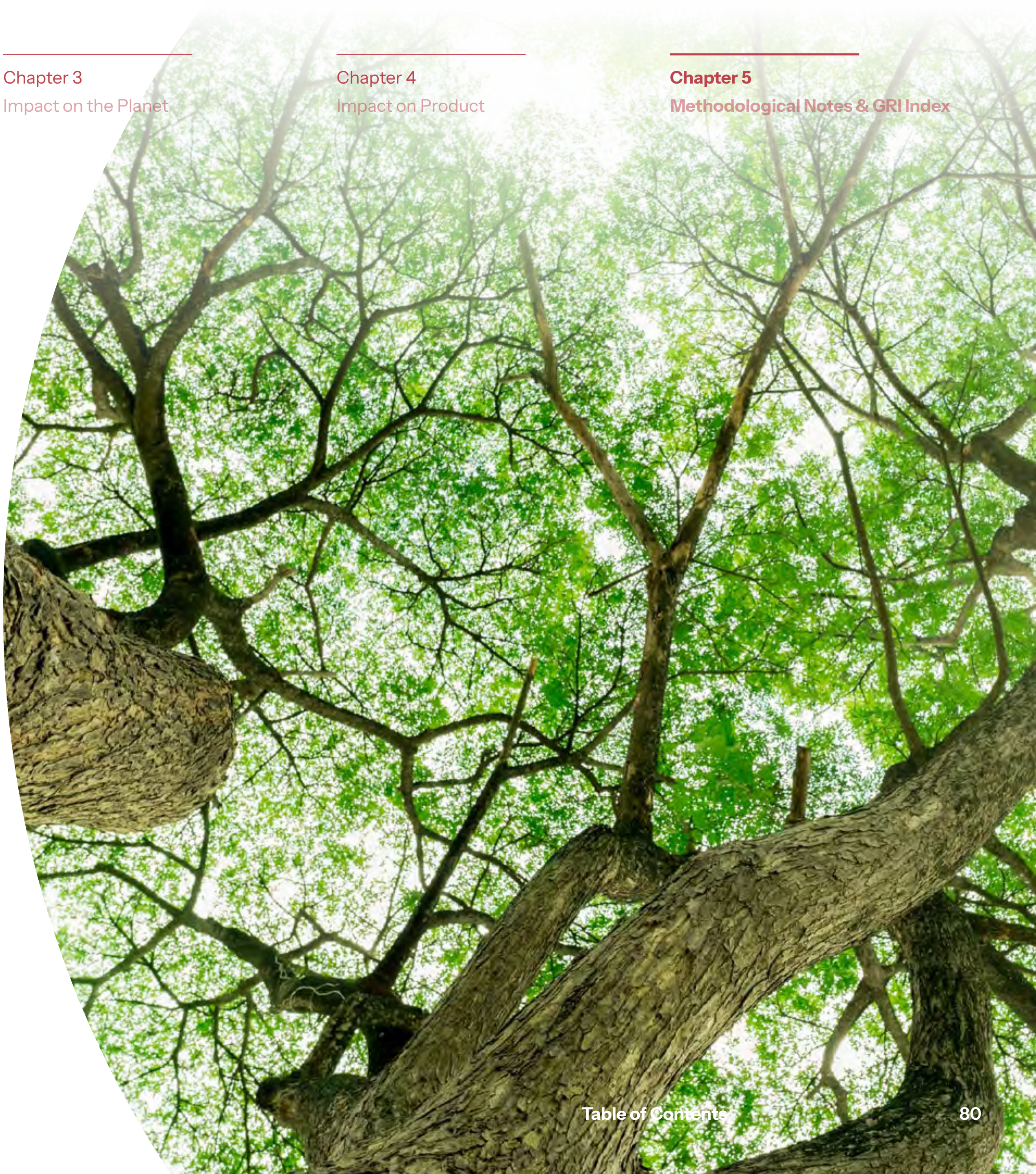
GHG emissions – Scope 2			
Source Activity Data		Emission Factor	GWP
Electricity purchased from the national grid – Location-based	Electricity consumption (kWh)	Terna, Confronti Internazionali, 2019 European Environmental Agency 2022 IEA, International Energy Agency, 2023 Ministry of Ecology and Environment of the PRC Department of Energy Security and Net Zero - DESNZ	Only CO2 emissions have been considered.
Electricity purchased from the national grid – Market-based	Electricity consumption (kWh)	AIB, European Residual Mixes 2022 Ministry of Ecology and Environment of the PRC Terna, Confronti Internazionali, 2019 IEA, International Energy Agency, 2023	Only CO2 emissions have been considered.



Scope 3 emissions estimates include other indirect emissions. In 2023, Scope 3 comprised a number of categories selected according to the criteria of relevance, data availability, and improvement potential for future initiatives. The calculations carried out relied on following, main assumptions:

- **Purchased goods and services (Cat. 1)** emissions were estimated utilizing the closest emission factors (EF) in terms of physical characteristics or components/ ingredients in cases where an emission factor related to the specific product purchased was not available. For some of the products, the emission factors associated do not include the whole production processes, but only a fragment of it, due to limitations in the emission factors available on the market;
- **Capital goods (Cat. 2)** related emissions were calculated based on capital expenditure: relevant investments were classed as those exceeding €10k as the relevance threshold;
- **Waste generated in operations (Cat. 5)** related emissions were calculated based on the total weight produced and its destination provided by CSM Ingredients group manufacturing plants. However, the composition of the waste has been calculated utilizing high-level estimates provided by the group’s headquarters.
- **Employees commuting (Cat.7)** related emissions were estimated based on data gathered through a questionnaire submitted by CSM Ingredients group’s employees;
- **End of life treatment of sold products (cat.12)** related emissions were estimated by assuming that the final disposal of the residual packaging sold would take place in the same areas as where those products were sold.

For further information about the categories involved in Scope 3 analysis, please refer to the “Environmental Impact” section.





Scope 3 emissions were calculated as follows:

GHG emissions – Scope 3			
Source Activity Data		Emission Factor	GWP
Purchased goods & services (Cat.1)	Weight of raw, process, and packaging materials procured; Purchased services expenditures	Ecoinvent, version 3.10 (2023) UK Department for Environment, Food & Rural Affairs (DEFRA), Table 13 – Indirect emissions from the supply chain 2020	CO2 equivalent has been considered.
Water withdrawal (Cat. 1)	Cubic metres of water withdrawn	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2023	CO2 equivalent has been considered.
Capital goods (Cat. 2)	Capex by product category	Department for Environment, Food and Rural Affairs (DEFRA), Conversion factor – “Table 13” Indirect emissions from the supply chain 2020	CO2 equivalent has been considered.
Fuel- and energy-related activities (Cat. 3)	Fuel and electricity consumption	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2021, 2023	CO2 equivalent has been considered.



GHG emissions – Scope 3			
Upstream and downstream logistics (Cat. 4 & 9)	Kilometers covered by air, truck or ship multiplied by shipped weight (tons)	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2023	CO2 equivalent has been considered.
Waste disposal (Cat. 5)	Weight of waste disposed by typology and treatment method	Ecoinvent, version 3.10 (2023)	CO2 equivalent has been considered.
Wastewater discharged (Cat. 5)	Cubic meters of water discharged	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2023	CO2 equivalent has been considered.
Business travel by air, train, and car (Cat. 6)	Kilometers travelled	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2023	CO2 equivalent has been considered.
Employee commuting (Cat. 7)	Kilometers travelled	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2023	CO2 equivalent has been considered.
End-of-life treatment of sold products (Cat. 12)	Packaging disposed	Ecoinvent, version 3.10 (2023)	CO2 equivalent has been considered.



# GRI Disclosures

The material of the present Sustainability Report references the following GRI Disclosures. If not otherwise specified, the Disclosures applied have been used in full.

GRI Content Index	
Statement of Use	CSM Ingredients group has reported in reference with the GRI Standards for the period 01.01.2023 – 31.12.2023
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not currently available.

Disclosure		Page	Notes
General Disclosure			
GRI 2: General Disclosures 2021	2-1 Organizational details	75	
	2-2 Entities included in the organization’s sustainability reporting	-	The consolidated perimeter is the same in the financial and non-financial reporting
	2-3 Reporting period, frequency, and contact point	-	The reporting period of the financial disclosure is the same as for the Sustainability Report
	2-4 Restatements of information	-	There have been no restatements in the reporting period



	Disclosure	Page	Notes
GRI 2: General Disclosures 2021	2-5 External assurance	-	The report has not been subjected to external assurance
	2-6 Activities, value chain and other business relationships	17	No significant changes to the organization’s supply chain were recorded in the reporting period
	2-7 Employees	21	The company reports on the requirements a,c
	2-9 Governance structure and composition	10 - 11	The company reports on the requirements a,b
	2-10 Nomination and selection of the highest governance body	10 - 11	
	2-12 Role of the highest governance body in overseeing the management of impacts	11	
	2-13 Delegation of responsibility for managing impacts	11	
	2-14 Role of the highest governance body in sustainability reporting	11	
	2-22 Statement on sustainable development strategy	3	
	2-23 Policy commitments	12 - 14	The company reports on the requirements a,b
	2-24 Embedding policy commitments	12 - 14	



	Disclosure	Page	Notes
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	11 – 14	The company reports on the requirements a,b
	2-29 Approach to stakeholder engagement	15	
	2-30 Collective bargaining agreements	-	79.6% of all employees is covered by collective bargaining agreement

Material Topics	Disclosure	Page	Notes
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16	
	3-2 List of material topics	18, 19	
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	51	
GRI 301: Materials 2016	Disclosure 301-1 Materials used by weight or volume	51	
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	50	



GRI 303: Water and Effluents 2018	303-5 Water consumption	50	The water consumed was withdrawn from areas not categorised as high risk.
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	41 - 47	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	41	
	305-2 Energy indirect (Scope 2) GHG emissions	42, 43	
	305-3 Other indirect (Scope 3) GHG emissions	44, 45	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	48 - 50	
GRI 306: Waste 2020	306-3 Waste generated	49, 50	
Diversity & Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	10, 22, 23	



GRI 401: Employment 2016	401-1 New employee hires and employee turnover	22	
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	10, 22	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	26, 27	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and safety management system	26, 27	
	403-2 Hazard identification, risk assessment, and incident investigation	26, 27	
	403-3 Occupational health services	26, 27	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	26, 27	
	403-9 Work-related injuries	26	
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	-	



GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-	No incidents of non-compliance concerning the health and safety impacts of products and services were recorded in the reporting period.
Marketing and Labeling			
GRI 3: Material Topics 2021	3-3 Management of material topics	-	
GRI 417 – Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and services	-	No incidents of non-compliance concerning product and service information and labeling were recorded in the reporting period.





## Headquarters

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## For more information:

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