FINANCIAL PERFORMANCE REPORT 2020

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET

GROUPE

SUMMARY

MANAGEMENT REPORT

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET
GROUPE

MANAGEMENT REPORT

2020 has been a year of considerable complexity during which many obstacles were overcome in a health and economic context that required a great deal of effort and perseverance.

Robertet has fared well by carrying out normal production activities, maintaining a high level of customer service and ensuring that the Creation and Development Departments are fully operational.

This enabled the Group to maintain an active presence in the market with the principal customers of the three Divisions, Raw Materials, Fragrances and Flavors, and to remain on track with the long-term objectives it had set itself.

The Health and Beauty division showed strong growth, continuing a very promising trend.

The long-term vision is made possible by Robertet's capital structure, which is solidly controlled by the Maubert Family Holding SA. which regroups the family's interests in a strategy to ensure the continuity of the Maubert family's management of Robertet while guaranteeing its independence.

The Maubert family never ceases to reiterate its unwavering confidence in the future of Robertet.

Robertet has further strengthened its Natural Raw Materials and Organic Products strategy.

This positioning is very favorable for the Group, providing means to ensure strong and balanced growth.

Robertet is increasingly establishing itself as the undisputed leader in natural aromatic products, making the most of the experience it has acquired throughout its history in these products and the knowledge it has accumulated.

Our consistency has allowed us to build a network of relationships in many countries, allowing us to fully control the sourcing of many products and to guarantee their total traceability to our customers.

This is the real thing, and our transparence contributes to the distinction of the Natural for our other Divisions as well as for Health and Beauty.

With this in mind, the CSR approach has expanded considerably, constantly seeking new channels and diversifying the product portfolio.

This approach is, above all, pragmatic and focused on clear and practical objectives.

The Group's directors are convinced that we are pursuing the right strategy, which includes vigorous development of the BIO division around SAPAD, Sirius and the Raw Materials Division, but which is also present throughout the Group at an international level.

For 2020, the turnover was 538 million, a slight decrease of 2.9%, which is considered satisfactory.

At constant exchange rates, taking into account the first consolidation of Sirius, while also on the other hand the fall of the dollar, this figure is stable, which is a good result.

By Operating Division, results are fairly homogeneous, with a slight downward trend. Operating Division were fairly uniform, with a slight downward trend.

By Group subsidiaries, Robertet SA Grasse's sales are down by 8.7%, which has a strong impact on its profits after absorbing fixed costs.

The United States has a stable result compared to 2019 and Robertet Asia is growing strongly by more than 20% in line with its initial forecast.

China and Brazil are this year strong contributors to Group profits. All this taken into account, consolidated profit is down by just under 5%.

Even more satisfying, current EBITDA of 96.5 million euros is up by 2.3% and represents 17.9% of sales.

A number of factors drove the results upwards, such as the very good handling of costs and overheads, as well as the improvement in the gross margin/revenue ratio (thanks to the moderation in the prices of most raw materials purchased).

In addition, Mr. Philippe Maubert strongly reaffirmed his objective of doubling revenues over a 10-year period.

He considers this to be very realistic, but that it can only be achieved at the cost of a policy of acquiring companies to complement organic growth.

A more aggressive policy in this area has been initiated, as Robertet's financial situation allows.

For 2021, it is particularly difficult to make forecasts with a sufficient degree of reliability.

Much will depend on the evolution of the pandemic which is extremely uncertain, and also on the economic recovery that may or may not follow it.

As of March 31, 2021, consolidated revenues amounted to 145.5 million euro, down 3.1%.

This result includes, however, a good first quarter for the American subsidiaries, with an increase of 4.5% in dollars.

A reasonable assumption could be a revenue growth for 2021 of around 5% at constant exchange rates.

LEADING INDICATORS in thousands of euros

	2020	2019	Variation
Turnover	538 318	554 273	-2,9%
Gross operating income (Ebitda)	96 470	94 324	2,3%
Current operating income	70 995	73 044	-2,8%
NET INCOME (Group share)	**50 577**	**53 045**	**-4,6%**
Shareholders' equity (Group share)	**476 256**	456 108	
Net current cash*.	**63 578**	10 853	
Current assets and liabilities	**332 098**	316 635	

* Net cash = cash and cash equivalents + other current financial assets - short-term and long-term financial liabilities short-term and long-term rental liabilities.

INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES

ORGANIZATION

The reduction in the number of hierarchical levels, the existence of short decision-making channels with direct reporting from operational levels to General Management, combined with corporate values that are widely disseminated in all Group entities and a commitment to the continuous improvement of operational processes, guarantee a strong environment of effective and reliable control.

Monitoring activities are carried out at all hierarchical and functional levels of the Group.

Internal control is therefore organized with a view to ensuring that the parent company and consolidated financial statements give a true and fair view of the Group's assets and liabilities and provide a reasonable assessment of any risks it may face that could adversely affect the achievement of the objectives assigned to internal control.

OBJECTIVES AND MEANS

The policy is designed to comply with legal requirements and to ensure that the risks incurred are monitored as consistently, systematically and formally as possible. This approach involves operational managers without overburdening the Group's internal operating procedures.

Risk monitoring is part of the reporting process (safety, social and environmental, accounting and financial)

A risk map covering all the Group's activities has been drawn up and is reviewed annually.

It is:

- To identify the main sources of identifiable risks, both internal and external.
- To evaluate the criticality of these risks according to a qualitative scale, taking into account their potential impact, the probability of occurrence and the degree of control for the various events constituting them.

With regard to the processes for preparing published financial information, specific procedures are implemented, including mainly :

- A standardized financial reporting and consolidation system that enables financial statements to be prepared in accordance with Group principles.
- A formalized process for reporting and analyzing other information published in the Group's reference documents.

Responsibility for implementing these procedures lies with the Finance Departments of each Group entity.

The Group's General Management and Finance Department regularly visit the operating subsidiaries to monitor performance, procedures, audit specific issues, and implement or monitor action plans.

RISK FACTORS

The Audit Committee has set up a map of the potential risks incurred by the company, which is reviewed each year.

The risks that could have a significant impact on the Group's operations or require specific action are mainly the following:

RISKS RELATED TO THE GROUP'S BUSINESS SECTOR

Supply

A certain limited number of raw materials have sources of supply that are difficult to diversify, which can lead to strains on prices or available quantities.

The Purchasing Department is committed to setting up supply contracts with producers in order to control prices and ensure the reliability of quantities, and to seeking to diversify its sources as much as possible.

The Group has also entered into long-term partnerships with local producers of sensitive raw materials as part of a sustainable development approach and to control the quality of products, the quantities produced and their price.

Regulation

IIn an increasingly restrictive legislative environment, particularly at the level of the EEC, the Group must each year strengthen its resources, mainly human, to meet the constraints imposed on the profession both in terms of traceability and research or development of new products to replace those that have become prohibited.

In addition, the REACH regulation, which imposes a new system for the registration, evaluation and authorization of chemical substances, requires manufacturers, importers and downstream users to ensure that they manufacture, market or use substances that do not have harmful effects on human health and the environment, also entails the implementation of increasingly substantial resources and could possibly lead to supply disruptions for unregistered products.

RISKS RELATED TO HUMAN RESOURCES

Robertet's policy is to allow its subsidiaries and their managers a great deal of autonomy in implementing the Group's decisions. Since most of these managers have been in place for decades, they have become key men within these entities, whose sudden vacancy could be detrimental to the subsidiaries in question.

As far as scheduled replacements are concerned, these are sufficiently anticipated to ensure that the handover takes place under the best possible conditions and that the successor is fully operational when the time comes.

FINANCIAL RISKS

Risk of change

The majority of the Group's sales are made in currencies other than the euro, such as the US dollar, the pound sterling, the yen, the real, and the Mexican or Argentinean peso. These sales in foreign currencies are mainly made by the Group's subsidiaries in their functional currencies, which does not give rise to any transactional exchange risk at their level.

Group entities exposed to currency risk, mainly the parent company which buys and sells in dollars, hedge this risk with the sole objective of hedging risks generated by operations and maintaining gross operating margin levels. None of the hedging products used can be considered speculative.

Exposure to currency hedges is disclosed in notes to the financial statement, note 11.

Rate risk

0.4 million of the Group's borrowings are at variable rates. Details of borrowings are provided in note 9 to the financial statements.

Equity risk

At December 31, 2020, the Group's balance sheet showed cash and cash equivalents of 151 million euros (111 million euros at December 31, 2019).

Cash equivalents consist of marketable securities represented by money market funds invested in securities with very short maturities and no capital risk.

In accordance with current accounting rules, these instruments are valued at market value, which is very close to their book value.

Liquidity risk

The Group has a large current cash surplus and never uses more than 20% of the overdraft facilities granted to it.

Customer Risk

The Group has a strict policy on trade receivables. As soon as a customer is identified as being at risk of default, the payment methods used are secured and the amounts outstanding are limited.

Country risk

The company regularly assesses its exposure to country risk. No significant settlement failures have occurred in recent years in a country identified as potentially risky.

ENVIRONMENTAL RISKS

The Group uses substances that may present health, fire or explosion risks, as well as emissions or discharges during the various phases of the production process that may harm people, property or the environment.

Safety and environmental protection is therefore an ongoing concern for the Group, going beyond the measures prescribed by the laws and regulations in force in the countries in which the Group operates.

Acquisitions of equity interests during the year

In December 2020, Robertet SA acquired the remaining 40% of Robertet Goldfied (India) for 2,689,000 euros, in order to increase its stake in this entity to 100%, in accordance with the contractual agreements in place at the time of acquisition.

In September 2020, an interim payment was also made for the EUR 3,500,000 earn-out payment relating to the acquisition of Bionov, in accordance with the share sale agreement signed in 2016.

Robertet SA also acquired a 24% stake in SAS Fleur de Vie for 751 thousand euros and a 33% stake in Alponics Valais in Switzerland for 31 thousand euros.

Post-balance sheet events

To the best of our knowledge, no events have occurred since the balance sheet date that could have a material impact on the Group's business, financial position, results or assets.

Research and development

The company permanently devotes approximately 8% of its revenues to research, creation and development.

The parent company received 938,668 euros in research tax credits in 2020.

Distribution of capital, control and treasury shares

As of December 31, 2020, the capital stock consisted of 2,310,395 securities divided into 2,172,547 shares and 137,848 investment certificates, which do not carry voting rights.

There are no statutory restrictions on the exercise of voting rights and transfers of securities. The company has no share buyback program, nor are there any treasury shares. Shares held in registered form for more than five years carry double voting rights.

The distribution of capital is as follows:

	% of capital	% single voting rights	% total voting rights
MAUBERT Family group	46,99%	52,93%	67,56%
Firmenich	21,58%	16,52%	11,26%
Givaudan	4,68%	4,68%	3,19%
Other	26,74%	25,87%	18,00%
TOTAL	100,00%	100,00%	100,00%

Employee participation in share capital

In the framework of the Company Savings Plan, employees hold 0,41% of the capital and 0,53% of the voting rights.

Conditions of retention of free shares awarded

The allocation of bonus shares to their beneficiaries will not be final until the end of a vesting period, the minimum duration of which is set at one year. At the end of this period, the shares will be definitively allocated to their beneficiaries, but will be non-transferable and must be retained by them for a minimum period of two years.

The free shares allotted to the corporate officers of the Company must be held by the latter, in registered form, for at least one third of them, until the termination of their duties, the transfer of said shares being prohibited before that date.

Transactions carried out by officers in company shares

No transactions in securities were carried out by the directors during the 2020 financial year.

Proposed appropriation of earnings

TThe Board of Directors moves to set the dividend per share at 5.60 euros :

The proposed assignment of net income for the year is therefore as follows :

• Dividends	12 938 212,00 euros
• Legal reserves	565,00 euros
• Reserves	12 488 097,13 euros
• Total	25 426 874,13 euros

The total proposed distribution will therefore be 12,938,212 euros, applying to shares with a par value of 2.50 euros each, as well as to investment certificates, i.e. per share and per investment certificate :

- Dividends : 5,60 euros.

The dividend for fiscal year 2020 will be paid as of July 1, 2021 by CACEIS Corporate Trust, 14 rue Rouget de Lisle 92130 Issy-les-Moulineaux.

This dividend will be optional for the taxpayer when filing his tax return :

- either eligible, for individuals domiciled in France for tax purposes, for the rebate provided for in Article 158, 3-2° of the French General Tax Code and be subject to income tax according to the marginal rate of the household tax.
- or subject to the general PFU (single flat tax) system at a global rate of 30%, in the absence of an option for the progressive scale of income tax.

Individual shareholders domiciled in France are subject, at the time of payment of the dividend, to a single flat-rate withholding tax of 30% paid by the Company on behalf of its shareholders, namely :

- 12,8 % in respect of income tax, except for taxpayers who qualify for an exemption and who have submitted an application to the company before 30 November,2019 ;
- 17,2% for social security contributions.

The amount corresponding to these deductions is deducted from the amount of the dividend allocated to each associate and paid by the Company directly to the Treasury.

In order to comply with the provisions of Article 243 bis of the French Tax Code, it should be noted that the amount of dividends paid for the last three financial years were as follows :

	Distribution Overall	Distribution per share
Fiscal year 2019	11 551 975	5,00 €
Fiscal year 2018	12 922 252	5,60 €
Fiscal year 2017	11 973 234	5,20 €

Expenses not deductible for tax purposes pursuant to Article 39-4 of the French General Tax Code (CGI)

Pursuant to Article 223 quater of the French General Tax Code, we hereby inform you that the amount of expenses and charges referred to in Article 39-4 of the said Code corresponding to non-tax-deductible depreciation and taxes on passenger vehicles, which amount to a total of 226,858 euros and which gave rise to taxation of 72,640 euros.

The following resolutions will also be moved to the Combined General Assembly to be held at the company's headquarters on June 9 :

Agreements referred to in Articles L 225-38 et seq. Of the Commercial Code

It is moved to approve the terms of the special report of the statutory auditors prepared in accordance with Articles L225-38 et seq.

Approval of the information mentioned in Article L225-37-3 I of the French Commercial Code

It is moved to approve, pursuant to Article L225-100 II of the French Commercial Code, the information relating to the remuneration of corporate officers mentioned in Article L225-37-3 I of the French Commercial Code for the financial year ending December 31, 2020, as presented in the corporate governance report referred to in Article L225-37.

Approval of the compensation paid during or awarded in respect of the financial year ending December 31, 2020 to M. Philippe MAUBERT, Chairman and CEO

It is moved to approve, pursuant to Article L225-100 III of the French Commercial Code, the fixed, variable, long-term and exceptional components of the total compensation and benefits of any kind, paid during the fiscal year ended December 31, 2020 or granted in respect of the same fiscal year to Mr. Philippe MAUBERT, Chairman and Chief Executive Officer, as presented in the report on corporate governance referred to in Article L225-37 of the Commercial Code.

Approval of the compensation paid during or awarded for the fiscal year ended December 31, 2020 to M. Lionel PICOLET, Deputy CEO

It is moved to approve, as necessary in accordance with Article L225-100 III of the French Commercial Code, the fixed, variable, long-term and exceptional components of the total compensation and benefits of any kind, paid during the financial year ending December 31, 2020 or granted in respect of the same financial year to Mr. Lionel PICOLET, Deputy CEO, as presented in the report on corporate governance referred to in Article L225-37 of the Commercial Code.

Approval of the compensation paid during or awarded in respect of the financial year ending December 31, 2020 to Christophe MAUBERT, Managing Director

It is moved to approve, pursuant to Article L225-100 III of the French Commercial Code, the fixed, variable, long-term and exceptional components of the total compensation and benefits of any kind, paid during the financial year ending December 31, 2020 or granted in respect of the same financial year to Mr. Christophe MAUBERT, Chief Operating Officer, as presented in the report on corporate governance referred to in Article L225-37 of the French Commercial Code.

Approval of the compensation paid during or awarded in respect of the financial year ended December 31, 2020 to Olivier MAUBERT, Managing Director

It is moved to approve, pursuant to Article L225-100 III of the French Commercial Code, the fixed, variable, long-term and exceptional components of the total compensation and benefits of any kind, paid during the financial year ending December 31, 2020 or granted in respect of the same financial year to Mr. Olivier MAUBERT, Chief Operating Officer, as presented in the report on corporate governance referred to in Article L225-37 of the Commercial Code.

Approval of the compensation policy for executive directors for the year 2021

It is moved to approve, pursuant to Article L225-37-2 II of the French Commercial Code, the compensation policy for executive directors for fiscal year 2021 as presented in the corporate governance report referred to in Article L225-37 of the Commercial Code.

Approbation Approval of the Directors' Compensation Policy for Fiscal Year 2021

In accordance with Article L225-37-2 II of the French Commercial Code, it is moved to approve the remuneration policy for directors for fiscal year 2021 as presented in the corporate governance report referred to in Article L225-37 of the Commercial Code.

Determination of the total annual compensation of directors

It is moved to approve the setting, as from fiscal year 2021, of the maximum amount of the annual fixed sum provided for in Article L225-45 of the French Commercial Code to be allocated to the Directors as remuneration for their activity, at 200,000 euros, and this until otherwise decided by the General Meeting.

Renewal of the authorization to the Board of Directors to grant bonus shares to employees and officers of the Company and related companies

It is moved to approve, the authorization given to the Board of Directors, pursuant to the provisions of Articles L225-139 and L225-197-1 to L225-197-5 of the French Commercial Code, to grant free shares of the Company to employees and/or managers of the Company and related companies, whose identity it will be for the Board of Directors to determine, in accordance with the criteria and conditions of allocation that it will have defined, up to a maximum of 23,104 shares representing 1% of the share capital, and to increase the share capital accordingly, on one or more occasions and at its sole discretion, by a nominal amount not exceeding 57,760 euros, i.e. 1% of the share capital, by drawing on the Company's available reserves at the end of the vesting period for these bonus shares, making their allocation final.

SUPPLIER PAYMENT TIMES

	Total Purchasing		Delay without tax				
		0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	**Total excl. tax due 1 day and or more**
Invoices received number		181	328	106	36	182	**652**
Amount		383	2 030	675	426	1 133	**4 263**
% Total sales excluding VAT	**128 362**	**0,30 %**	**1,58%**	**0,53%**	**0,33%**	**0,88%**	**3,32%**

CUSTOMER PAYMENT TIMES

	Total Sales		Delay without Tax.				
		0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	**Total excl. tax due 1 day and or more**
Invoices issued number		883	403	415	216	1 578	**2 612**
Amount		6 443	3 202	6 204	2 454	19 747	**31 608**
% Total sales excluding VAT.	**258 043**	**2,50%**	**1,24%**	**2,40%**	**0,95%**	**7,65%**	**12,25%**

STATUTORY AUDITORS' FEES in thousands of euros

	Deloitte & Associés				Cogeparc				Others			
	Amount		%		Amount		%		Amount		%	
	2020	2019	**2020**	2019	**2020**	2019	**2020**	2019	**2020**	2019	**2020**	2019
	AUDIT											
Statutory audit, certification, reviews of individual and consolidated financial statements	**376**	448	**92%**	100%	**72**	70	**91%**	100%	**165**	125		100%
Issuer	**167**	120	**41%**	27%	**60**	53	**76%**	76%				
Fully consolidated subsidiaries	**209**	328	**51%**	73%	**12**	17	**15%**	24%	**165**	125		100%
Subtotal	**376**	448	**92%**	100%	**72**	70	**91%**	100	**165**	125		100%
	SERVICES OTHER THAN THE CERTIFICATION OF ACCOUNTS											
Tax, legal and business (1)	**35**		8%									
Other					**7**	9%						
Sub otal	**35**		8%		**7**	9%						
TOTAL	**411**	**448**	**100%**	**100%**	**79**	**70**	**100%**	**100%**	**165**	**125**		**100%**

(1) This is a fiscal review.

2020

CORPORATE SOCIAL RESPONSABILITY

A responsible approach to the living

Report ROBERTET

ROBERTET
GROUPE

CONTENTS

A WORD FROM **THE PRESIDENT**

An historical player in the cultivation of natural raw materials, rooted in the soil and its people, the Robertet Group marked a pause in its growth in 2020, due to the pandemic circumstances that affected most of our customers.

Despite this difficult international situation, the resilience shown by the Group is the result of the strong commitment of our teams and our unique position of integration, through the control of the entire supply chain of natural products, from their cultivation to their transformation and use in perfumery, food flavors and active ingredients for health and nutrition. We have emerged from this crisis stronger than ever.

Our presence at the source, a guarantee of quality, meets the growing demand of our customers and consumers for traceability and transparency.

As a signatory of the United Nations Global Compact and its 10 principles since 2020, we confirm our commitment to Corporate Social Responsibility.

This report aims to demonstrate that economic performance and CSR performance are now working together to meet our customers' expectations for competitive products with a measured and controlled social and environmental footprint.

PHILIPPE MAUBERT
Chairman and Chief Executive Officer, Robertet

ABOUT THIS REPORT

Every year, the Robertet Group publishes a CSR report in order to present the progress of its approach and its contribution to sustainable growth.

REGULATORY CONTEXT

This report complies with French regulations, in particular Ordinance No. 2017-1180 of July 19, 2017 and Decree No. 2017-1265 of August 9, requiring companies preparing consolidated financial statements with an average headcount of more than 500 employees and total balance sheet or sales excluding taxes of more than 100 million to publish an Non-Financial Performance Declaration (NFPD)

The obligation to publish the NFPD is the result of the transcription of the European directive on non-financial reporting and replaces the CSR reporting system known as "Grenelle II".

PERIOD

The information published in this Non-Financial Performance Declaration (NFPD) covers the period from January 1 to December 31, 2020.

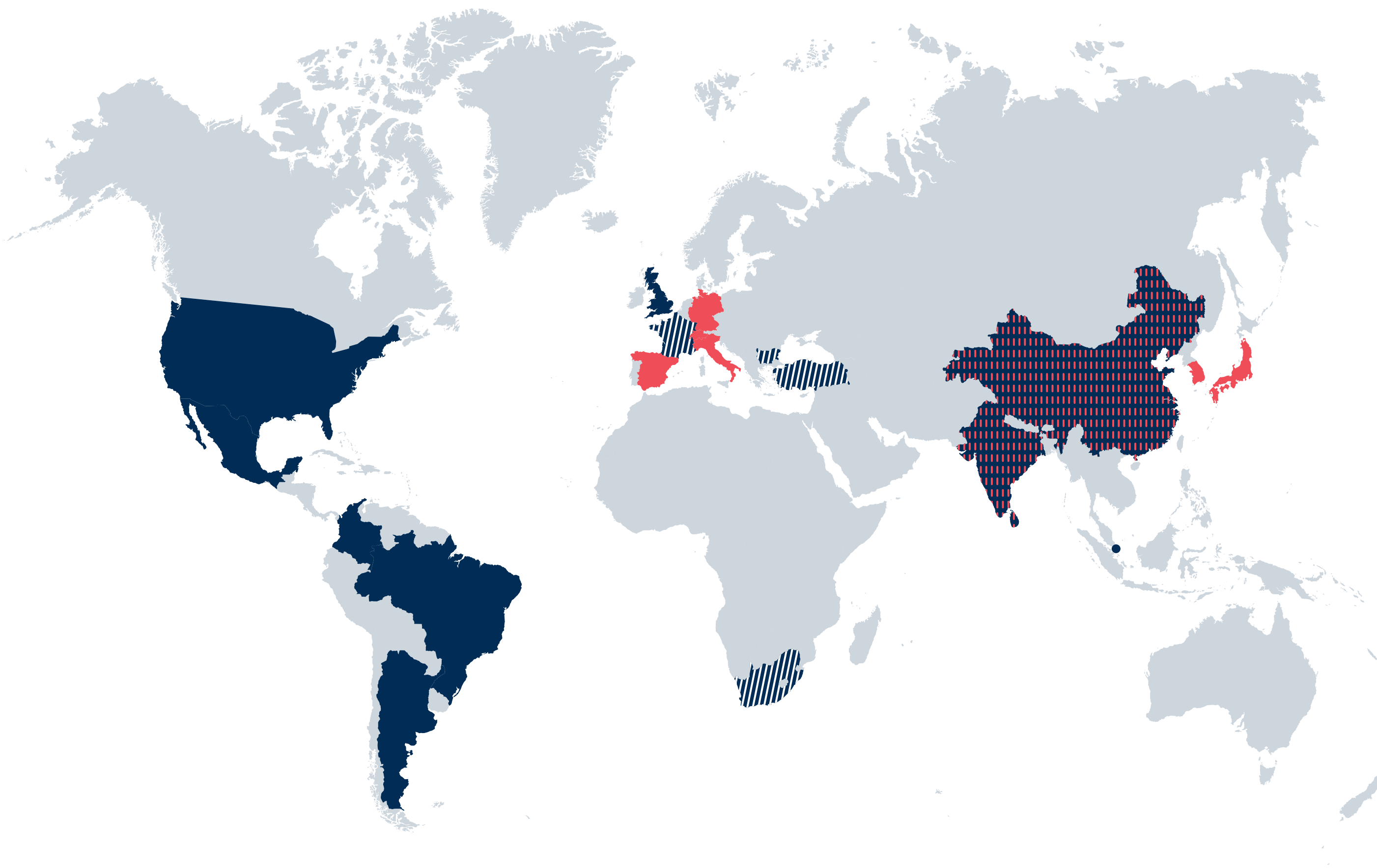
SCOPE

The scope of consolidations for the environmental, social and societal information presented in the report concerns the head office (Robertet SA in Grasse), and all the Group's production subsidiaries. This year, we are including the Sirius subsidiary in our CSR reporting.

Sales subsidiaries, sales offices attached to subsidiaries, and Group joint ventures have been excluded from the scope of consolidation as their impact is not material at Group level.

Commercial subsidiaries excluded from reporting: Robertet GMBH (Germany), Robertet España, Robertet Italia, Robertet et Cie SA (Switzerland), Charabot China, Robertet Hiyoki (Japan), Charabot Japan, Charabot Korea, Robertet India (Goa), Robertet Indonesia, Robertet Africa.

SCOPE OF CONSOLIDATION



RAW MATERIAL EXTRACTION SITES*

PRODUCTION SUBSIDIARIES**   COMMERCIAL

SUBSIDIARIES PRODUCTION AND COMMERCIAL SUBSIDIARIES

*The French sites are raw material extraction and production sites for flavors and fragrances and active ingredients. ** Some production subsidiaries also have commercial activities.

WHO WE ARE

PRESENTATION OF THE GROUP & KEY FIGURES

HISTORY

Founded in 1850, the Robertet Group is a heritage company based in Grasse, whose main activities are sourcing and then transforming plant raw materials into volatile and non-volatile natural extracts. These extracts are then used to create flavors, fragrances and active ingredients. Thanks to a particularly integrated approach to sourcing, Robertet has developed a real expertise in naturals, making the Group today the world leader in conventional and certified natural aromatic raw materials from organic farming. The Robertet Group is organized into four divisions.

THE 4 DIVISIONS OF ROBERTET:

Breakdown of 2020 revenues by division

Natural raw materials: Robertet supplies natural ingredients for the flavors, fragrances and active ingredients for health and beauty industries. Its expertise ranges from plant sourcing to the industrial processes of extraction, fractionation and purification, combining tradition and innovation in its methods and know-how.

27 %

Fragrance: The fragrances created are the olfactory signatures of the smallest to the largest national or international brands of eau de toilette, personal hygiene products or cleaning products.

36 %

Flavors: The aromas flavor all kinds of food or pharmaceutical products, from beverages to dairy products, including confectionery and ready-made meals.

36 %

Active Ingredients: The latest products from our value-added research on our natural extracts are key ingredients for health and beauty products.

1 %

Revenue
2020

538

MILLION EUROS

-2,9 %

2019 → 2020

Breakdown of revenue 2020 by geographical zone :

37 %
North America

34 %
Europe

18 %
Asia and Pacific

7 %
South America and Caribbean

4 %
Africa and Middle East

ROBERTET, A WORLD LEADER **IN NATURAL INGREDIENTS**

1461
NATURAL INGREDIENTS
from 60 different countries

7TH
PLACE WORLDWIDE
in the flavors and fragrances sector

30
INDUSTRIAL SITES
in the world

80
COMMERCIAL INSTALLATIONS
in the world

14
CENTERS FOR CREATION
and research around the world

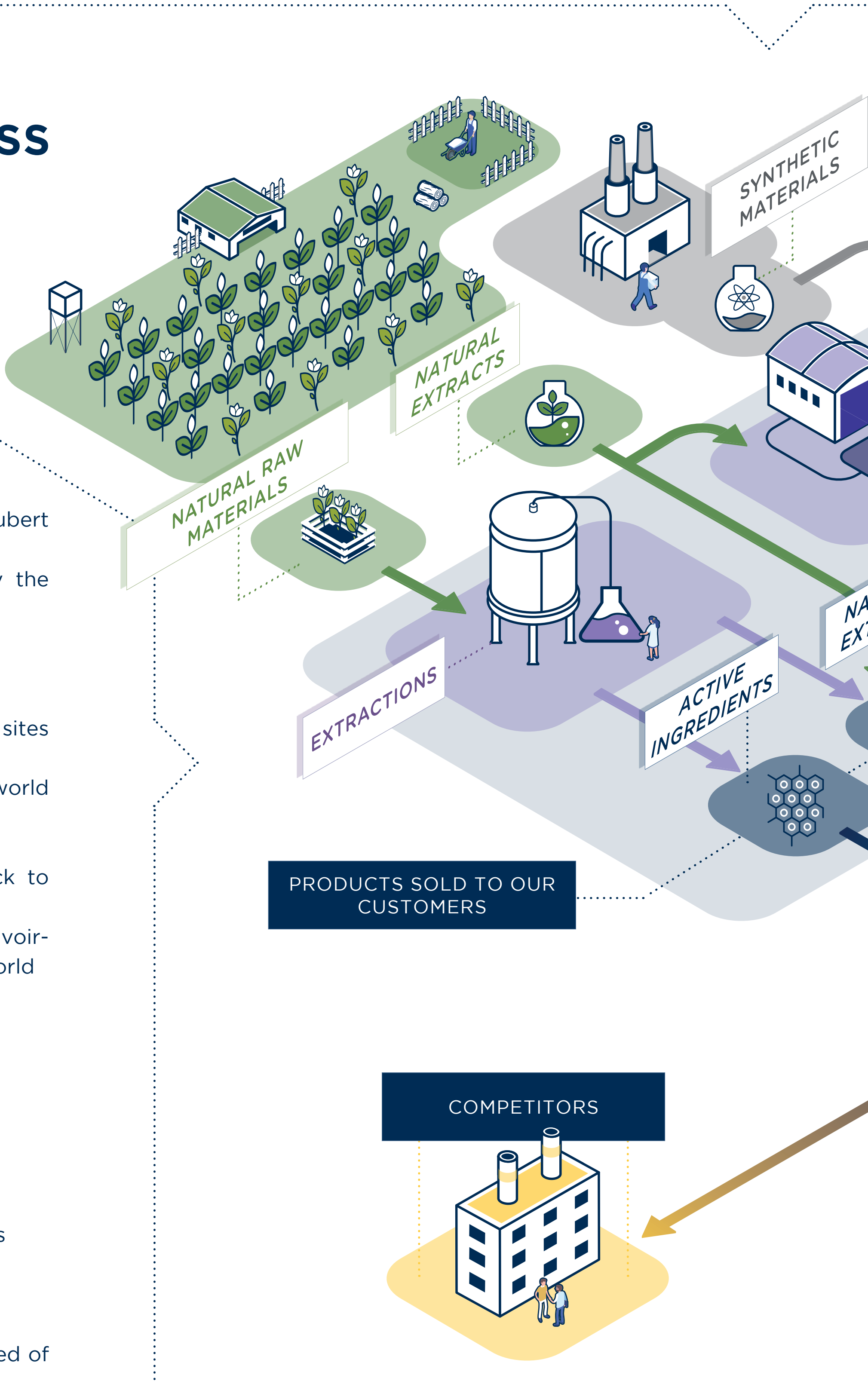
1992
EMPLOYEES
As of 31 December 2020

Ensuring the sustainability of supply

Developping long-term relationships with our suppliers

Strenghtening our role as Expert in the natural and organic markets

OUR BUSINESS MODEL



KEY RESOURCES

Financial assets

- Equity : 472 M€.
- Capital of 6 M€ held at 47 % by Maubert family
- 67,5 % of the voting rights held by the Maubert family
- Industrial investments: 14 M€

Industrial assets

- 30 processing and/or assembly sites worldwide
- 80 commercial establishments in the world

Intellectual assets

- An ancestral knowledge dating back to 1850
- 4 sectors of activity enhancing our savoir-faire and knowledge of the natural world
- 8 % of the revenue invested in R&D
- 14 creation centers around the world

Human assets

- 1992 employees
- 42 % women and 58 % men

Social & relational assets

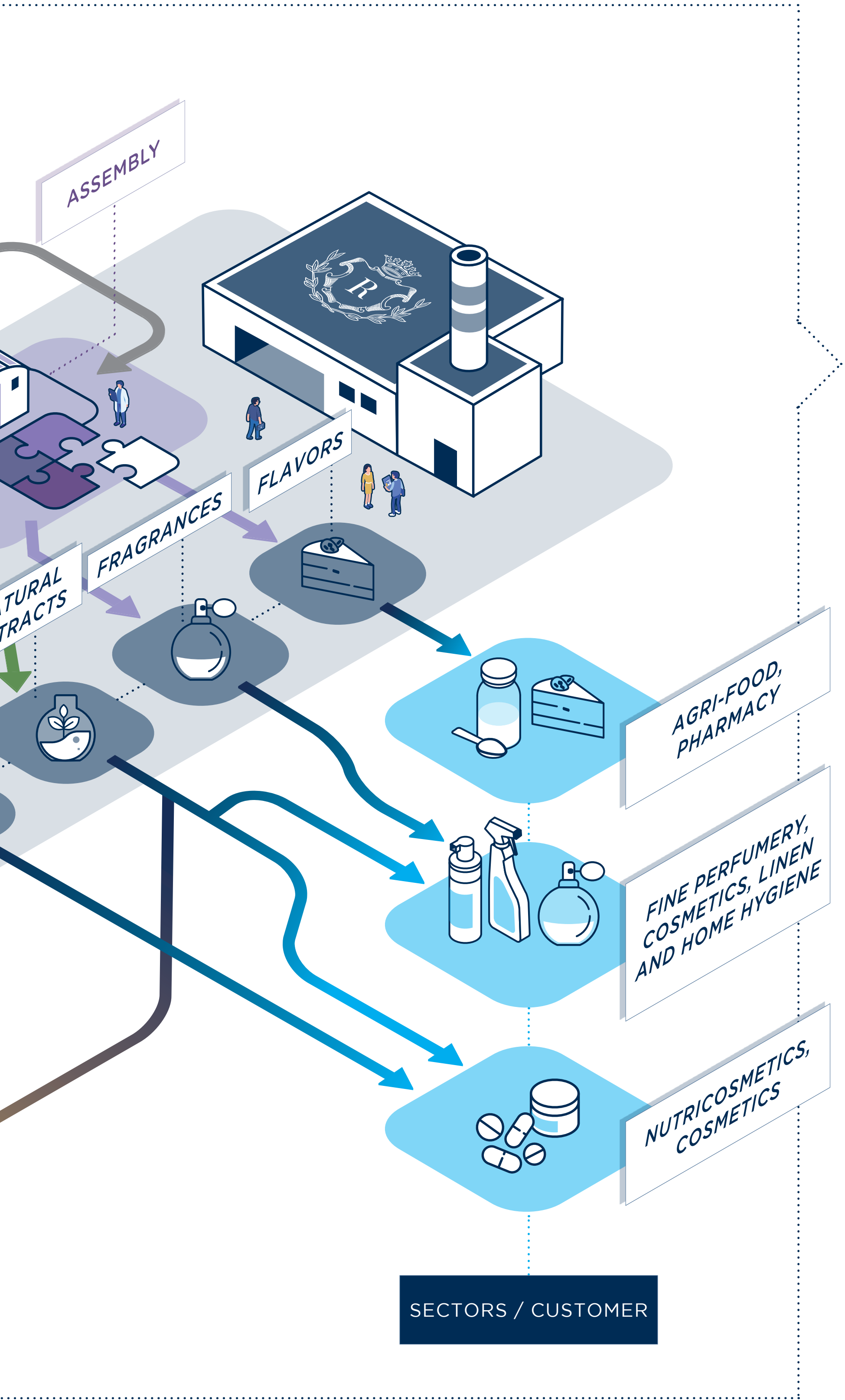
- 1139 suppliers of natural raw materials
- 5 886 clients worldwide

Natural assets

- 36 071 tons of raw materials purchased of which 49 % natural raw materials
- 30 MWh of energy consumed
- 488 043 m³ of water used

Passing on our expertise

Exploring the natural world to offer the products of tomorrow



CREATION OF VALUE

Financial performance
- Turnover: 538 M€.
- Consolidated net income: 51 M€

Industrial result
- 26 829 tons of products sold by the Group

Social results
- 185 recruitments, 70 % of which are sustainable jobs
- 65 % of employees having benefited of a training course in the year

Results on our supply chain
- 80 % of our natural reference suppliers evaluated from a CSR perspective, by value
- 58 % of our suppliers have signed our ethical charter

Environmental results
- 5% of raw material purchased organic, by volume
- 82 % of raw material purchased, in volume through long-term partnerships
- Provisional member of UEBT.
- 0,49 tons of waste per ton produced
- 54 % of waste recovered
- 9 % of renewable energy
- 1,4 tons CO_2 eq emittend per ton produced, scopes 1 and 2

OUR CSR POLICY

Through its activities, Robertet has an impact:

• On the local communities from which we obtain our supplies.

• On the environment, whether through the supply of plants or during the transformation of these raw materials into extracts.

• On our employees through the decisions made by the Group.

• On our clients.

Taking these elements into account provides the Group with an in-depth vision of its role and responsibility in society. Robertet can thus better meet the expectations of its stakeholders and the challenges it faces, while building resilience in the face of an increasingly uncertain, complex and changing environment.

In 2017, Robertet incorporated its commitments to sustainable development into its CSR strategy for 2025. This is broken down into 4 pillars and covers the Group's entire value chain, addressing all impacts from plant cultivation to product sales.

CSR GOVERNANCE

Management of the CSR initiative

To implement its CSR policy, the Robertet Group has defined a CSR management system.

The Group's CSR agenda is the responsibility of Julien Maubert, Director of the Raw Materials Division, on behalf of Philippe Maubert, Chairman of the Group. The CSR strategy is validated by the Group's management.

The two-person CSR team is responsible for leading and monitoring the implementation of the Group's CSR strategy. This team develops tools and methods, mobilizes teams at headquarters and in the subsidiaries, and identifies and shares best practices, and measures CSR performance, in order to report regularly on results and progress to management.

To achieve this, the CSR team relies on a network of some twenty CSR referents, at least one in each subsidiary, and on the CSR Committee.

CSR Committee

The CSR Committee was created in 2008 and is responsible for monitoring and implementing the action plan associated with the CSR strategy. The CSR Committee is made up of a multidisciplinary team, including all strategic departments: purchasing, regulatory affairs, communications, HSE (Health, Safety and Environment), quality, human resources, R&D, CSR, etc.

It is chaired by Julien Maubert, Director of the Raw Materials Division. The CSR Committee meets every quarter to review and monitor the achievement of the objectives set by the Group and to identify the actions to be taken in the short, medium and long term.

CSR STRATEGY

In 2017, based on work to identify the main sustainable development issues concerning it, the Robertet Group defined a CSR strategy for 2025.

This strategy is based on a singular raison d'être, that of exploring and enriching the world of the living. This strategy is based on 4 axes, associated with specific commitments and objectives as summarized below:

LIVING TERROIRS

• Ensure the continuity and quality of supplies.

• Ensure and to promote responsible behavior towards individuals, local communities, and the environment in our supply chain.

• Guarantee as much as possible the traceability of natural raw materials and the transparency of supply chains.

RESPONSIBLE INDUSTRIAL SITES

• Reduce greenhouse gas emissions related to the Group's activities.

• Optimize water and raw material consumption.

• Reduce waste and improve its recovery

• Prevent and reduce pollution

EMPOWERING PEOPLE

• Ensuring safe working conditions for all our employees.

• Improving the quality of life at work for our employees.

• Developping professional skills of our employees.

• Ensuring professional equality.

NATURAL AND INNOVATIVE PRODUCTS

• Guarantee product compliance with applicable regulations.

• Reducing the environmental impact of our products.

• To create and develop new natural products.

In 2020, in order to integrate the significant non-financial issues and risks identified, the four pillars of our CSR strategy have been supplemented by a new pillar: Responsible business conduct.

OUR CSR OBJECTIVES

Our goals for our supply chain	2019	2020	Objectives 2025
Increase the volume of natural raw materials purchased that are certified organic	6,2 %	**5 %**	30 %
Increase the volume of natural raw materials purchased from long-term partners(with a duration of more than 3 years)	72 %	**82 %**	50 %
Evaluate our raw material purchases from a CSR perspective,in terms of purchase amount, at least every 5 years	80 %	**80 %**	100 %
Set up an action plan for the chains with a high risk of unsustainability	100 %	**100 %**	100 %

Our goals for our employees	2019	2020	Objectives 2025
Provide our employees with at least one training session per year	63 %	**64 %**	80 %

Our goals for our industrial sites	2019	2020	Objectives 2025
Increase the share of recovered waste	52 %	**54 %**	100 %
Reduce our water consumption per ton produced compared to 2017	15 m^3/tons of product	**18 m^3/tons of product**	-10 %[1]
Reduce our GHG emissions per ton produced, for scopes 1 and 2, compared to 2017	1,1t CO_2e/tons of product	**1,4t CO_2e/tons of product**	-10 %[1]

Our goals for our products	2019	2020	Objectives 2025
Our objectives are being revised[1]			

[1] As the CSR reporting system was not optimal in 2017, and new data was integrated in 2020, our objectives are being revised and it would not be relevant to communicate the evolution of our CSR performance compared to 2017, since the scope has changed.

EXTERNAL ASSESSEMENT OF OUR CSR PERFORMANCE

The Group's customers, from the food, luxury goods, health, beauty, personal care and household products sectors, are increasingly interested in Robertet's CSR performance. In order to meet this growing demand and gain recognition for its actions, the Group has had its CSR approach assessed through several mechanisms:

Non-financial ratings

Since 2015, Robertet has answered the Ecovadis questionnaire every year. In 2020, the Group obtained a score of 67 out of 100, 5 points higher than our previous score. The Group retains its "Gold" medal and is now placed in the "Advanced" category, among the top 5% of companies evaluated on this platform. This score is shared with more than 60 clients.

Since 2017, Robertet has responded to the CDP (Carbon Disclosure Project) questionnaire every year. In 2020, for the first time, the Group obtained a B grade in the "Climate Change" questionnaire (scale from A to E, with A being the best grade). Our objective is to respond to the "CDP Water" next year.

Robertet is a member of Sedex, an organisation that hosts the largest collaborative platform dedicated to ethical supply chain data. In this sense, both the head office and the Group's subsidiaries undergo the SMETA-4 pillar audits (Sedex Members Ethical Trade Audit).

Certification of our CSR policy

Since 2018, SAPAD has been For Life certified in human rights, working conditions, respect for ecosystems, promotion of biodiversity, implementation of sustainable agricultural practices and improvement of local impact.

UEBT

In addition to the targeted audits and certifications (see chapter 2.2) of its supply chains, the Robertet Group is a provisional member of the UEBT. We carried out the UEBT membership assessment in 2020, which showed that we comply with its entry indicators. We are currently in the process of acquiring full membership, which involves the adoption of a 3-year work plan to continue improving our ethical sourcing practices.

PRESENTATION OF THE MAIN CSR RISKS

The Group's international presence and the diversity of its activities expose Robertet to social, societal, governance and environmental risks. These risks, also known as non-financial risks, are identified by the Group in order to be better managed. This exercise is repeated annually.

For this purpose, an initial universe of 53 potential non-financial risks was established by the CSR department and the managers of the main departments, based on the various themes addressed in :

• the French law on the national commitment to the environment, known as "Grenelle 2";

• the French decree n° 2017-1265 of August 9, 2017 on the publication of non-financial information;

• external publications from our clients and peers;

• evaluations by rating agencies (Ecovadis, CDP).

In order to select the most significant non-financial risks for the Group, each risk was evaluated by all the departments at headquarters and in the subsidiaries according to two parameters:

• the probability of occurrence (which is the probability that the risk will occur and materialize into an impact)

• the potential severity of the damage (if the risk were to occur)

All the consequences likely to affect the Group have been analyzed: financial, operational, reputational, social and environmental consequences.

The evaluation of the severity and probability by 28 contributors allowed us to decide on the level of importance of each risk, also called criticality, and to rank the risks in relation to each other.

The following table presents the 17 main non-financial risks to which Robertet is exposed.

The due diligence policies and procedures implemented to prevent and mitigate the occurrence of these risks are presented and explained throughout this report, as well as the results of these policies, including key performance indicators.

Certain issues, such as animal welfare and food waste, which should be dealt with in the NFPD, do not seem relevant to the nature of the Robertet Group's activities. They are therefore not developed in this report.

Responsible Business Practices

Topics covered	Non-financial risks	Key Performance Indicators	Pages
Ethics Human Rights	**Not protecting human and labor rights, not preventing child labor**	Percentage of our raw material suppliers who have signed our ethical charter	30
Corruption	**Not having an anti-corruption policy**	Percentage of Group entities having signed the anti-corruption code of conduct Percentage of employees most exposed to corruption risks who have received anti-corruption training	27
Tax evasion	**Not combating tax evasion**	Number of reports of tax evasion made by tax authorities	26

Living terroirs

Topics covered	Non-financial risks	Key Performance Indicators	Pages
Sustainability of supply Long-term partnerships	**Not ensuring the continuity and quality of supplies**	Percentage of our raw material purchases covered by long-term partnerships, in volume	32
CSR Assessment Audit and certification of supply chains	**Not guaranteeing the traceability of natural raw materials and the transparency of our supply chains**	Percentage of our strategic supply chains audited or certified according to a CSR standard (over the last 3 years)	36
Projects in place across the supply chains Organic farming Nagoya	**Failure to ensure and promote responsible practices towards individuals, local communities and the environment across all value chains**	Share of our purchases of certified organic raw materials, in volume Percentage of our purchases of natural raw materials covered by a CSR assessment, in amount. Percentage of supply chains with a score of less than 40%, thus presenting a high risk of unsustainability,for which an action plan has been set up.	41 42 42

Empowering people			
Health and safety	**Not guaranteeing the physical integrity of our employees**	Severity rate Frequency rate	51
Quality of life at work Social dialogue Digitization	**Not being attractive to recruit and retain employees**	Turnover Absenteeism	55
Know-how Training	**Not assuring the adequacy between the skills of our employees and the requirements of their jobs**	Percentage of employees having received at least one training session during the year Average number of hours of training per employee	57
Gender equality Disability	**Not guaranteeing professional equality**	Share of women in top management Percentage of women in the total workforce Percentage of employees declared as disabled	60
Responsible industrial sites			
Pollution	**Not controlling VOC emissions**	Share of uncaptured VOC emissions by quantity of solvents used	62
	Not reducing odor and noise pollution	Number of formal notices issued by any environmental authority regarding noise or odor nuisance	64
Waste	**Failing to manage our waste responsibly**	Amount of waste per ton produced Share of waste recovered	66
Water	**Not reducing our water consumption**	Water consumption per ton produced	68
Energy Climate change	**Not taking climate change into account in the company's operations**	CO_{2e} emissions per ton produced, on scopes 1 and 2 Share of renewable electricity	70
Natural and innovative products			
Produc safety	**Not ensuring product quality, compliance and safety**	Number of relevant complaints per product sold Percentage of industrial sites with ISO 9001 certification	75
Eco-design Green chemistry Up-cycling Biotechnology	**Not offering sustainable and eco-designed products**	Share of renewable raw materials, by volume Share of readily biodegradable raw materials, by volume	79

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are 17 commitments established by the UN in 2015 aimed at eradicating poverty, protecting the planet and ensuring prosperity for all by 2030. The Robertet Group is committed to this effort, and the following table presents Robertet's CSR commitments that enable us to contribute to these global objectives.

SDG	Initiatives of Robertet to support this objective	Pages
ERADICATION OF THE POVERTY	Ensure a decent wage in Robertet's subsidiaries	53
	Support local communities	40
FOOD SECURITY AND SUSTAINABLE AGRICULTURE	Favor the use of natural certified organic references	41
	Promote good agricultural practices within the supply chains	41
HEALTH AND WELL BEING	Ensure the health and safety of employees	49-51
	Verify that the safety and health of people is an issue taken into account within our supply chain	35-36
	Implement projects to improve the living conditions of local communities, especially health.	40, 44
	Ensure user safety	74
QUALITY EDUCATION	Develop the professional skills of our employees through training or apprenticeship	56
	Promote schooling for children in our supply chain	40, 45
GENDER EQUALITY	Guarantee professional equality within the Group's subsidiaries	58-59
	Empower women in our supply chain	44-45
SUSTAINABLE WATER MANAGEMENT FOR ALL	Use technologies that reduce water use	67
	Reduce water consumption for crop irrigation within our supply chain	41
	Promote access to drinking water for local communities	44
CLEAN, AFFORDABLE ENERGY	Increase the share of renewable energy consumed by our industrial sites	70
	Promoting access to electricity in local communities	44

DECENT WORK AND SUSTAINABLE GROWTH	Improve the quality of life at work for our employees	52-53
	Establish fair economic relationships with our suppliers	38
	Increase the number of our long-term partnerships or joint ventures with our suppliers	32-33
RESILIENT INFRASTRUCTURES AND INNOVATION	Putting innovation at the service of sustainability to design products with the smallest possible environmental footprint	77-79
	Optimizing waste and energy managements on our sites	65, 69-72
REDUCED INEQUALITY	Fight against discrimination and ensure fair treatment of all employees	58-59
	Promoting social dialogue to gradually achieve greater equality in terms of salaries, social protection and work organization between our subsidiaries	54
SUSTAINABLE CITIES AND COMMUNITIES	Revitalize local economies by establishing new partnerships or improving the living conditions of local communities (limiting rural exodus)	32, 37-40, 46
RESPONSIBLE CONSUMPTION AND PRODUCTION	Designing more responsible products and accompanying consumers towards sustainable consumption practices	77-81
FIGHT AGAINST CLIMATE CHANGE	Measuring and reducing CO2e emissions related to the Group's activities	69-72
	Reducing the impact of purchasing raw materials and adapting our supply chains	34, 72
AQUATIC MARINE LIFE	Guarantee the quality of discharged water	63
LIFE ON LAND	Preserve and restore the natural heritage within our supply chain	41-42
	Ensure that our raw materials are purchased from sustainable farms	35-36
	Respect the Nagoya Protocol and ensure the fair and equitable sharing of the value added from the use of protected resources	42
PEACE, JUSTICE AND EFFECTIVE INSTITUTIONS	Ensure responsible business conduct (fight against tax evasion, corruption and ensure respect for human rights)	25-30
PARTNERSHIPS TO ACHIEVE THE OBJECTIVES	Contribute to the achievement of global goals related to sustainable development	22-24, 28
	Develop long-term partnerships with our suppliers and provide technical support in a way that transmits of know-how	31-32, 37

OTHER CSR COMMITMENTS

In May 2020, the Robertet Group signed the **IFRA and IOFI sustainable development charter**, to which we belong. IOFI and IFRA are international associations that represent the flavors and fragrances industries. Through this charter, they establish a framework for progress for companies in the sector.

It is based on 5 commitments:

01
To ensure responsible sourcing throughout the value chain.

02
To reduce the environmental footprint of our industries and fight against climate change.

03
To improve employee well-being and ensure a rewarding work environment.

04
To be at the forefront of product safety.

05
To be transparent and a reliable partner for the company.

01

RESPONSIBLE BUSINESS PRACTICES

The story of Robertet began one fine day in 1850, in a modest location. But our aim was already clear: "To confidence and trust", as our motto proclaims. Indeed, the history of the Robertet Group is a history of trust. The trust that we want to inspire in our customers, but also the trust that generates enterprise.

Trust is still one of Robertet's primary values, so we feel it is important to express our ethical principles and convictions in the daily life of the Group, particularly with regard to fair business practices both within our entities and with our partners.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

1.1 FIGHT TAX EVASION

Issue, risk and policy

Although the Robertet Group is exposed to risks related to tax evasion due to the diversity of its geographical locations, our commitment to integrity means that we strictly adhere to the laws and regulations aimed at combating tax evasion.

The Robertet Group is a French group listed on the Paris stock exchange, CAC Small index, but with a majority family shareholding. In line with its social commitments, the Group ensures that it makes a fair contribution in the countries where it operates by paying all local taxes.

This commitment reflects the desire of its Chairman to maintain a significant part of its activity in Grasse, France, and thus to be a major contributor to the payment of national and local taxes.

As part of its responsible business conduct, the Robertet Group is committed to:

• Comply with the tax regulations applicable in each of the countries where the Group operates.

• Ensure that no legal, tax or financial arrangements are developed within the Group for the purpose of tax evasion.

• Apply an intra-group flow policy consistent with OECD principles.

• Ensure fiscal transparency with the authorities. We are aware that non-compliance with local tax laws and regulations could damage the reputation of the Robertet Group or its relationships.

The Group's objective is to have no reports of tax evasion in the conclusions reached by the authorities during tax audits.

Actions undertaken

• Tax risks are included in the overall risk map presented to the Audit Committee.

• The Group does not operate in any country on the French list of non-cooperative countries or territories (NCCTs) or on the European Union's "black list" of non-cooperative countries and territories.

• The Group does not use any opaque structures or entities located in tax havens in order to conceal information useful to the tax authorities.

• The Group pays an appropriate amount of tax based on where value is created in the normal course of business (products being invoiced and taxed in the country where they are manufactured and sold). The Robertet Group applies the arm's length principle to transfer pricing and does not use transfer pricing as a tax planning tool.

• Intra-group transactions are carried out on an economic (not tax) basis.

• The Group has a global view of the tax adjustments made by its entities, in terms of amount and nature, thanks to the local documentation required for the Group's tax consolidation. In this way, Robertet ensures compliance with tax standards and documentary formalization requirements.

• Regular internal financial audits are carried out in Group entities to ensure that the procedures defined by the Group are effectively applied.

• The financial managers of the subsidiaries and the Group's management are regularly trained in tax matters.

• In addition, the Group's management keeps abreast of developments in international taxation, with particular emphasis on tax transparency, good tax governance and the fight against tax evasion.

Results and KPIs

During the tax audits carried out on all Group entities, no reports of tax evasion were made by the tax authorities.

For many years, the tax authorities have never used the term "tax fraud" in connection with all the reassessments, which are very few in number and very insignificant, including transfer pricing.

1.2. FIGHT CORRUPTION

Issue, risk and policy

In 2016, France adopted a law on transparency, the fight against corruption and the modernization of economic life, known as the Sapin II law. It affects all groups with more than 500 employees and revenues of more than 100 million.

In this spirit, Robertet has strengthened its ethical system and set up a program to prevent and detect corruption in all its subsidiaries around the world. By adopting this anti-corruption program, Robertet is confirming its desire to be exemplary in the field of ethics.

All our employees are called upon to demonstrate integrity. To support them, the Group has set itself the goal of rolling out an anti-corruption training program for all employees at risk in 2019.

Actions undertaken

• The anti-corruption plan deployed by the Robertet Group complies with the 8 measures required by the Sapin II law:

• An Anti-Corruption Committee has been set up. It has four members: the HR Director, the Purchasing Director, the Finance Director and the Assistant Quality Director at the Grasse headquarters. This committee is the equivalent of the Ethics Committee. The directors of the subsidiaries have been appointed as compliance officers.

• The Middlenext anti-corruption code of conduct has been adopted by the entire Group. It defines the various types of behavior that are prohibited and that may constitute corruption.

• An internal alert system has been set up, with a designated e-mail address, enabling employees to report in complete confidentiality any behavior that is contrary to the Code of Conduct. This e-mail address is mentioned in the GroupRobertet Anti-Corruption Code of Conduct.

• When new accounts are created, customers and suppliers are evaluated according to defined procedures. Business partners whose situation needs to be assessed for corruption have been identified.

• A complete mapping of corruption risks was conducted for the entire Group in 2019 by Robertet's Anti-Corruption Committee.

• This mapping is updated at determined intervals.The main risks identified are related to the purchase of raw materials, gift policies and invitations.

• When new accounts are created, customers and suppliers are evaluated according to defined procedures. Business partners whose situation needs to be assessed for corruption have been identified.

• Specific anti-corruption control instruments are being developed to verify our accounting procedures.

• In 2019, the Robertet Group launched an anti-corruption training program accessible via e-learning for the most exposed employees (subsidiaries and headquarters). This training is integrated into the general training plan.

• The anti-bribery code of conduct is an integral part of the internal regulations and specifies to all employees the penalties for violating the code.

• The Ethics Committee presents an annual report on the implementation of the anti-corruption system to the Executive Committee and the Board of Directors. It also reports to the Audit Committee on significant alerts received.

KPIs

100 %

of the Group's entities have signed the code of conduct

57 %

of the employees most exposed to the risk of corruption participated in the e-learning anti-corruption training campaign

Results

	2019	2020
Incidents reported through the alert procedure	0	1
Incidents confirmed	0	0

1.3 PROMOTING ETHICAL STANDARDS

WITHIN THE ROBERTET GROUP

Code of Conduct: Robertet is committed to acting with integrity, responsibility and transparency in the conduct of its business. Robertet's Code of Conduct, adopted in 2013, represents the Group's common ethical foundation.

It sets out all the principles that the Group must apply in the conduct of its business and the rules that each employee must follow in the exercise of his or her duties and responsibilities. Based on the Ethical Trading Initiative (ETI), it includes nine commitments in the areas of human rights, child labor, and working standards and conditions.

Ethical charter: The Robertet Group has supplemented the Code of Conduct with an Ethics Charter, which is distributed to all employees. Updated in 2013, it covers complementary areas such as employee rights, employee and product safety and respect for the environment.

Business Ethics Charter: In 2017, the Group also drafted a Commercial Ethics Charter for buyers and sales staff, with the aim of ensuring ethical and legally compliant business. The Commercial Ethics Charter addresses the topics of confidentiality, conflicts of interest and anti-corruption (particularly for gifts and invitations).

United Nations Global Compact: In 2020, we strengthened our ethical commitments, particularly in favor of human rights, by signing the United Nations Global Compact. The Global Compact brings together various organizations and companies around ten universally recognized principles in key areas:

- Human rights
- International Labor Standards
- Environment
- Combating corruption

These 10 principles are an integral part of Robertet's strategy and its daily commitments, particularly its CSR strategy. In order to demonstrate the coherence of all these approaches, Robertet has chosen to integrate its Communication on Progress (COP) into its DPEF.

COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

SMETA audits: To ensure compliance with and proper application of the Code of Conduct, its Ethics Charter and the Global Compact, the Group calls on an independent third-party organization to conduct audits every three years in accordance with the SMETA 4-pillars standard.

These ethics audits cover the following areas: health and safety, labor standards, environment and business ethics.

Most of our industrial sites have already undergone at least one SMETA audit, and each site shares its audit report and corrective actions with customers through the SEDEX platform.

In 2020, a SMETA audit was carried out at the Robertet India subsidiary.

PRINCIPLES SHARED WITH ALL STAKEHOLDERS

Issue, risk and policy

As a purchaser of raw materials, whether synthetic or natural, and of packaging, Robertet has a responsibility to be aware of its supply chains and wishes to ensure that its ethical principles and the laws applicable in the various countries are respected. Respect for human rights in the countries where we operate is one of our main concerns.

The Group's objective is to have all its suppliers sign the Supplier Ethical Charter, which commits them to a number of points, in particular respect for human rights.

Actions undertake

The commitment of Robertet's suppliers is first and foremost expressed through the signing of our Supplier Ethical Charter, drawn up in its initial version in 2017.

In addition to compliance with the regulations applicable in their countries, the Charter commits suppliers in the following areas:

- Respect for labor rights, and in particular: the prohibition of the use of child labor (under 16 years of age) or forced labor; respect for freedom of association and collective bargaining and equal opportunity; and the provision of satisfactory compensation and working conditions.
- Occupational health and safety
- Protection of the environment
- Compliance with good agricultural practices
- Protection for animals
- Ethical business practices

With regard to child labor, the Group, via its ethical charter and its child labor prevention policy, adopted in July 2019, prohibits the employment of minors under the age of 16. Nevertheless, Robertet tolerates the presence of children with their parents among its international partners, when the latter accompany them to the fields during their free time, and when this is cultural. The Group takes great care to ensure that this occasional activity does not harm their health and education, while remaining in compliance with the Conventions of the International Labor Organization (ILO).

The Robertet Group carries out audits of its supply chains. These audits, carried out by independent third-party organizations, enable Robertet to ensure that human rights and fundamental freedoms are respected, that no child labor is used, that the Group's ethical principles and CSR policy are respected, and that it complies with the conventions of the International Labor Organization (ILO).
→ See *Chapter 2.4*

KPI

58 %

Share of our raw material suppliers, in 2020, (natural, synthetic or packaging) who have signed this ethical charter.

02

LIVING TERROIRS

The supply of natural raw materials is at the heart of the company's operations. Robertet has therefore naturally integrated purchasing into its social responsibility policy.

To this end, Robertet has chosen to develop a more sustainable and value-creating supply of agricultural raw materials with its suppliers, in order to ensure the sustainability of its activities and to respond to the climatic and societal challenges facing the Group.

This takes the forms of an integrated purchasing strategy with three complementary objectives:

• To ensure the continuity and quality of supplies.

• To ensure and promote responsible behaviour towards individuals, local communities and the environment in all our supply chains.

• To guarantee as much as possible the traceability of natural raw materials and the transparency of supply chains.

2.1 ENSURING THE CONTINUITY AND QUALITY OF SUPPLIES

Issue, risk and policy

Given the number of natural references[2] purchased (1,461) worldwide for the creation of flavors, fragrances and active ingredients, and the number of associated suppliers (1,139), Robertet has developed a particularly elaborate organization in order to fully assume its responsibilities and meet its customers' expectations in terms of continuity, quality and traceability of supplies.

This strategy is based, in particular, on the establishment of closer collaboration with its suppliers. For several years now, Robertet has been reducing the proportion of its supplies via traditional purchases in favor of long-term partnerships (lasting more than three years).

By 2025, Robertet aims to have 50% of its raw material volumes supplied by long-term partnerships.

Actions undertaken

In order to ensure the security of supply of natural raw materials, and to anticipate and prevent supply shortages, as was the case with COVID-19, the Robertet Group has set up several systems:

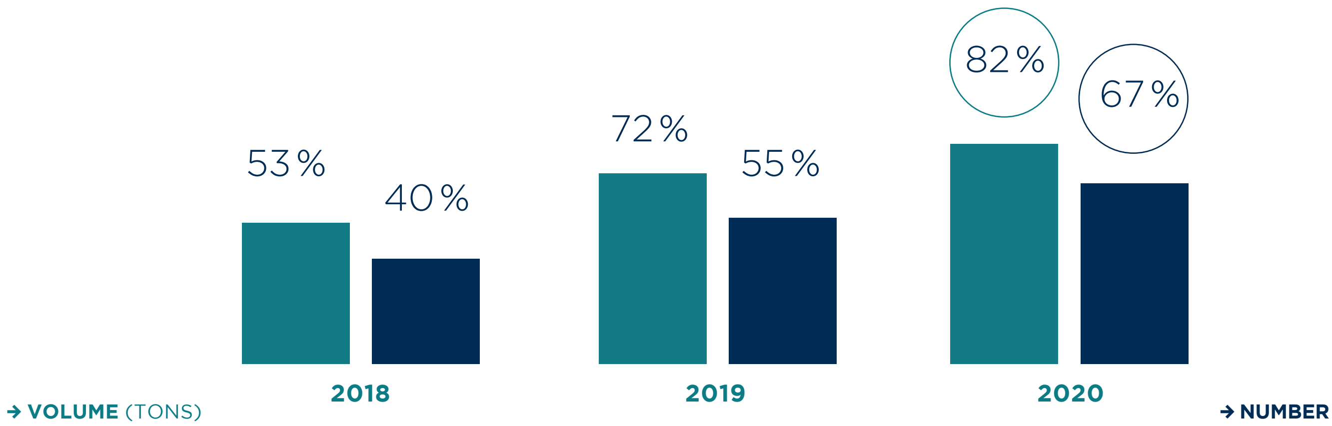
• Single source reduction and diversification of supplies.

• Safe stock management. An alert system makes it possible to anticipate the renewal of raw materials, according to a threshold defined for each product. This alert threshold was raised for the Covid-19 pandemic in order to anticipate longer delivery times.

• Pursuing our purchasing strategy based on a network of four categories of suppliers, differentiated by the levels of strategic importance associated with natural raw materials.

Results and KPIs

OUR LONG-TERM PARTNERSHIPS



Our 2025 target as from 2018 has been reached, and the share of purchases from long-term partners continues to grow. In addition, the number of long-term partnerships has also increased in 2020. This reflects the Robertet Group's desire not only to increase the volume of purchases from long-term partners, but also to include more suppliers in our CSR approach through partnership.

[2] A natural reference can be a raw material of animal or vegetable origin (e.g. gums, leaves, flowers, etc.); or a natural extract, i.e. any raw material partially transformed or processed (e.g. extract, resinoid, infusion, essential oil, concrete, absolute, etc.)

01
PRODUCTION SITES

The Robertet Group has 7 affiliates that transform plant raw materials into natural extracts. These include Robertet Grasse, SAPAD, Sirius, Bionov. Robertet Turkey, Robertet Bulgaria and Robertet South Africa.

The ingredients, manufactured in these subsidiaries are then sold as is to our customers or assembled to obtain a perfume, aroma or active ingredient (in the subsidiary itself or by other assembly subsidiaries).

This network of local subsidiaries allows us to be as close as possible to the plant raw material required and to process it locally, as well as to develop our internal production capacities for key raw materials when necessary.

03
SUPPLIERS PARTNERS

When Robertet works more closely with certain key suppliers who share a desire for mutual develop-ment, partnerships are formed. In most cases, these contracts include commitments to pre-finance crops or to purchase products at set prices.

These partnerships can also have as an objective the establishment of a long-term relationship (of a minimum duration of 3 years), or realization of a common project.

For Robertet, they guarantee volumes and ensure the quality of supplies of natural raw materials. They are also vectors of transparency and mutual trust.

02
JOINTS VENTURES

The Robertet Group partners with certain strategic suppliers through the creation of a joint venture in order to strengthen mutual ties and integrate them into our internal processes.

The Robertet Group has four joint ventures to date: Fragrant Garden and BNS in Madagascar, Sarl Serei No Nengone (SNN) in New Caledonia, and Finca Carrasquillas in Spain.

04
THE SUPPLIERS

Robertet buys raw materials in the traditional way from approved suppliers. These suppliers, with whom we do not have a partnership, are neverthe-less important to Robertet.

This strategy allows us to secure our supplies but also to reinforce the traceability and safety of raw materials.

FOCUS
SUSTAINABILITY OF SUPPLIES AND ADAPTATION OF OUR SUPPLY CHAINS TO CLIMATE CHANGE

The Robertet Group is aware of the risks associated with the impact of climate change on the supply of its natural raw materials.

The yield and quality of plant raw materials can be impacted by variations in temperature, rainfall and also by extreme events such as cyclones or storms.

The knowledge of plants has always enabled the Group to adapt. Our strategy is based on 3 key points:

• Diversification of supply areas

• Acquisition of land owned by the company

• Adaptation of cultivation areas (location, spacing, density)

Between 2013 and 2016, the ylang plots of our joint venture in Madagascar were reorganized to cope with the increase in drought episodes. The plots were made denser on some sites (limiting evapotranspiration) and rainwater collection was improved to combat drought.

In El Salvador, the ambrette supply chain was created in its entirety to compensate for the Ecuadorian and Peruvian shortages due to El Niño. The crop was planted on separate sites at different altitudes. This makes it possible to spread out the harvests and reduce the risk linked to possible temperature variations.

2.2 GUARANTEEING THE TRACEABILITY OF NATURAL RAW MATERIALS AND THE TRANSPARENCY OF OUR SUPPLY CHAINS

Issue, risk and policy

In response to various food and health scandals, consumers are becoming more careful about what they buy. They no longer accept companies that do not respect ethical and environmental standards. Robertet must therefore provide answers to consumers and to our customers, from whom these expectations are drawn.

The Robertet Group aims to guarantee the traceability of natural raw materials and the transparency of its supply chains as far as possible.

To this end, the Group is committed to:

- Have suppliers sign our Ethical Charter

→ See *Chapter 1.3*

- Develop partnerships

- Conduct field visits

- Evaluate our suppliers via our CSR self-assessment questionnaire

These tools enable us to better understand the organized nature of the sectors and their challenges, and therefore to reduce the risks in our supply chain by proposing the implementation of appropriate projects on site.

Actions undertaken

Long-term partnerships, joint ventures and subsidiaries

Robertet controls the entire supply chain for the raw materials concerned. We know the producers and the geographical origin of the places where the plants are grown or collected.

Regular on-site visits by our teams

In order to get to know our suppliers better, our teams go on site. They make sure of the origin of the raw material, its quality, the transformation process and the working conditions of the employees.

CSR Assessment

The Robertet Group has a CSR assessment system for its natural reference chains, which was reviewed and expanded in 2017. It provides information on the geographical origin of the material, the organized nature of the supply chain (number and type of intermediaries), the traceability system in place and the risks associated with the supply chain.

Each raw material/supplier pair is evaluated against three themes:

- Country ratings

The country risk assessment is based on a multidimensional analysis using internationally recognized databases such as Geos for the geopolitical assessment or the WorldRiskIndex of Weltrisikobericht for the climate analysis.

- Raw material rating

The "raw material" assessment focuses on how the purchased ingredients are produced or harvested. The questions concern traceability and the preservation of natural resources (biodiversity, agricultural practices, soil, water).

The presence of critical issues can significantly impact the grade assigned to the raw material.

This "raw material" questionnaire is sent to our direct suppliers (level 1) but also concerns our indirect suppliers (level 2 and onwards). Indeed, when the supply chain is complex, we expect our Tier 1 suppliers to go back to the source of the raw material to obtain the requested information.

- Supplier rating

The purpose of the "CSR supplier" assessment is to determine whether the supplier, as a company, is reliable and responsible (in the sense of CSR). This assessment is based on questions about the supplier's CSR approach. The objective of this evaluation is to identify the margins of progress, rather than to sanction the suppliers.

The Group then adapts its procurement methods according to the overall risk estimated on the basis of these three ratings:

• When the risk is low (score above 70%) or moderate (score between 40% and 70%), the Group does not offer any particular support.

• When the risk is high (score below 40%), the raw material is classified as "unsustainable". In this case, the Group will work more closely with the supplier to set up an improvement plan to make the supply chain more sustainable. A supplier is only delisted if it refuses to improve its practices or proves unable to do so.

The aim here is not to punish but to strive for improvement in all our suppliers by involving them in our CSR approach and supporting them in the evaluation and development of their practices.

Audits and CSR certifications of our supply chains and systems

In order to be as transparent as possible about the practices within our supply chain, we have always invited our customers to visit our facilities.

However, this is no longer adequate. Customers want an independent third-party organization, external to Robertet, to certify the practices within our subsidiaries.

Auditing or certifying our supply chains also allows us to reinforce our internal commitments, to give credibility to our discourse and to strengthen confidence in our products.

In this context, the Group assesses the added value of an audit or certification of a given sector for all its stakeholders (local communities, suppliers, customers). When this value is determined, the Group takes the necessary steps.

Results

LONG STANDING AUDITS

Supply chain	Year	Standard
Jasmine in Egypt Jasmine in India	2011	Wethica standards
Rose in Turkey	2014	Wethica standards
Rose in Marocco, Turkey ang Bulgaria	2015	Wethica standards
Ambrette in El Salvador	2017	SMETA standards
Melon in France	2018	SMETA standards
Sandalwood in New Caledonia, Ylang in Madagascar Rose in Turkey and Bulgaria	2019	UEBT standards
Sandalwood in New Caledonia	2020	Blank Audit FSC standards
Powder flavors and Cocoa extracts	2020	UTZ standards

In addition to the targeted certifications of our supply chains, our systems are also certified. For example, our subsidiary SAPAD is certified For Life, while the Robertet Group is in the process of joining the UEBT, which is a guarantee of transparency and quality in our procurement practices.

KPI

48%

of our strategic supply chains audited or certified according to a CSR standard over the last 3 years.

2.3 PROMOTING SUSTAINABILITY THROUGHOUT OUR SUPPLY CHAIN

Issue, risk et policy

The Group sources some of its raw materials in developing countries, where there are real difficulties in terms of poverty, infrastructure, access to education and health services. These territories may also be exposed to the risk of deforestation and various forms of pollution.

At Robertet, responsible sourcing is achieved through three commitments:

• A social commitment

The Robertet Group is committed to establishing fair economic partnerships for a better distribution of value within our supply chain.

• A commitment to society

Robertet is involved with local communities, in order to contribute to the socio-economic development of the areas in which we operate.

Our ambition is to ensure that our activities and our social commitment create added value for our suppliers, producers and their families.

• An environmental commitment

Every human being has the right to live in a healthy environment and this requires the preservation of nature. Nature is essential because it is a source of food and drinking water, preserves our health, ensures the quality of the air we breathe and plays a major role in climate regulation. The Group is committed to reducing its impact on the environment in its supply chain and/or making a positive impact, preserving biodiversity and environmental heritage.

The Robertet Group supports its suppliers in these three areas: social, societal and environmental aspects. It measures the progress made by evaluating these areas from a CSR perspective, using the CSR questionnaire. The Group's objective is to have assessed all its suppliers by 2025, and to repeat the exercise every five years.

We have also set ourselves an ambitious target to meet our environmental commitment in our supply chain. The Robertet Group wants to become the leader in organic farming in its sector. Our objective, by 2025, is to reach 30% of raw materials purchased, in volume, that are organic certified.

Organic farming protects rural biodiversity and preserves soil quality while meeting a growing consumer need for healthier, environmentally friendly products.

Social actions undertaken

Establishing a fair purchase price

A fair price is first of all a price that satisfies both parties. This price paid to the suppliers must allow them to cover the production costs and daily living expenses.

It is not simply a matter of establishing a price.

Indeed, Robertet provides more global support to its suppliers, and the purchasing contracts or partnerships also include :

• long-lasting commercial relationship that ensures the sale of their products over several years

• pre-financing for crops.

• setting a purchase price before the sale or setting up a price-fixing mechanism to avoid excessive variations in the event of low market prices.

• financial support for the development of suppliers or the improvement of the quality of their products. This may include financing distillation or extraction facilities or providing seeds and plants to develop qualities. The manufacture of products with higher added value thus contributes to local economic development.

• technical support for the transmission of know-how and the development of local skills.

• a transmission of good agricultural and environmental practices.

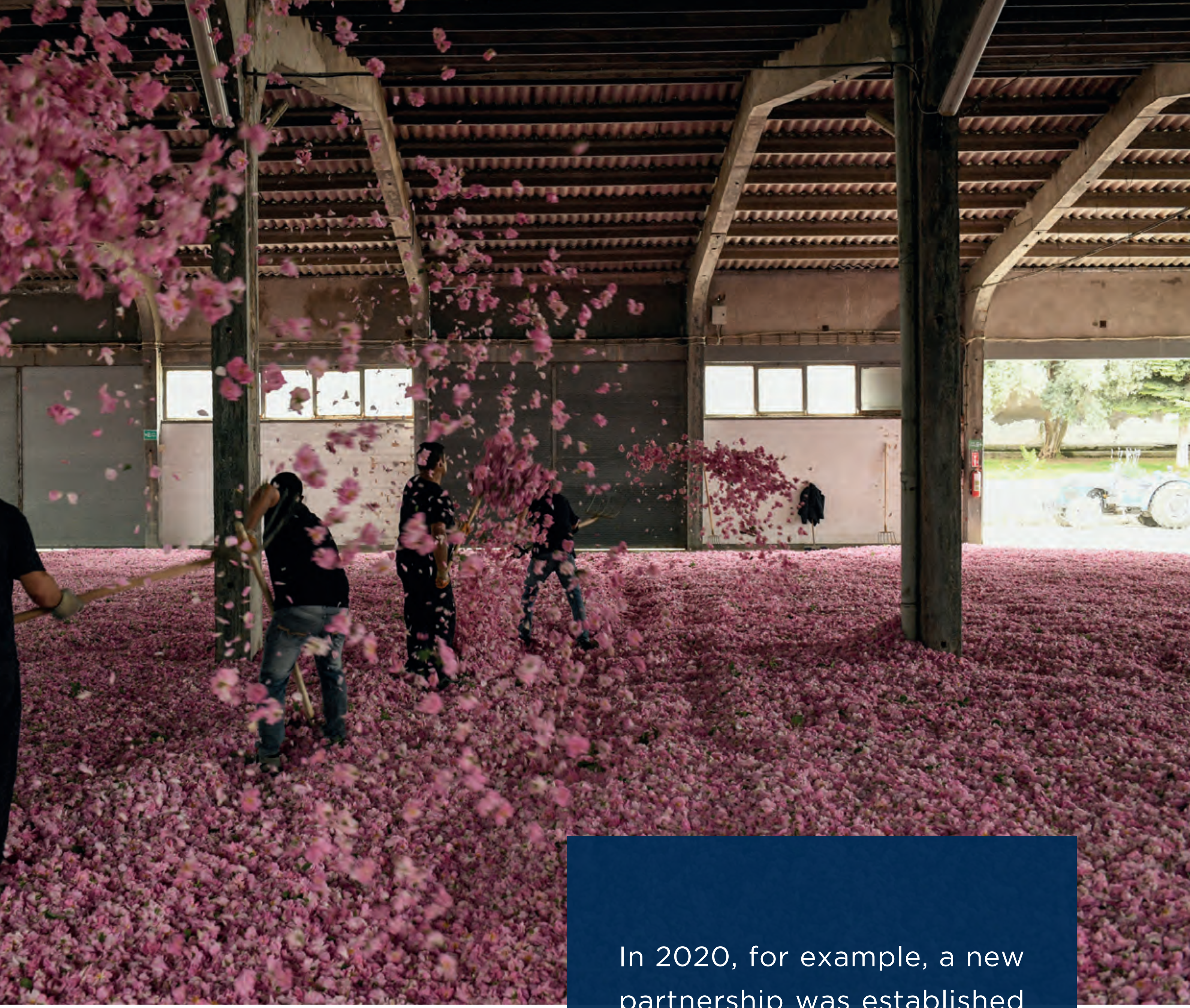
• a personable relationship that allows for exchanges, negotiations and meetings.

For suppliers, the medium-term economic visibility thus obtained is important in order to be able to make productive (infrastructure, improvements in cultivation practices, and post-harvest operations such as fermentation and drying), social or environmental investments.

Setting a guaranteed minimum price

Several of the Robertet Group's natural products are Fair For Life certified. Most of them can be found in the catalog of organically produced essential oils offered by SAPAD.

The Fair For Life certification of these chains guarantees suppliers a minimum purchase price, set according to the price of the raw material, as well as the implementation of a development premium. The amount of the premium represents 5% of the purchase price of the raw material and is used by the supplier to improve working conditions on site. The certification body verifies the correct use of these premiums.



In 2020, for example, a new partnership was established with several lavandin farmers in the Vaucluse region to deal with the significant price fluctuations. This 8-years contract sets a fair price regardless of the price of lavandin.

Community initiatives undertaken

In order to improve the living conditions of the producers' communities, our sourcing team listens to their needs and together they define supporting projects.

In this way, Robertet has become involved with local communities by contributing to the financing of medical care, the development of infrastructure and the running costs of rural schools.

103 608€

In 2020, the Robertet Group contributed 103,608 for local community initiatives.

Here is an example of community support projects completed in 2020:

VANILLA IN MADAGASCAR: NGO BNS

In Madagascar, in the village of Andravinambo, Robertet buys green vanilla beans that are prepared by local subcontractors in the traditional way. The NGO BNSCARE created and financed by the Group, is working to stem the rural exodus of its population. Several social projects have already been launched since its creation, and have continued in 2020.

After the renovation of the primary school, the kindergarten was completely rebuilt and inaugurated in February 2020, offering young children a new space in which to develop.

As every year since the start of the 2018 school year, the NGO has been providing school supplies to students at the school and the number of children enrolled has increased. There were 188 children enrolled at the start of the 2020-21 school year, from kindergarten to elementary.

In 2020, Robertet launched a bidding tender for the reconstruction and extension of the village's clinic, which will include a consultation room, a pharmacy, a delivery room and several rest rooms. This project also includes the installation of electricity (solar panel), the construction of a well and a water tower, as well as toilets and showers for the health staff and patients of the clinic.

In addition, a request has been made to the Malagasy Minister of Health to involve the competent authorities in the operation of the new structure. The request for partnership provides for the regular visit of a doctor to the health center and the remuneration of the nurse and midwife who currently work in Andravinambo.

Environmental actions undertaken

Increase the proportion of raw materials from organic agriculture in our purchases

Robertet encourages and supports producers who wish to switch from conventional to organic farming.

In Madagascar, our vanilla sector was certified "organically grown" in 2020 by Ecocert. The 186 vanilla producers, gathered within the cooperative, now benefit from the added value brought by this certification.

In order to be the market leader in organic extracts, we also continue to develop our organic ranges by investing in pioneering companies in organic essential oils such as SAPAD in 2009 and Sirius in 2019.

In 2020,

26%

of our natural references purchased by the Group were certified organic, in number.

This represents 5% of the Group's natural purchases. Although this still constitutes a modest share of the Group's purchases, the trend is positive as the volume of organic raw materials purchased has increased compared to 2017. On the other hand, in 2020, the pandemic situation slowed our progress.

Improve agricultural and environmental practices

Beyond organic certification, the partnerships we maintain with our suppliers are also a vehicle for the transmission of good agricultural and environmental practices.

Improving agricultural practices

Where relevant, Robertet provides agronomic advice on crops and harvesting methods, or information for farmers on the risks associated with the handling and use of pesticides.

In Turkey and Bulgaria, for example, every year, before each harvest season, local suppliers are made aware of the proper use of pesticides by a Group expert.

The Group can also help producers to reduce the environmental impact of their plantations. For example, in Bulgaria, Robertet has financed drip irrigation equipment and set up a system for recycling and composting waste.

In order to go further in the implementation of responsible and sustainable agriculture, Robertet has defined a policy for the application of Good Agricultural Practices or "GAP" in 2017. Suppliers commit to respecting GAP by signing the ethical charter.

Improving on-site processing

Just like the Robertet Group's production plants, our suppliers consume resources and generate waste when they transform the raw plant material on site. For Robertet, the aim is to reduce the environmental impact of these transformations in its value chain.

Our Fragrant Garden JV consumes 0.25 m3 of wood per liter of ylang oil, compared to 1.3 m3/L for the industry as a whole[3]. The use of a boiler for distillation (vs. open fire distillation) has reduced wood consumption by half. In addition, the boiler is fueled by forest or plant waste, as well as by firewood planted on the site. A reforestation program has been set up in Nosy Be to plant 40,000 trees per year (eucalyptus or local species) to be self-sufficient in the consumption of firewood.

Commitment to preserving biodiversity

Through forest preservation and restoration

For several years, the Group has been carrying out actions to conserve the natural heritage in its supply countries.

In Madagascar, for example, Robertet plants between 10,000 and 20,000 Ylang-Ylang plants every year to ensure its sustainability.

[3] According to the GEHEM : Group of Exporter of Essential Oils, extracts ans oleoresins of Madagascar.

The Group has also set aside 52 hectares of protected biodiversity. Half of this area (of which 17 hectares have been designated as Protected Areas) will never be exploited. This is a point of the Fragrant Garden shareholders' charter, clearly stated in the Sustainability Manual. The other part, 32 hectares, is a maintained forest with replanting of local species. Every 3-4 years, a census of local fauna and flora species out of 2000 species listed is conducted in collaboration with a team from the Antananarivo Zoo.

Biodiversity discovery days are organized with Fragrant Garden's partner schools. The children are made aware of the different species and the protection of endangered species.

Respecting the Nagoya protocol

In order to explore natural ingredients from all over the world, Robertet has to source them from countries rich in biodiversity. Whether these countries are developing or not, economic pressure sometimes leads to the destruction or degradation of ecosystems and natural heritages. Through the application of the Nagoya Protocol, the Group contributes to maintaining and conserving biodiversity, and to ensuring the fair and equitable sharing of the benefits arising from its use.

Thus, the Group applies and complies with the Nagoya Protocol on Access and Benefit Sharing for all its R&D projects involving new species (i.e. those not listed within the Group at the date of application of the protocol).

To this end, the Group identifies which of its R&D projects are concerned by the Nagoya Protocol and ensures that they are compliant. In this context, Robertet has put in place several actions:

- The definition of an internal process with a list of steps to be followed from the start of an R&D project. This process involves all the divisions concerned: R&D, purchasing and regulatory affairs.

- A cross-disciplinary team in charge of the Nagoya Protocol within the Group has been created.

- The R&D team's expertise with regard to the Nagoya Protocol has been strengthened through training, integration of the subject into research processes, etc.

- A brochure on the Nagoya Protocol has been produced to provide information to Robertet employees, customers and suppliers.

- Questions on compliance with the Nagoya Protocol have been included in the Group's supplier evaluation questionnaires.

Results

0 new R&D projects concerning a raw material involving the implementation of ABS in 2020

0 Raw material purchased affected by ABS since 2010

KPIs

Amount

80 % ....

In volume

60,5 %

of natural raw material purchases were covered by a CSR assessment in 2020.[4]

Current state at end of 2020

100 %

of the supply chains evaluated presenting a high risk of non-sustainability in terms of environmental aspects benefiting from the implementation of improvement actions by the Group.

[4] Whatever the note obtained out of 100. Permeter restricted to Robertet Grasse.

FOCUS

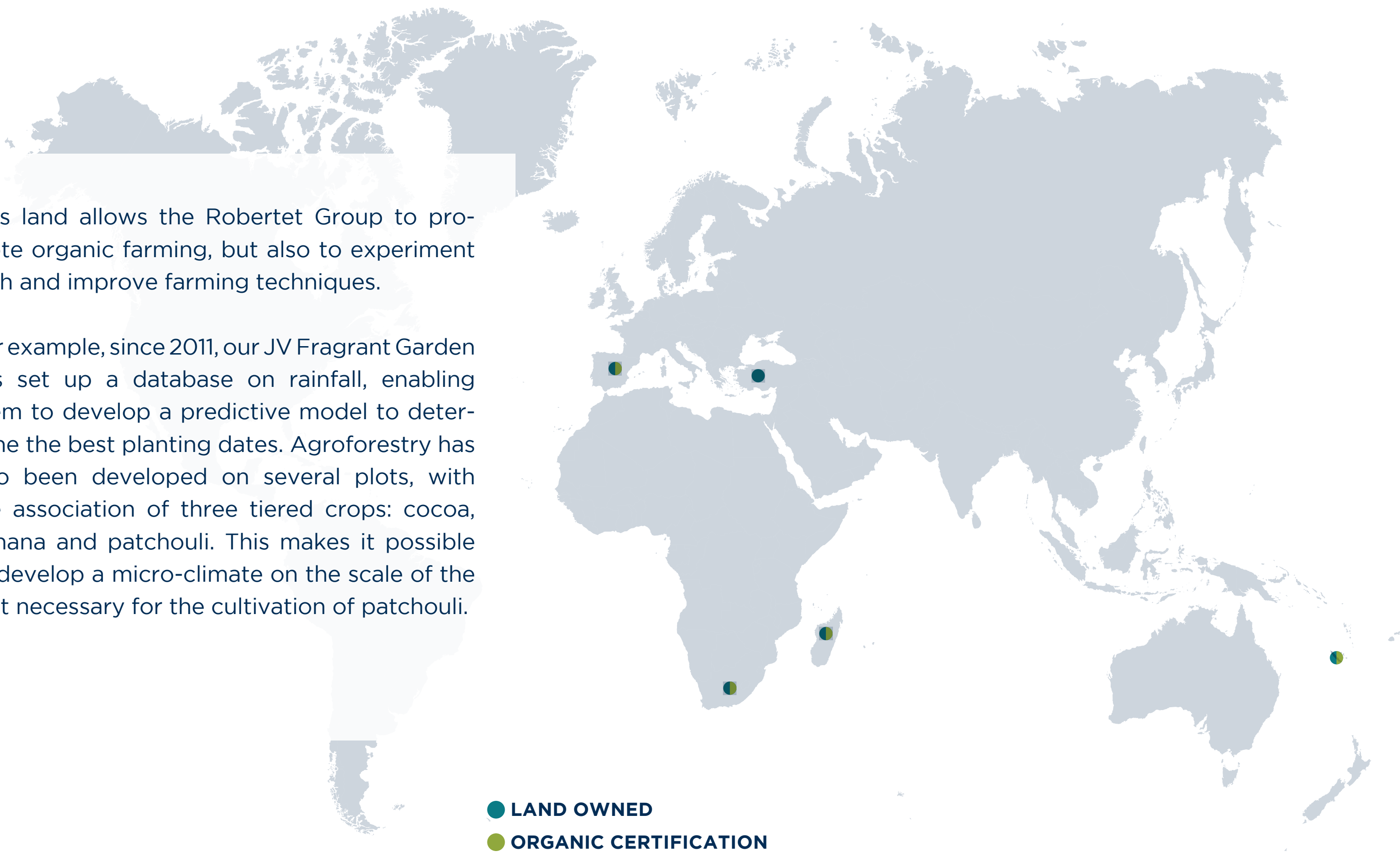
LAND OWNED BY THE ROBERTET GROUP

What better way to secure our supplies of strategic raw materials and manage the quality of soils and plants than to have our own land?

Thus, over the years, the Robertet Group has acquired agricultural and forestry land when the occasion arose.

This land allows the Robertet Group to promote organic farming, but also to experiment with and improve farming techniques.

For example, since 2011, our JV Fragrant Garden has set up a database on rainfall, enabling them to develop a predictive model to determine the best planting dates. Agroforestry has also been developed on several plots, with the association of three tiered crops: cocoa, banana and patchouli. This makes it possible to develop a micro-climate on the scale of the plot necessary for the cultivation of patchouli.



SPAIN Finca Carrasquillas	Lemon balm, Chamomile, Immortal, Rose, Rosemary, Thyme, Oregano, Sage	180ha
MADAGASCAR Fragrant Garden	Ylang-Ylang, Patchouli, Combawa, Eucalyptus, Bay, Ravintsara, Protected forest	159ha
NEW CALEDONIA SNN	Sandalwood	Thousands of hectares
SOUTH AFRICA Robertet	Jasmine, Vetiver, Rosemary, Petitgrain, Fallow land	57ha
TURKEY Robertet	Rose	2ha

FOCUS

YLANG-YLANG

CONTEXT

Nosy Be, an island off the northwest coast of Madagascar, is known for being the area where there are the most ylang-ylang plantations, hence its nickname "the perfume island". It is even the main agricultural resource of the island. It should be noted that Madagascar produces more than 25% of the world production of Ylang-Ylang.

In 2009, Robertet created a joint venture, Fragrant Garden, to develop ylang-ylang cultivation with a Madagascan family. The ylang-ylang flowers are picked all year round, usually by women, early in the morning to preserve the aromas as much as possible. The flowers are then processed on site before being sent to Grasse.

Our joint venture is developing many social, societal and environmental projects, which we would like to highlight this year

SOCIAL AND COMMUNITY ACTIONS

Living Conditions

Some of the workers' families live on the Fragrant Garden property. Small villages have been built and electrification has been brought to the houses through the installation of solar panels. A spring has been constructed to provide families with easy access to water. The adjacent village also benefits from this development

Health

All JV employees are systematically registered with the social security system, at the initiative of the employer, which is not always the case in Madagascar. In addition, a doctor, half of whose salary is paid by the JV, regularly visits the site and the surrounding villages to provide medical services.

Numerous training sessions are provided, in partnership with NGOs, on first aid, prevention of violence against women, prevention of malaria, and the health of newborns.

As health is also a matter of nutrition, the employees benefit from a canteen for lunch and dinner. A vegetable garden has been set up to provide vegetables for the meals (cabbage, carrots, etc.).

Empowerment of women

In order to promote women's autonomy, the JV has assisted its employees in opening bank accounts to avoid theft and dependence on others. But managing an account requires the ability to read and write.

Therefore, 170 families have been taught to read and write and for the past 3 years, 100% of the women employed by the JV are banked...

The pickers are also encouraged to diversify their source of income. They work only in the morning at the JV and can therefore spend the rest of the day on other activities. In collaboration with NGOs, courses in sewing or business management are provided to the employees.

Schooling for children

A lasting partnership has been signed between the JV, two schools adjacent to the site, parents and the community. The salaries of the teachers, the construction of new classrooms or the maintenance of the buildings, as well as the provision of school supplies to the students are covered at 50% by the JV. This cooperation has made it possible to enroll all children whose parents work at the JV. In addition, the progress of the students is monitored.

In 2020, the school was expanded with the construction of a new classroom.

ENVIRONMENTAL ACTIONS BENEFITING THE LOCAL COMMUNITY

Deforestation in Madagascar is considered one of the most worrisome in the tropical world. The country has seen its forest cover decrease by 44% over the past 60 years and poses significant problems of soil erosion and biodiversity loss. Bush fires and poaching are the main causes.

Our Fragrant Garden JV wants to raise awareness of this issue and empower local communities to restore degraded land through two main actions:

• Each year, before the rainy season, ylang ylang trees are replanted to replace dead trees or to increase the density of the plantation (fight against climate change). A nursery program has been set up and optimized to benefit the surrounding villagers. Several thousand ylang, patchouli and eucalyptus seedlings are distributed to our peasant partners.

• As part of a peasant reforestation project initiated by the World Bank, an international organization that develops and finances programs for developing countries, the JV has set up a pilot of four village nurseries on 32 ha containing different types of plants.

The Geographical Indication "Absolute Pays de Grasse" was established in 2020, thus completing the inscription of the savoir-faire related to the perfume of Grasse on its list of Intangible Cultural Heritage of Humanity by UNESCO on November 2018.

FOCUS

TO PRESERVE AND DISSEMINATE THE HERITAGE OF GRASSE

The introduction of a fair sharing of the value created can support local jobs while safeguarding varieties grown historically on these lands.

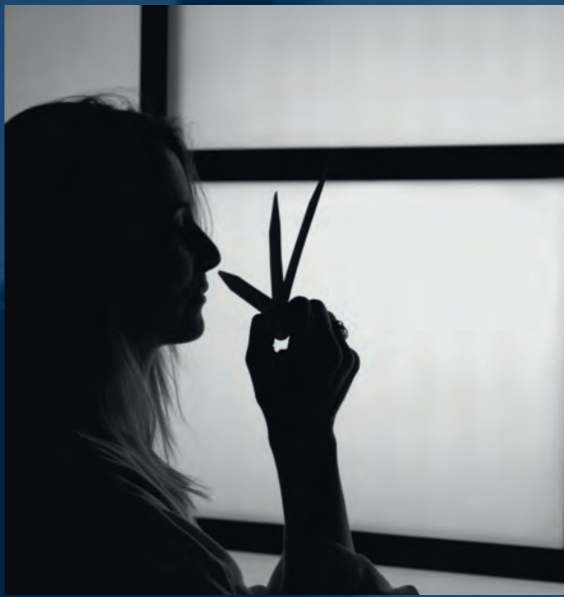
Proud of its roots in Grasse, Provence, the cradle of perfumery, Robertet continues to support the cultivation of aromatic plants in south-eastern France. With the aim of perpetuating the industries that have historically been present in Grasse, Robertet has strengthened its long-term partnerships with producers of rose, jasmine and tuberose.

In addition, in 2020, Robertet received the first verbena harvest, a sector in which Robertet has invested heavily in 2019 to relaunch production in the neighboring Var department. While verbena production in the region was on the verge of disappearing, due to the combined effect of crops reaching the end of their life and increased competition from products from North Africa, the Group set up a partnership and financed the planting of young plants as well as the installation of a drip irrigation system.

This desire to support the ancestral savoir-faire linked to the plants of the Pays de Grasse, in association with farmers and industrialists, was rewarded in 2020 by the establishment of the Geographical Indication "Absolue Pays de Grasse" - a concentrate extracted from flowering plants.

This label recognizes the unique quality of Grasse's absolutes, the result of two emblematic skills of the region since the 18th century, that of the farmers producing perfume plants and that of the industrial processors.

The harvesting, production and processing stages must be carried out in the geographical area of the Alpes-Maritimes, the Var and Alpes-de-Haute-Provence departments. A total of 28 plants are concerned by the label.



03

EMPOWERING PEOPLE

Convinced that the Robertet Group's performance is linked to the development of its employees and to the trust it places in them, we take the necessary steps to be an employer of choice.

Robertet's primary responsibilities are to provide its employees with a safe working environment and to ensure their well-being, while supporting them in the development of their skills.

This allows our employees to be fully committed to serving our customers around the world.

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

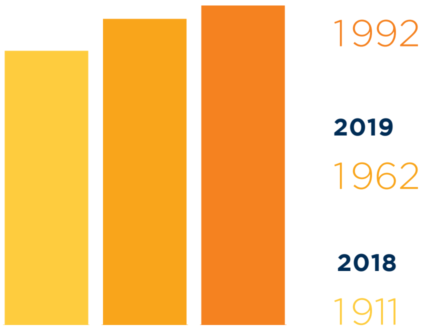
OVERWIEV OF THE WORKFORCE

As of 31 December 2020, Robertet had 1,992 employees, an increase of 2% compared to 2019, mainly due to the integration of the workforce of the Sirius subsidiary, acquired in 2019.

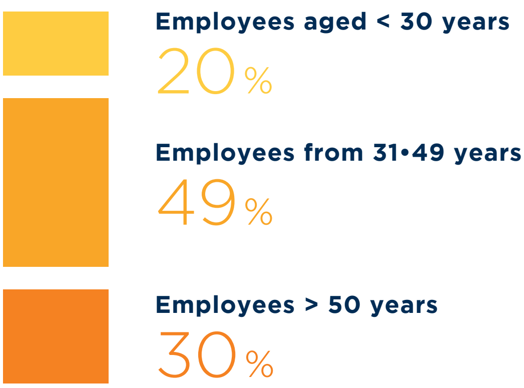
1992

EMPLOYEES[5]
as of 31 december 2020

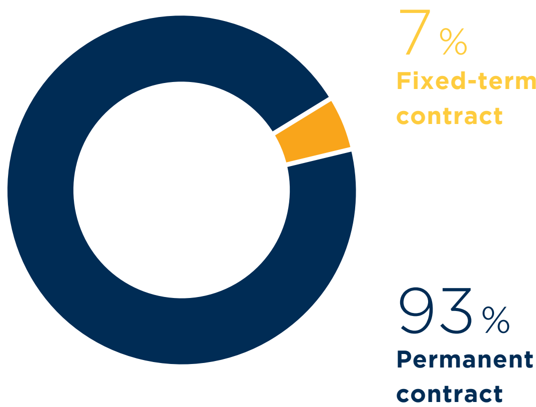
TOTAL GROUP WORKFORCE AS OF DECEMBER 31 OF THE YEAR



DISTRIBUTION OF THE WORKFORCE BY AGE GROUP

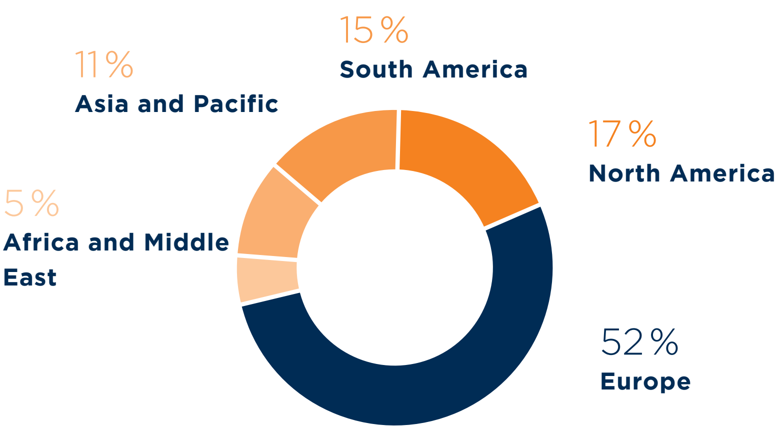


TOTAL GROUP WORKFORCE BY TYPE OF CONTRACT



DISTRIBUTION OF WORKFORCE BY GEOGRAPHIC AREA IN 2020

The distribution of jobs by geographic zone remains stable overall. The Group provides jobs throughout the world, and remains attached to the town of Grasse, the world capital of perfumes and the place where the company was founded in 1850. With 892 employees, Grasse represents 45% of the Group's workforce, followe by the USA with 17%.



[5] In accord with the new CSR reporting perimeter, this does not take into account the workforce of the sales subsidiaries.

3.1 ENSURING HEALTH AND SAFETY IN THE WORKPLACE

Issue, risk and policy

As a company with 17 production sites, employee health and safety is a priority for the Group. Robertet is committed to guaranteeing the physical integrity and health of its employees, as well as reducing the risk of accidents in the workplace, by focusing its approach on three areas:

• assessment of occupational risks to ensure effective prevention measures

• employee training to improve the Group's safety culture

• the provision of specifically adapted safety equipment and materials

In addition, Robertet Grasse has drawn up a Major Accident Prevention Policy (MAPP) that defines its roadmap for the prevention and management of industrial risks. This policy was put in place following the merger with Charabot, which classified the Robertet Le Plan de Grasse site as a Seveso high threshold Installation Classified for the Protection of the Environment.

Actions undertaken

Prevention

• The subsidiaries' HSE teams are responsible for implementing various measures to prevent and reduce the risk of accidents in the workplace.

• The assessment of occupational risks makes it possible to identify and classify hazardous situations for each workstation, in order to implement appropriate preventive measures. This exercise is repeated annually, and the results of the assessment are made available to the occupational health department, employee representative bodies and supervisory bodies such as the labor inspectorate.

• Each accident or "near miss" is analyzed and and corrective action is taken.

• HSE training and awareness-raising sessions are provided to employees on the wearing of PPE, handling, the handling of hazardous products, fire risks, etc.

• The health of employees is monitored. For example, all employees exposed to chemical risks undergo regular medical check-ups with blood tests.

• Quarterly meetings of the Health, Safety and Working Conditions Commission (CSSCT) are organized to communicate and share information on issues related to the analysis of working conditions and occupational risks.

• Emergency procedures are created and periodically tested to deal with industrial hazards such as explosion hazards in ATEX[6] zones, fire hazards, etc.

[6] ATmospheres EXplosives

In 2020,

55%

OF THE GROUP WORKFORCE HAS RECEIVED AT LEAST ONE HEALTH AND/OR SAFETY TRAINING.

Prevention of chemical risks

Through our operations, some employees may be exposed to hazardous chemical agents. Their exposure is evaluated, controlled and limited as much as possible to what is strictly necessary.

The use of CPE (collective protective equipment) such as air extraction and treatment systems (e.g. fume hoods, fume cupboards with charcoal filters) and PPE (personal protective equipment) can significantly reduce employee exposure.

These systems are complemented by the deployment of closed-system processes to avoid product evaporation, or green chemistry, limiting the use of hazardous products.

Prevention of musculoskeletal disorders (MSD)

In order to reduce the risk of MSDs, the Robertet Group trains its employees in gestures and postures, and invests in improving the ergonomics of workstations. Here are a few examples:

• Wearing elbow pads for pipetting and grip aids for opening vials (prevention of wrist RSI).

• Handling equipment: forklifts, pallet trucks, automatic filming machines, robotic manipulators, etc. (prevention of upper and lower limb MSD).

In addition, as soon as a new workshop or site is built, particular attention is paid, right from the design studies, to the ergonomics and comfort of employees, particularly with regard to manual handling and the carrying of loads.

In the new plant in Brazil, for example, a gravity descent system for the 150 most commonly used raw materials has been installed, reducing the number of times a weigher has to lift volumes of between 5 and 25 kg by around 50%.

Prevention of psychosocial risks and harassment at work

Psychosocial risks are also a concern for the Group, and we are very attentive to the effects of stress, harassment and discrimination that our employees may suffer in the workplace.

The Group ensures the prevention of psychosocial risks through actions that vary from country to country, depending on needs and regulations:

Robertet Grasse appointed two employees, one man and one woman, as "harassment referents" in 2020. They receive alerts related to harassment and initiate investigation procedures. A detailed report of the facts has been created and made available to all employees. This report enables the victim of harassment to describe the harm suffered, any witnesses, the persons involved, the measures taken and the immediate consequences. In 2020, one alert was received, confirmed and processed.

In addition, **in India**, the sexual harassment policy implemented in June 2019 continued into 2020. In order to comply with local regulations, a senior human resources consultant joined the external members of the committee. The committee has a majority of women and was created with the help of the NGO ARZ. A procedure for alerting and handling complaints was formalized in 2019. All employees at the Robertet Goa site, i.e. 33 people, were trained in September 2019 on this issue. No complaints or incidents were reported in 2020.

Verification of compliance with safety requirements

• HSE teams are present in the field to report any problems relating to the health and safety of operators, as well as those that may affect the environment. At the same time, they ensure that these HSE rules are respected.

• Safety equipment is checked periodically.

• The working conditions of our employees can be examined by our customers, who regularly commission CSR audits, as well as during SMETA audits. On the other hand, they may be examined by government bodies such as the labor inspectorate or the DREAL (Regional Directorate for the Environment, Planning and Housing) in France. The implementation of corrective actions and their progress, resulting from these inspections, are also monitored.

Results and KPIs

	2018	2019	**2020**	Evolution 2019 → 2020
Number of work and commuting accidents with lost time.	56	44	**28**	↘
Number of work related illness.	...	...	**3**	
Number of days lost	1272	1387	**830**	↘
Number of hours worked (Thousands)	3238	3413	**3240**	↘
Frequency rate	17,3	12,9	**8,64**	↘
Severity rate	0,39	0,41	**0,26**	↘
Percentage of subsidiaries without a lost-time injury during the year	59 %	53 %	**65 %**	↗

FOCUS
IN THE CONTEXT OF THE COVID-19 PANDEMIC.

Protecting the health and safety of our employees has become a major challenge with the pandemic caused by the "Covid-19" disease. Robertet has been able to adapt to this risk:

• Appointment of a " Covid " representative and his substitute.

-Implementation of a business continuity plan

- Application of hygiene measures and protective practices such as social distancing, and the installation of plexiglass in the company's restaurant and offices.

- Introduction of the mandatory use of surgical masks

- Implementing remote working, and rotating employees for departments that cannot telework thereby limiting the number of employees on site.

In addition, in response to the shortage of hydroalcoholic solution (HAS) at the start of the pandemic, the Grasse site produced 40 tons of HAS on its lines. This was distributed to employees, but some was also donated to organizations in the region (hospitals, firemen, military, pharmacies, residential care home, clinics, etc.).

3.2 ENSURING A PLEASANT WORKING ENVIRONMENT

Issue, risk et policy

Attracting new talent and retaining existing employees is imperative to consolidate and pursue our development. To achieve this, the Robertet Group relies in particular on improving the quality of life at work, a source of fulfilment and sustainable performance. The aim is to reduce our staff turnover, limit voluntary departures and absenteeism.

Actions undertaken

The Group has committed to offer several measures to improve the quality of life of its employees:

01 **Preserving the balance between professional and personal life**

• The 35-hour agreement defines the hours worked by employees. They are encouraged to respect these hours and not to work overtime.

• Employees at the Grasse headquarters have access to an inter-company childcare.

• Employees receive a vacation bonus, paid out of their June salary, to allow everyone to enjoy the summer vacations.

• An agreement on flexible working hours is being drawn up.

02 Assisting employees in the management of their illness

• The Quality of Life at Work agreement, signed in Grasse in 2020, allows employees to donate paid vacation days to a colleague, solely for family members caring for a person suffering from a particularly severe loss of autonomy or with a disability.

• Personal protection plans guarantee the payment of compensation in the event of incapacity for work, cover disability and provide for the payment of a lump sum to designated beneficiaries in the event of death.

• Robertet assists employees as soon as an occupational ailment is declared (before it is recognized by the social security system). In consultation with the occupational physician and the ergonomist, the workstation is adapted.

03 Facilitating work organization

In 2020, the Robertet Group has accelerated its digitalization in order to offer more flexibility and to make sharing and collaboration more fluid. Digitalization and remote working have become essential tools for maintaining business continuity during the pandemic, ensuring that teams operate efficiently.

• In 2020, employees benefited from new work tools that facilitate organized remote work. The Teams application was installed at Robertet Grasse to conduct remote meetings.

• An additional effort was made to equip all meeting rooms with the necessary equipment for video conferencing.

• Telecommuting or remote working has been introduced in most of our subsidiaries, when the business activities allow it.

04 Ensuring fair remuneration

• Compliance with minimum wages set by local regulations.

• In Grasse, each year the mandatory annual negotiations lead to the negotiation of a general salary increase, in consultation with the trade unions.

• The Robertet Group is committed to ensuring that each year, annual increases are higher than the cost of living (inflation).

• In Grasse, Robertet involves its employees in the company's performance through employee savings schemes (profit-sharing), the amount of which depends on the profits made.

• A Company Savings Plan has been in place for many years. It enables employees to build up medium-term savings with the help of the company.

EMPLOYEES FEEL ASSURED AT ROBERTET AND STAY FOR A LONG TIME.

In order to create the conditions for a positive working environment, the Robertet Group relies on two factors:

1 Develop the company's culture

In order to reward the work done by employees and to foster a sense of belonging and team cohesion, the head office and the subsidiaries organize corporate events.

The vast majority of these events have been suspended due to Covid but Robertet Grasse, for the 1st time celebrated the European Week of Sustainable Development in September 2020.

Through various exhibits, employees were made aware of the Group's CSR strategy, of the actions carried out within our subsidiaries, of how to better manage waste at home, and of the sustainable products manufactured by Robertet. For this initiative, idea boxes were set up at the various sites in Grasse. The Robertet Group hopes to extend these events to all its subsidiaries.

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2 Moving forward together through social dialogue

As a family business, Robertet favors dialogue and direct communication, not least between management and employees. Indeed, the quality of life at work depends on the conditions in which our employees do their work, but also on their ability to express themselves on the subject. The Robertet Group is therefore committed to ensuring high-quality labor relations.

Respect for freedom of association and collective bargaining is an integral part of the principles listed in our Code of Conduct.

In France and in some international subsidiaries, social dialogue is structured, with employee representative bodies (employee and union delegates, works council, health, safety and working conditions committee) meeting regularly.

In Grasse, CSE committees bringing together about 15 employees, union representatives and management take place every month.

Results and KPIs

MEASURE OF THE LOYALTY OF OUR TALENT

	2018	2019	2020
Hirings	220	225	**219**
Of which on permanent contracts	...	...	**70 %**
Of which on fixed-term contracts	...	...	**30 %**
Departures	185	167	**185**
Turn-over	11,4 %	10,2 %	**10,2 %**
Rate of absenteeism	4,6 %	4,6 %	**5,3 %**
Average seniority	11,46	11,67	**11,72**

Absenteeism increased slightly in 2020 due to the pandemic.

MEASURE OF A RICH SOCIAL DIALOGUE

In 2020 at Robertet,

13
collective agreements have beensigned around the world

4
collective agreements concerning remuneration (wage adjustment, minimum wage)

60 %
of employees are coveredby a collective agreement

6
collective agreements concerning the quality of of life at work

3
collective agreements concerning health(dental insurance, medical

Signature unanimously approved
of all collective agreements for 20 years at Robertet Grasse

3.3 DEVELOPING THE SKILLS OF OUR EMPLOYEES

Issue, risk et policy

Training and the transmission of know-how enable us to develop our skills and to support our employees in their careers.

The Robertet Group thus ensures that each employee has the means to carry out his or her tasks effectively and gives everyone the opportunity to progress in their professional lives. This is the guarantee of a learning and competitive company, offering quality services.

Professional training is the favored tool for developing the skills and expertise of teams. By 2025, the Group's objective is for 80% of its employees to receive at least one training course every year, regardless of the type of training.

In addition, like Robertet Grasse, which has been in existence for nearly 171 years, some of the Group's subsidiaries have unique know-how. This expertise has been developed over decades and contributes to the Group's intangible assets and its reputation in the sector.

And as a family business, Robertet wants to keep this expertise in-house. In addition to the day-to-day transmission of skills in the workplace, this transfer of professional skills also takes place through tutoring and apprenticeships.

Actions undertaken

Developing skills through training

• Organizing professional interviews to enable all employees to express their wishes for professional development in terms of skills and missions. These interviews, conducted by managers, are used as input for the skills development plan.

• Deployment of an annual or biannual training or skills development plan within each subsidiary. In Grasse, the key areas of focus in 2020 were:

- Safety of employees and property, with training in safety prevention, quality and logistics

- Managerial support: introduction since 2015 of a management course focusing on communication and the notions of exemplarity, objectivity and listening

- Customer relations, with training for our sales representatives and sales assistants. In 2020, the Group adapted and supported its sales staff to help them maintain customer relations at a distance.

- The transmission of our specific expertise between generations, through internal training and tutoring

- Development of business skills, based on the needs of the various departments

• In addition to the standard training courses available on the market, the people in charge of training aim to respond as closely as possible to the needs of employees and develop customized training courses. This also includes the development of in-house training.

Perpetuate and transmit our savoir-faire

• Training has been provided since 2015 for new tutors of work-study students. In 2020, 3 tutors were trained. This training covers the role of the tutor and methods for passing on skills.

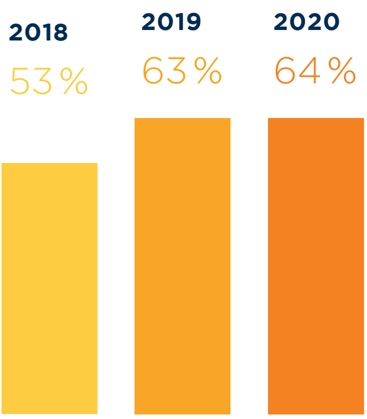
• Robertet takes on student interns seeking experience in the field, as well as apprentices who alternate study with work. The latter method is favored because it is adapted to the transmission of a profession that requires a long and complex apprenticeship.

• Since 2010, Robertet Grasse trains three junior perfumers every two years in its in-house perfumery school, with the aim of encouraging diversity and originality in profiles, and preserving Grasse's expertise.

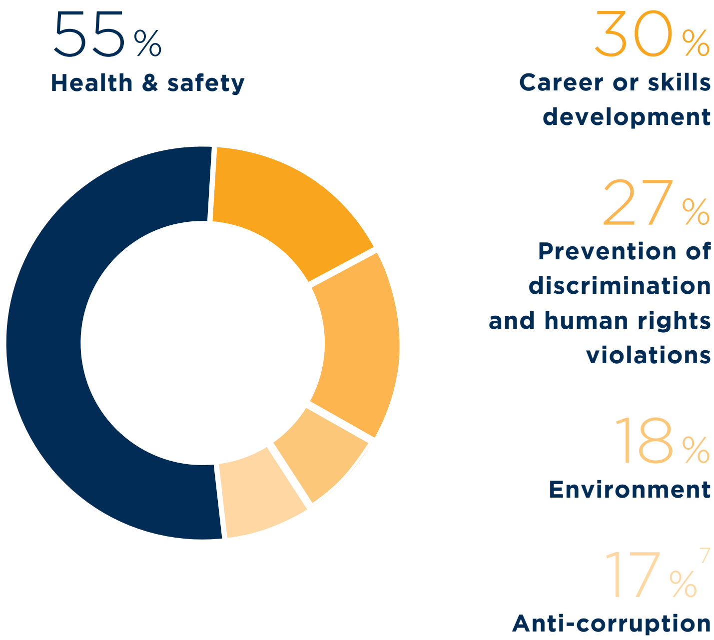
• The perfumery school not only trains our employees, but also has a second objective, which is to inform our customers. Indeed, our customers sometimes need to train their own employees in the world of fragrance, or to carry out a project of their own that requires Robertet's expertise. An adapted program is given to each participant, and the range of natural specialties that make Robertet Grasse unique is highlighted through in-house preparations. The perfumery school thus enables us to promote our expertise outside the company.

Results and KPIs

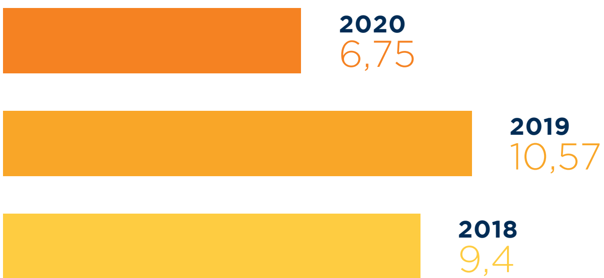
NUMBER OF EMPLOYEES WHO RECEIVED TRAINING DURING THE YEAR



TYPE OF TRAINING ATTENDED BY EMPLOYEES



AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE



Due to Covid and the consequent difficulty of carrying out training in certain countries, we have not increased the number of employees trained in 2020, or only slightly, and the number of hours has decreased.

In 2020,

58 %

work-study students have signed a contract following their work-study program

[7] In addition to the Group's anti-corruption training program

30%
of top management is made up of women

In 2020 in the Group overall,

42%
of the total workforce is represented by women

3.4 COMMITMENT TO PROFESSIONAL EQUALITY

Issue, risk and policy

Convinced that diversity within the company, i.e. the variety of profiles, is an essential asset for the Group's performance and sustainable growth, Robertet is committed to:

• Preserve diversity from the time of recruitment and throughout life in the company, to include people of all ages, genders, origins, family situations, sexual preferences, opinions and aptitudes within its workforce. Diversity of backgrounds is a source of creativity and a source of knowledge.

• Ensuring equal opportunities and equal pay for similar skills and tasks. This equality is essential if employees are to feel trusted and develop their full potential.

In keeping with its values and in accordance with regulatory requirements, Robertet pays particular attention to diversity, disability and integration by ensuring that non-discrimination is respected within the Group.

With regard to gender equality, the Group's objective is to aim for parity in the total workforce.

Actions undertaken

Ensuring professional gender equality

Convinced that professional equality between women and men is an important condition for the well-being and fulfillment of all, Robertet signed a three-year agreement on professional equality between men and women with the trade unions in October 2017. In particular, the agreement contains the following areas of concern:

• Recruitment, with the objective of maintaining at least 46% of women at executive level.

• Working conditions, with a study of the feasibility of adapting three workstations traditionally occupied by men to make them more accessible to women.

• Remuneration, with vigilance in the event of unjustified deviations.

• Work-life balance, with the funding of 13 to 18 inter-company childcare places in 2020.

• Training, especially for those returning from parental leave of one year or more

In 2020 Robertet Grasse scored

84/100

in the gender equality index

Robertet Grasse supports the Ministry of Labor's efforts to promote professional equality between women and men, and in particular to address any pay gaps. In the gender equality index for France, Robertet Grasse obtained a score of 84/100 in 2020. Robertet is committed to continuing its work in this area, in collaboration with its social partners, to improve this score.

The Index, out of 100 points, is calculated from 5 criteria:

• The gender pay gap,

• The distribution disparity of individual increases.

• The promotion distribution bias.

• The number of employees who have received a raise upon returning from maternity leave,

• Parity among the 10 highest earners.

Supporting people with disabilities

The Robertet Group takes care to support people with disabilities who are hired and to maintain the employment of those who become disabled. In particular, this involves adapting workstations where necessary and possible. Robertet is also developing contracts with adapted companies or ESATs (establishments or services providing assistance through work). These companies are called upon to provide supplies, subcontracting and services:

• Supplies: stationery, hygiene and maintenance materials

• Services and subcontracting: folding of paper filters, small packaging, assembly and finishing.

Results and KPIs

THE WORKFORCE BY GENDER AND SCP[8]

Men	•	Women	% women in each SCP
48	Members of the Board of Directors & Executives	21	30%
160	Managerial positions	143	47%
184	Supervisors	254	58%
755	Other workers and employees	427	36%
1147	*TOTAL*	845	42%

The Group has historically had few women among its operators, due to the physicality of the work environment: working on the flavors and fragrances production line requires a great deal of heavy handling and operation of specific equipment.

However, the proportion of female workers has increased by 18% compared to 2017, thanks to an effort to recruit, adapt the ergonomics of positions and the organization of jobs.

This ratio is more balanced among supervisors (58% women) and managers (47% women). This is the result of the Robertet Group's efforts to focus on these categories for several years.

Women represent 30% of the top management. The Robertet Group recognizes that it must continue its efforts in this area, whether through internal promotion or recruitment.

As for the Group's Board of Directors, in 2020 it is composed of 10 members, including 5 women and 5 men, thus ensuring parity.

In 2020,

2%

of the workforce has a declared disability

[8] Socio-professional category

04

RESPONSIBLE INDUSTRIAL SITES

The Robertet Group is an industrial company whose business is the processing and assembly of aromatic raw materials.

All operations, from production to distribution, generate environmental impacts that Robertet is committed to reducing, as does the consumption of resources required to manufacture its products. To this end, Robertet is deploying actions to reduce water, energy, waste and discharges.

Aware of the global issues relating to greenhouse gas (GHG) emissions and the consequences for the population, Robertet pays particular attention to its CO_2 equivalent emissions.

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

4.1 REDUCING POLLUTION

During the course of its activities, incidents may occur: product spills, leaks of refrigerants and fuel oil, evaporation of solvents, etc. The Robertet Group is committed to doing everything in its power to reduce the risks of environmental pollution.

Controling our air emissions

Issue, risk and policy

Air quality can be affected by pollutants of industrial origin. Some air pollutants are formed as a result of physical-chemical reactions involving sulfur dioxide (SO_2), nitrogen oxides (NOx) or volatile organic compounds (VOC). It is important for the Group to control these emissions, particularly VOCs resulting from the use of solvents in our extraction and synthesis processes.

The Group is focusing its efforts on the Grasse site, where VOC emissions are most significant due to the concentration of extraction and synthesis activities. In addition, Robertet Grasse is subject to a maximum threshold of 5% of uncaptured VOC emissions per quantity of solvents used during the year.

Actions undertaken

The Group, particularly at the Grasse site, is implementing measures at several levels to limit the release of VOCs into the air.

Measuring and reporting emissions

• The quantity of VOCs emitted into the atmosphere is calculated annually by three subsidiaries: Robert Grasse, Robertet USA and Robertet China. The method of calculation differs according to local regulations. For example, Robertet USA calculates VOC emissions according to the worst-case scenario, whereas China voluntarily measures the concentration of non-methane hydrocarbons (which include VOCs) in its workshops.

• Robertet Grasse also has a VOC emission control plan (EMS) that makes it possible to identify the sources of emissions, quantify atmospheric discharges and set up appropriate systems.

• Reducing the use of solvents

• Standardization of production processes and the implementation of operating procedures make it possible to optimize solvent consumption.

• The implementation of new processes, on the other hand, aims to reduce or even eliminate the use of solvents. This is the case, for example, with supercritical CO_2 extraction, which does not require any volatile organic solvent.

Reduce, capture and treat VOC emissions

• Cold work is favored to limit VOC emissions at the source.

• In Grasse, since August 2020, in the event of ambient air pollution episodes, the site may be required to implement actions, including the shutdown of certain production processes, in order to reduce VOC emissions and consequently the quantity of ozone in the air.

• Systems to capture and treat part of the VOC emissions, such as condensers or gas scrubbers, have been installed.

In addition to VOCs, the Group also emits nitrogen oxides (NOx) and carbon monoxide, both of which are produced mainly by gas boilers. These emissions are monitored and reduced. In 2020, all gas burners at Robertet Grasse were replaced with more efficient ones in order to reduce these emissions.

Results and KPIs

In 2020, Robertet Grasse was well within the regulatory threshold, with 1.31% of uncaptured VOC emissions per quantity of solvents used[9].

	2018	2019	2020
% of VOC emissions per quantity of solvents used	2,63%	1,31%	1,31%[10]

Preventing soil pollution

All the Group's subsidiaries have specific facilities, such as retention systems and collection networks, to prevent seepage into the ground in the event of accidental spills. The water-tightness of these facilities is regularly checked. For example, Robertet Grasse is implementing an Industrial Facilities Modernization Plan (PMII), which is a maintenance program for industrial equipment such as retention systems, piping and storage tanks.

Preventing water pollution

Issue, risk and policy

The aqueous industrial effluents from our extraction and transformation processes may contain pollutants. This is why these effluents are pre-treated before being discharged into the local sewage system.

The Robertet Group has 6 subsidiaries that have built a waste-water treatment plant on their site to treat their effluents: Robertet Grasse, Sirius, Robertet Brazil, Argentina, China and India.

The Group is committed to guaranteeing the quality of the water discharged, in accordance with the regulatory requirements in force in the various countries. Our objective is to maintain the quality of our effluents below the regulatory thresholds, and to improve it whenever possible.

Actions undertaken

- Regular monitoring and analysis of effluent quality: at least COD (Chemical Oxygen Demand), BOD (Biochemical Oxygen Demand) and TSS (Suspended Solids)

- The new production site in Brazil has its own wastewater treatment plant, which enables it to treat its effluents and release better quality water into the public network.

- In 2020, a 1,200 m3 buffer basin was created on the Grasse site to smooth out the flow and concentration of effluent at the input to the wastewater treatment plant. This basin allows for a better functioning of the internal station.

Results and KPIs

In 2020, 79,879 m3 of liquid effluents were treated by the Group's internal wastewater treatment plants, resulting in 192 tons of sludge.

Efficiency of our internal effluent treatment in 2020	Robertet Group	Robertet Grasse
Quantity of COD (mg/L)	545	324
Quantity of BOD (mg/L)	109	116
Quantity of TSS (mg/L)	29	29

The quality of these effluents is very heterogeneous from one subsidiary to another, as it varies according to the processes used.

In addition, Robertet Brazil moved to a new production site in 2020. The effluent treatment at the in-house wastewater treatment plant still needs to be adjusted in order to improve the purification efficiency.

Water quality per ton of product :

2,38 kg COD/ton of product at Group level

0,83 kg BOD/ton of product at Group level

0,21 kg TSS/tons of product at Group level

[9] The methodology used to calculate the diffuse emissions of uncaptured VOCs was determined by the National Union of Perfumery Industries, Prodarom, and validated by the DREAL.

[10] Data is reported with a one-year lag.

[11] Organic matter consumes the oxygen dissolved in the water as it degrades. If they are too abundant, they can therefore cause excessive consumption of oxygen, and cause the asphyxiation of aquatic organisms. The COD makes it possible to monitor this process.

Reducing noise and odor nuisance

Issue, risk and policy

The noise generated by Robertet's activities does not constitute a major nuisance. However, some of the Group's activities may generate noise pollution, particularly for employees working near noisy equipment, and to a lesser extent for local residents.

As for the manufacture of aromatic products at Robertet's industrial sites, it can occasionally generate odors that can be perceived by local residents. Even if they do not present a health risk, odor nuisance is a concern for the Group.

The Robertet Group is committed to doing everything in its power to limit any inconvenience that may be caused to employees and local residents alike, whether in terms of noise or odors. Furthermore, our sites comply with local regulations on nuisances.

The Group's objective is not to receive any formal notice from any environmental authority regarding noise or odor pollution.

Actions undertaken

Reducing noise nuisance

• Identification of noise-exposed workers and implementation of protective measures. PPE such as custom-made hearing protectors or earmuffs are provided to exposed workers.

• Noisy equipment is soundproofed: installation of silencers on boilers, pump enclosures, noise protection around cooling towers, etc.

• Noise-generating equipment, such as motors for air extraction systems, are moved away from property lines as much as possible.

• Some equipment, such as boilers, burners or pumps, have been replaced by more modern and therefore quieter equipment.

• Noise levels at the property line are measured in order to monitor our nuisance among local residents and to take appropriate action if necessary.

All of these measures have helped to reduce noise nuisance within the company and its emergence from the outside world. This is all the more important for sites close to residential areas, as is the case at Robertet Grasse. The site is, in fact, subject to a regulatory limit of 60 decibels at 1 meter from the site barriers.

Reducing odor nuisance

To limit this nuisance, some of our subsidiaries have taken measures:

• In the USA, 8 washing towers have been set up to destroy odorous molecules before discharge into the air, without chemical treatment.

• The United Kingdom has installed a new ventilation system and activated carbon filters in its plant to reduce odour nuisance for the immediate neighborhood.

• Effluents stored in outdoor basins can also give off odors. This is why a deodorization tower with activated carbon treatment was installed at the Grasse site in 2020.

Furthermore, it is important for the Robertet Group to maintain a dialogue with local residents or municipal authorities so that they can inform us of any problems they encounter.

Results and KPIs

0

formal notices by any environmental authority for noise or odor nuisance

0

complaint (residents) for noise or odor nuisance

4.2. OPTIMIZING WASTE MANAGEMENT

Issue, risk and policy

The Group's processing activities generate routine waste inherent in the manufacturing and packaging processes. Most of this waste is non-hazardous waste, in particular vegetable waste and ordinary industrial waste.

In order to fight against the waste of natural resources and to reduce the costs associated with the treatment of this waste, the Robertet Group is committed to:

1. Limit the amount of waste generated by its activities
2. Give a second life to our waste (up-cycling)
3. Increase the proportion of waste recycled and recovered rather than disposed of.

In all its subsidiaries, the Group is seeking solutions to reduce, recycle and reuse its waste. The Group's objective is to achieve a 100% recovery rate for production waste (excluding wastewater) by 2025.

Actions undertaken

To reduce

• Reduction in the use of plastic in packaging through the introduction of drum strapping without plastic film at Robertet Grasse.

• Raising employee awareness of the need to reduce plastic use at Robertet Argentina, leading to a 25% reduction in plastic waste generated at the subsidiary.

• Installation in December 2020 of a water fountain at SAPAD. This represents a saving of approximately 1,000 plastic water bottles, with a capacity of 1.5 liters, per year.

To Reuse (up-cycling)

• Identification and use of by-products from our production with potential for new products

→ See *Chapter 5.2.*

• Reuse of solvents to limit the generation of chemical waste. Each solvent is assigned to a natural raw material and is reused in each production cycle of the associated raw material.

• Reuse of wooden pallets when they are in good condition.

• SAPAD returns some 1,000-liter cubitainers of hydrosols to raw material suppliers. In addition, other cubicles, after use, are resold to local companies for reuse, thus enabling the implementation of a circular economy.

Valorizing

• Material recovery (composting, recycling, methanization) is always encouraged. For example, vegetable waste is used to make standardized compost in many subsidiaries. Some of the residues from Robertet USA's flavour production are used as raw material in the animal feed industry.

• When material recovery is not possible, the Robertet Group turns to energy recovery from waste (incineration with energy recovery, biogas), and only as a last resort to disposal (landfill, incineration without energy recovery).

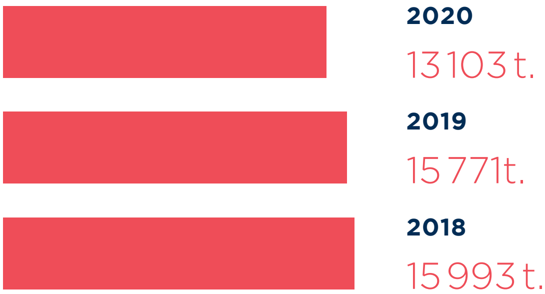
• Selective sorting has been strengthened, with the deployment of the "5 streams" decree for the French subsidiaries: Robertet does its utmost to ensure the sorting at source and recovery of paper/cardboard, metal, plastic, glass and wood waste.

• In the particular context of the pandemic, Robertet Grasse, in collaboration with the Resilience Project, has helped set up a pilot project for the collection of used masks to be recycled in France by staff undergoing rehabilitation.

• Robertet is constantly on the lookout for new solutions or outlets in the recovery and recycling sectors. At Robertet Grasse, for example, the HSE team is a member of the PRODAROM union's Waste Commission, whose objective is to jointly develop waste recovery channels in the region, particularly for perfume factory spent (plant waste).

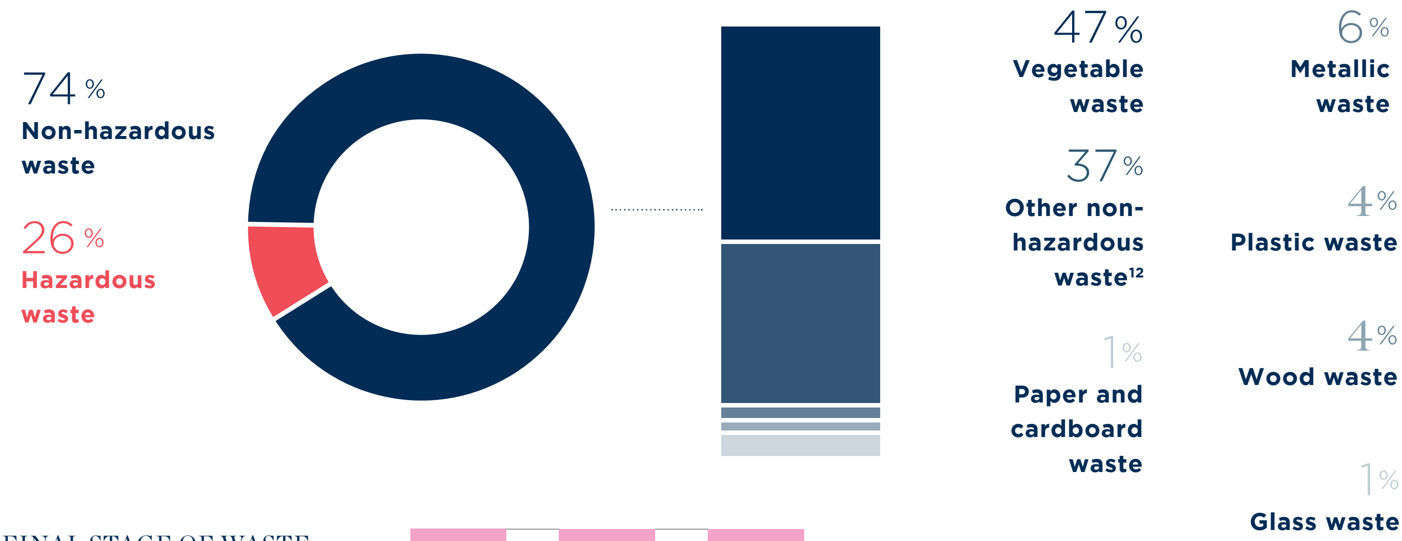
Results and KPIs

QUANTITY OF WASTE GENERATED BY THE GROUP

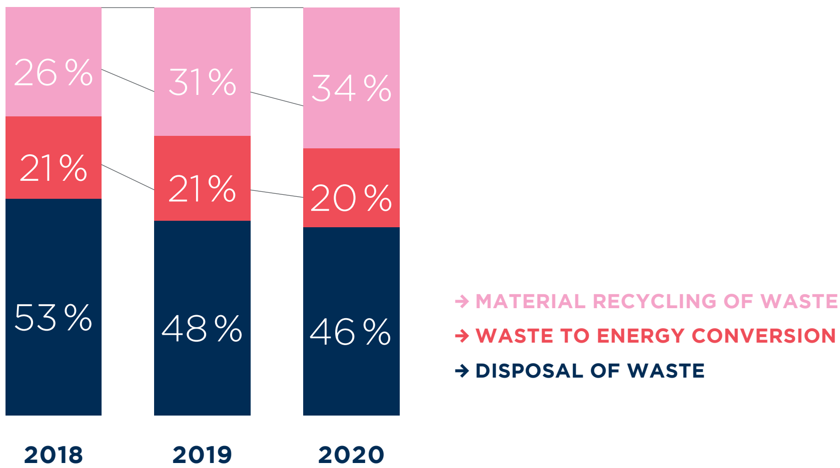


AMOUNT OF WASTE PER TON PRODUCED (T/T)

DISTRIBUTION OF OUR WASTE IN 2020



FINAL STAGE OF WASTE



[12] Non-hazardous waste from Mexico has all been accounted for in "Other waste" although it contains paper, plastic, glass and other waste due to an unexpected change in service provider.

4.3 REDUCING OUR WATER CONSUMPTION

Issue, risk and policy

The constant increase in the world's population and the excessive use of water are increasing water stress around the world. In order to contribute positively to the preservation of water resources, the Robertet Group is committed to reducing its water consumption.

By 2025, the Robertet Group aims to reduce its water consumption per ton produced by 10% compared to the 2017 level.

Water is an important element in the Group's manufacturing processes. It is used in the extraction process of natural raw materials (as a solvent or as a cooling fluid). Water is also used in the washing of production equipment to comply with health and safety standards related to the manufacture of flavors and fragrances.

Actions undertaken

Water recycling and reuse

• Rainwater recovery in two of our subsidiaries: in the new plant in Brazil and in China

• Implementation of closed-loop systems.

- In South Africa, Bulgaria and SAPAD, water has been used since the plant's design in a closed circuit.

- In 2017, Hitex had already deployed a water recycling system for pump lubrication and cooling, allowing it to operate in a closed loop and thus halve its water consumption.

- In Turkey: Robertet has invested in air-cooling towers and is working to make the site a closed circuit.

Optimization of water consumption

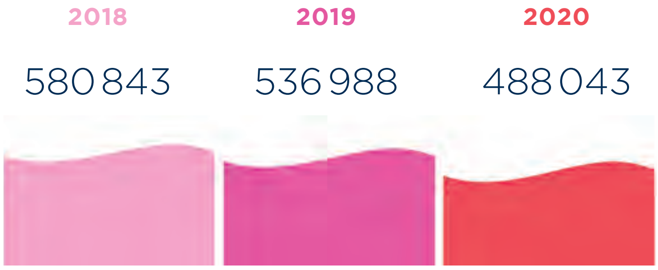
• Installation of water-saving equipment. As examples :

- Hitex, in 2020 installed a flow restrictor, which allowed them to reduce their water usage by 48% compared to 2019.

- In Grasse, Robertet has invested in a series of exchangers connected to the retention basin, saving 50 m3 of water per day.

Results and KPIs

TOTAL WATER CONSUMPTION BY M³



WATER CONSUMPTION PER TON (M³ / T)

Despite the reduction measures implemented at our sites, we have not managed to reduce our water consumption per ton of product. An overconsumption has been detected in a workshop at Robertet USA, and is currently being investigated.

In addition, the installation of new manufacturing processes that consume more water, such as cold rooms and a freeze-dryer on some of our sites, partly explains this result.

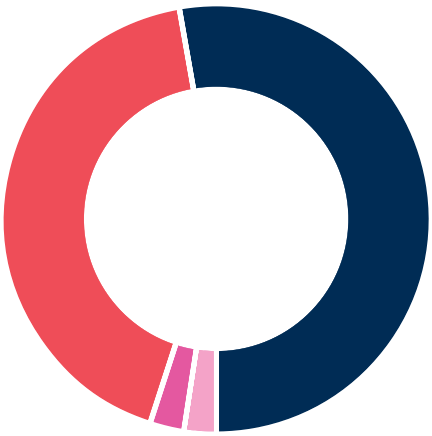
TYPOLOGY OF WATER CONSUMED

51 %
Pumped water (river, well, borehole)

47 %
Municipal water

1 %
Rainwater

1 %
Other water types



4.4. MITIGATING OUR IMPACT ON CLIMATE CHANGE

Issue, risk and policy

Aware that the fight against global warming is a social issue in which companies have a role to play, the Robertet Group is committed to reducing its environmental footprint, and in particular its greenhouse gas (GHG) emissions.

As the natural leader in our sector, our credibility depends on reducing our GHG emissions, which if not imposed by regulation, will be imposed by most of our customers.

By 2025, the Group aims to reduce its greenhouse gas emissions by 10% on scopes 1 and 2 compared to 2017 levels. To achieve this, Robertet's approach is based on two axes:

• Improve the energy efficiency of facilities

• Increase the use of renewable energy

In addition, Robertet Grasse carries out its regulatory BEGES (Greenhouse Gas Emission Balance) every four years by a certified service provider.

This BEGES enables the head office to identify the significant GHG emission items and to implement appropriate measures.

SCOPES 1 et 2

The Robertet Group measures its direct and indirect greenhouse gas emissions using the "scopes" defined by the GHG Protocol:

• Scope 1 includes direct GHG emissions from sources owned or controlled by the company. These emissions are related to:

- the combustion of gas, propane, butane, fuel oil, coal and wood on the production sites

- the fuel consumption of the Group's vehicle fleet.

- refrigerant leaks

• Scope 2 includes indirect GHG emissions related to electricity production and consumption, as well as line losses.

CO_2 EMISSIONS ON SCOPES 1 AND 2 (TONS)

[13] 0,00004 % to be precise

Actions undertaken

In order to reduce its GHG emissions for scopes 1 and 2, the Robertet Group is giving priority to actions to reduce its energy consumption, being responsible for nearly 97% of its GHG emissions.

These efforts are focused on two areas:

Improving the energy performance of facilities

• In 2019, Hitex invested in a variable-speed chiller and a new boiler to reduce its energy consumption.

• More than 3,600 light bulbs were replaced with LEDs, a much more energy-efficient lighting system, at Robertet USA, resulting in a reduction of 239,300 kWh per year.

• In 2020, SAPAD purchased a new boiler to reduce its energy consumption for the same amount of steam produced.

• In Grasse, in 2019, several investments were made: an osmosis unit was installed on a boiler.

It purifies the incoming water, limits the formation of limescale and preserves the energy performance of the boiler. In addition, all new pumps are purchased with variable speed drives, and economizers have been installed upstream of the boilers (water preheating).

Increase the use of renewable energy

Several of the electricity contracts taken out by the Robertet Group include a proportion of electricity from renewable sources. This share of renewable electricity represents 7% of the Group's total consumption.

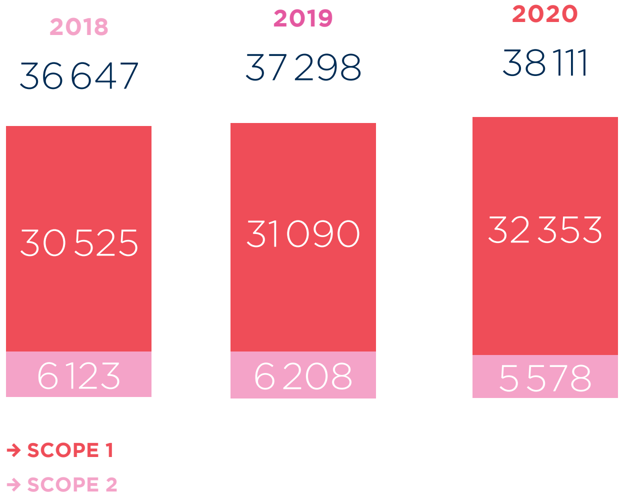
• By producing our own energy from renewable sources.

- Robertet USA has installed solar panels that have allowed it to generate more than 658,176 kWh in 2020, which represents 12% of its total electricity consumption and 2% of the Group's consumption.

- In Turkey, the administrative part of the site is partly heated with wood.

Results and KPIs

EMISSIONS ON SCOPES 1 AND 2 (TONS CO_2)



EMISSIONS OF CO_2, SCOPES 1 AND 2 (TONS DE $CO2_e$ PER TON PRODUCED)

9 %
of renewable electricity in the global consumption

Despite the actions undertaken, GHG emissions per ton of product have increased compared to 2019. The main reason for this is the opening of the new production site in Brazil and the expansion of the one in India.

The site in Brazil has new equipment, a ventilation and circulation system that allows the total volume of air to be renewed 4 to 5 times an hour in the workshops; and an air conditioning system, contributing to the comfort of employees, for an identical volume of products.

As for Robertet India, the installation of a new packaging room, a new distribution system, and a ventilation system will increase energy consumption.

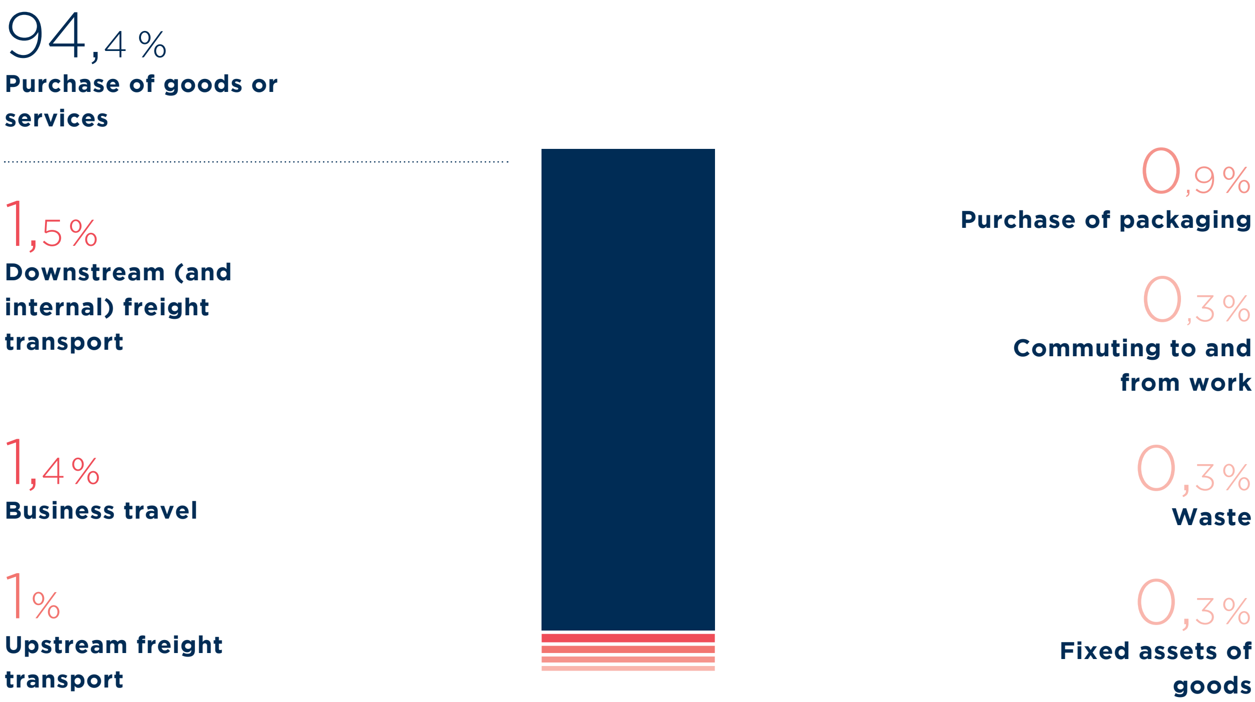
SCOPE 3

"Scope 3" corresponds to upstream emissions related to the activities of our suppliers and subcontractors, and downstream emissions related to the use of our products.

Our approach begins with a carbon assessment. We carried out Robertet Grasse's in 2012 in order to assess the nature of our emissions on scopes 1, 2 and 3 and to better target our initiatives.

Although Robertet has not yet quantified Scope 3 emissions at Group level, the exercise carried out at the head office shows us the major impact of raw material and packaging purchases and, to a lesser extent, upstream and downstream transport on Scope 3.

DISTRIBUTION OF CO_2 EMISSIONS ACROSS THE VALUE CHAIN
(TON EQ.CO_2)



Robertet's ambition, in the coming years, is to calculate this scope 3 on a Group-wide basis in order to confirm and specify the significant GHG emission items in our value chain. The complexity of this calculation is linked to the extent of the scope to be quantified. Indeed, to move to scope 3, the Group will have to evaluate and collect all the emissions of its raw material suppliers. In 2020, the CSR team was trained in the Carbon Footprint in order to begin this work.

Actions undertaken

The Group is focusing its efforts to reduce its Scope 3 GHG emissions on the purchase of raw materials, and to a lesser extent on transportation.

Reducing emissions related to transportation and travel

• We encourage carpooling in all our companies:

In 2020, Robertet Grasse was able to benefit from the "All carpoolers!" program launched by the French Ministry of Ecological Transition and Solidarity. The aim is to develop carpooling in companies, in order to reduce the GHG emissions generated by commuter traffic.

The Klaxit application puts drivers and passengers in the Grasse area in contact.

• To optimize the transportation of goods:

- When possible and agreed upon by customers, shipments are grouped to minimize transportation. SAPAD deploys this strategy with its clients.

- In 2020, SAPAD's truck fleet was replaced by less polluting vehicles that comply with Euro 6. Euro 6 is a standard that imposes restrictive thresholds for emissions of polluting gases (particulate matter, carbon monoxide, nitrogen oxides and hydrocarbons).

- The transformation on site or near the place of production of the raw material is favored (shipping of a few kilograms of concentrated extracts instead of a large volume of biomass to be extracted).

Reducing emissions related to the purchase of raw materials

Insetting is the mainstay of our reduction strategy

The Robertet Group wants to reduce its CO_2 emissions, while at the same time helping to improve climate resilience and contribute to the well-being of local communities. This is why, for many years, we have spontaneously invested in projects to reduce carbon emissions within our value chain. These projects mainly consist of developing more sustainable and less carbon-intensive agricultural practices such as organic farming, preserving and restoring forests within our value chain, and supporting our suppliers in their efforts to reduce their carbon footprint.

We also support our suppliers in financing energy-efficient processing equipment.

This strategy, known as "insetting" or integrated carbon offsetting, differs from traditional carbon offsetting where projects are generally developed outside the company's value chain.

05

NATURAL AND INNOVATIVE PRODUCTS

As a global producer of natural raw materials, the Robertet Group is constantly seeking to innovate and explore the benefits of living organisms, in order to offer its customers safer, more natural and more environmentally friendly products. The Group uses all the talent of its teams to test, experiment and create new products.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

5.1 ENSURING PRODUCT QUALITY AND SAFETY

Issue, risk and policy

Product safety and quality are the main expectations of consumers. These expectations are even higher for our customers in the agri-food sector who source their food flavors from Robertet.

The Robertet Group is committed to offering our customers and consumers quality products that offer every guarantee in terms of safety and harmlessness. In each country, the Group complies with all the standards and regulations relating to the products it markets.

In terms of quality, our objective is to improve customer satisfaction; and in terms of product safety, our objective is to improve the management of contaminants in the raw materials purchased (processed or not).

The Robertet Group's subsidiaries have set up Quality Management Systems (QMS) and product safety systems, which are an essential pillar of our business. They describe the measures to be taken and the procedures to be followed at all levels and at the various stages of production (reception, production, final inspection before dispatch) to ensure the quality and safety of products, in accordance with the standards in force.

Actions undertaken and results

Our commitment to quality and safety covers the entire supply chain, from the receipt of raw materials to the distribution of finished products:

• Our new supplier approval and purchasing processes take product quality into account. A food safety self-assessment questionnaire is regularly sent to our suppliers to ensure the quality and safety of the raw material purchased.

• Management reviews regularly examine the achievement of short-term objectives and changes in performance indicators in order to verify the effectiveness of processes and to pilot the steps necessary for the continuous improvement of product and process quality.

• Our production subsidiaries have adopted quality and safety management and certification systems that are appropriate to the local context and the requirements of their businesses and customers. The majority of the Group's food flavorings sites follow internationally recognized production quality standards and are certified ISO 9001, FSCC 22000, SQFI or Good Manufacturing Practices depending on the region.

• Internal and external audits are used to analyze the Group's performance in terms of quality and safety. They contribute to customer satisfaction and to improving the quality and safety of our services through the implementation of corrective measures.

Authentification of natural ingredients

Quality controls (analytical and organoleptic) are carried out on the raw materials received in order to control their conformity and their authenticity, in particular the naturalness of the aromatic ingredients. These evaluations allow us to guarantee the authenticity of our natural products, the transparency of our supply chain and reinforce the confidence of our customers.

Safety and unwanted substances

The safety assessment of products is based on the safety of each ingredient in the composition and on the safety of the finished product itself. It is based on existing safety data and scientific studies.

Faced with the questions that the public may have about certain substances and their effects on health and the environment, the Robertet Group has strengthened the safety assessment of its products. In collaboration with the IFRA-IOFI associations, the toxicological profile of the ingredients used has been reviewed, with a view to anticipating changes in regulations. As a member of IFRA-IOFI, we are committed to labeling our products according to the classification procedure established by these two organizations. This initiative goes far beyond what the regulations require.

In 2020,

47 %

OF OUR SUBSIDIAIRIES ARE ISO 9001 CERTIFIED

Results and KPIs

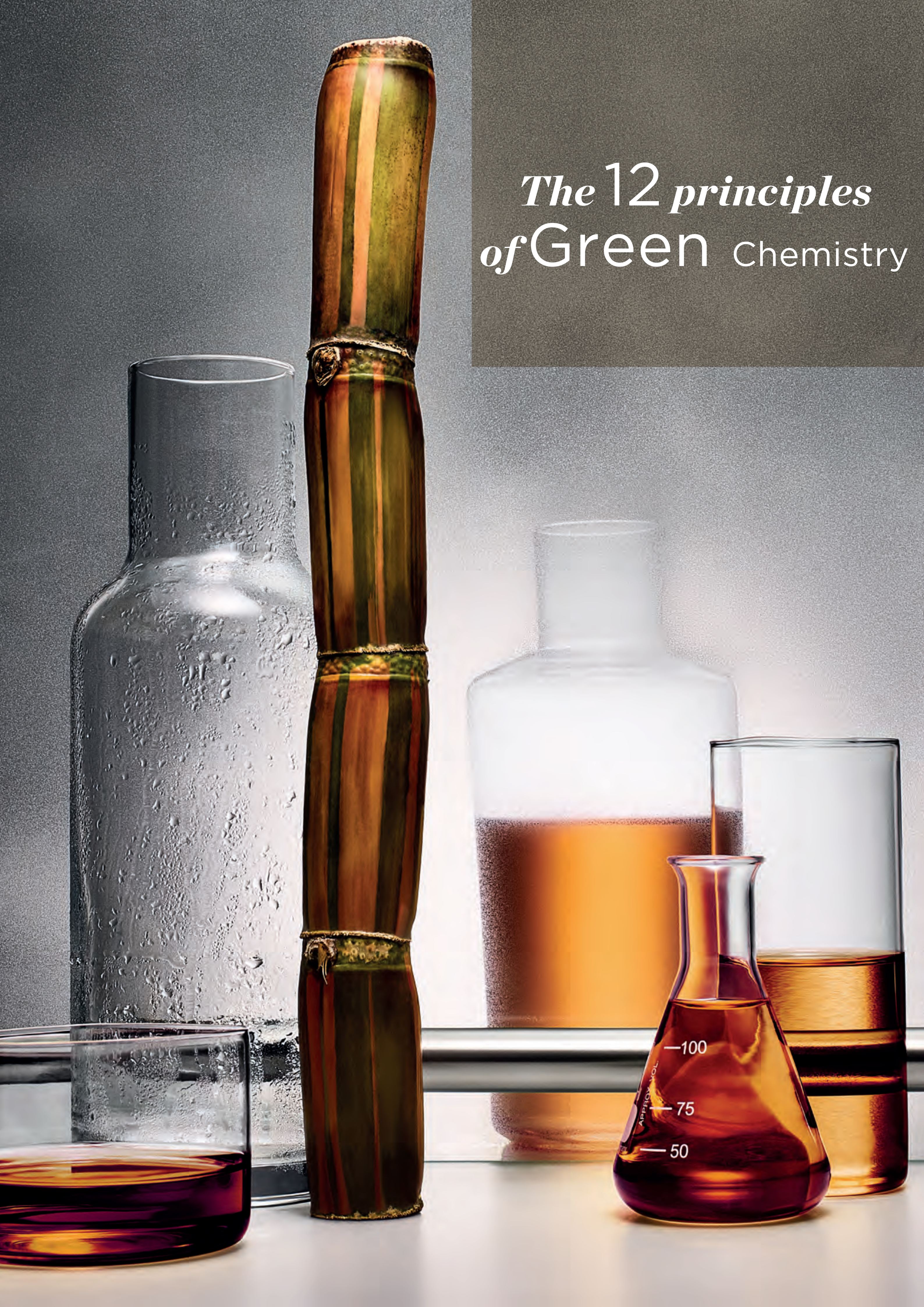
	2020
Total number of claims	1023
Number of substantiated claims[14]	607
Number of substantiated claims per product sold	0,3 %

10 days

is the average time to process a claim in 2020

[14] A claim is said to be substantiated when it is the responsibility of Robertet

The 12 principles of Green Chemistry



5.2 DEVELOPING MORE RESPONSIBLE PRODUCTS

Issue, risk and policy

Consumers are paying more attention to the products they buy. They want to consume responsibly, more respectfully of the environment.

The Robertet Group is therefore committed to developing products that are not only effective, but also natural and sustainable, with an environmental perspective regarding both the choice of our raw materials and the way our products are obtained.

In this regard, the Group has set three main objectives:

• To increase the portion of natural ingredients in the compositions

• To increase the percentage of renewable and biodegradable products

• To assess our finished products from a green chemistry perspective

INTEGRATING THE PRINCIPLES OF GREEN CHEMISTRY IN THE MANUFACTURE OF OUR PRODUCTS

The Robertet Group places sustainability at the forefront of innovation in order to design quality products with the smallest possible ecological footprint.

Actions undertaken

While seeking to improve benefits for the consumer, the Robertet Group's R&D teams integrate the principles of green chemistry into the design of our products.

Up-cycling: an atomic economy and a new vision of waste

A more efficient use of resources, and in particular the reuse of plant-based raw materials, is one of the main areas of work for the R&D teams. Most of our waste constitutes a reserve of raw materials that can be transformed into higher value-added products, of interest for green chemistry and the creation of a new range of more sustainable products.

For several years, research has been carried out within the Group to identify co-products or waste from the first production cycle, which could be applied within the other divisions, and in particular by the H&B division, using molecules with a health or beauty benefit.

1
Reducing pollution at the source

2
Economy of atoms

3
Less hazardous synthesis

4
Less toxic chemicals

5
Researching alternatives to polluting solvents

6
Reducing energy consumption

7
Renewable resources

8
Reducing by-products

9
Use of catalytic processes

10
Ecodesign of products

11
Real-time analysis to prevent pollution

12
Reducing risk of accidents

In bold, the main areas of focus for the R&D teams.

Robertet's production is thus part of the circular economy, thanks to the internal reuse of its natural raw material reserves - also known as up-cycling - and the significant reduction of its waste. In addition, inter-company industrial synergies have been developed. The waste and co-products of certain companies are also used as raw materials by Robertet to develop new products.

One of our first cosmetic active ingredients was Ulti' Maté™, a product of our co-product development program. We reuse the leaves of the Yerba maté plant -Ilex paraguariensis, after a primary extraction for the Fragrance division, to extract the numerous antioxidant molecules.

Ulti'Maté™ is a natural active ingredient derived from up-cycling that helps the skin fight pollution by maintaining the skin's antioxidant activity in spite of the cutaneous stress caused by atmospheric pollutants.

Another of our cosmetic actives Casta'Néa™ has been developed from the co-products of the chestnut industry in Corsica. Indeed, the chestnut is primarily transformed into flour for its high nutritional value, but it results in a waste, the protective envelope that is not valued.

Robertet reuses this waste to create Casta'Néa™, a 100% plant-based anti-ageing active ingredient derived from "external" up-cycling.

To demonstrate the health and beauty benefits of these 100% natural active ingredients from the plant world, the Group conducts in-depth clinical and scientific trials.

Developping and promoting greener processes

The Group wishes to reduce its use of solvents that are polluting and/or toxic for the environment and for people. The R&D teams are always looking for alternatives to traditional solvents of fossil origin, in particular hexane.

To do so, the Group has developed and/or uses various technologies:

• Supercritical CO_2 extraction is an example of a clean process. CO_2 is neutral, non-toxic, does not generate polluting waste and preserves product quality. The Group has patented a process for extracting fresh flowers (rose, jasmine, orange) using CO_2 in a supercritical state.

Extraction with supercritical CO_2 has allowed flavorists to broaden the range of flavors offered to consumers. In fact, this process, in addition to being "green", improves the flavor performance. Robertet has thus developed a wide range of flavors derived from supercritical CO_2, such as pepper, ginger and coffee.

• Other research is focusing on the use of solvents that are more durable than those traditionally used by the group and by industry, such as dimethylcarbonate or isohexane, which are more respectful of the environment and of operators.

The Group not only wishes to reduce the use of polluting solvents but also tries to develop processes that are free of them. Thus, we offer a lemon balm extract obtained by pressing and filtering fresh leaves. No organic solvents are added during this process.

The Group also uses biotechnologies to produce products that meet both the principles of green chemistry and the need to optimize the use of natural resources, for example by setting up projects to recover some of our co-products.

Using renewable resources in our products

• Renewability

Renewable resources are characterized by the fact that their stocks can be replenished over a short period of time on a human scale, and at least as fast as they are consumed. They also have a low impact on the environment.

Since 2015, Robertet has been developing a database based on carbon-14 analysis to determine the renewable nature of each raw material, using the criteria of the ISO 16128 standard.

- **Naturalness**

Robertet not only measures the renewable or non-renewable nature of a raw material, we also seek to integrate more natural and organic ingredients into the composition of our fragrances and flavors.

The richness of our catalog of natural aromatic raw materials, and the expertise of our perfumers and flavorists in composing with them, has enabled us to acquire a reputation in this field, which continues to arouse great interest among our customers and consumers who want more natural ingredients.

The Flavors Division has developed a wide range of organic flavors, covering a very broad taste palette. These organic flavors are proactively offered to our customers. In 2020, the focus was on organically grown vanilla flavoring, with full use of the vanilla bean.

As for the Perfumes division, Robertet was behind the creation of the first Ecocert perfumes to comply with the Cosmebio charter, which now corresponds to the Cosmos Bio charter. This label guarantees the presence of natural ingredients obtained through sustainable processes.

Ensuring the biodegradability of our products

The biodegradability of an organic substance is its ability to be broken down by a biological process into smaller, simple molecules (e.g., carbon dioxide, water, mineral salts) and to be assimilated into the environment.

The biodegradability of products is closely monitored by the Group since it is one of the major parameters for assessing the impact of a substance on the environment.

The Group's database assigns a biodegradability status to each substance:

- Readily biodegradable, when the substance achieves at least 60% biodegradation within 28 days. This value must be achieved within a time interval of 10 days (e.g., from 10% to 60% in less than 10 days within 28 days).

- Not biodegradable, when the substance does not exceed 60% biodegradation after 28 days.

As the biodegradability of natural extracts is not easy to determine on the basis of laboratory tests, the extrapolation of the above rules has led the Group to consider as "readily biodegradable" all natural extracts consisting of 60% or more of substances recognized as "readily biodegradable".

Results and KPIs

In 2020,

11 new
natural extracts have received industrial validation

52 %
of the raw materials purchased by the Group are "readily biodegradable"

51 %
of raw materials purchased by the Group are renewable[15]

[15] The rest of the raw materials are non-renewable or their renewable nature has not yet been measured by Robertet.


R0800210
CACAO INFUSION
70% VOL
R002891493
Fab : 29/04/19
N° ORDRE :
Fiche ECH :
RENTRE
CODE :
GABARIT :
REFERENCE :
ANALYSES :
CHROMATO :
COLORIMETRIE :
DATE :
OUI / NON
OUI / NON
OUI / NON
COULEUR :
POIDS :

ASSISTING CONSUMERS TOWARDS SUSTAINABLE CONSUMPTION PRACTICES

Consumers want to look good and feel good, and are looking for responsible products that promote health, well-being and beauty.

In this sense, the Robertet Group develops products that not only have less impact on the environment, but also benefit society.

Sustainable development is taken into account in the strategies of each of our divisions, placing our ingredients at the heart of these strategies since 2020. For example, the Flavors Division has developed a new "New Horizon" strategy with the aim of contributing to two major societal challenges, namely malnutrition and obesity in the world, and global warming.

• **Products low in salt, sugar and fat**

From a nutritional point of view, consumers are looking for healthier products. We support our food industry customers in developing solutions, from natural sources whenever possible, to reduce the sugar, salt or fat content of their products.

All of our application recipes have been redesigned so that the taste of the flavors allows for a more effective stimulation of desired feeling to compensate for the reduction of sugar or salt in the finished product, in order to maintain the aspect of pleasure.

For example, we have developed a honey extract that triggers the feeling of sweetness without containing sugar. Another example is the natural fresh butter flavor, which, when applied to a pastry with a voluntarily reduced butter content, ensures the same taste pleasure.

• **More vegetable based diets**

The Robertet Group is convinced that the flexitarian diet, which is beneficial to both health and the environment, is a change in consumption that will be sustainable over time. The studies carried out by our Consumer Insight department support this view.

Robertet wishes to support this change in consumption, which suggests a varied diet, enriched with plant products and reduced in meat.

The Robertet Group has broadened the flavor palette of its flavorists in order to offer customers practical and tasty solutions based on plants, and more specifically on plant proteins (e.g. chickpeas, oats, hazelnuts).

• **Functional products adapted to different needs**

Two years ago, the Robertet Group set up a Nutrafood department, at the convergence of the Flavors and H&B divisions, with the aim of developing nutritionally beneficial products aimed at improving health and well-being in general.

Our nutritional innovation program is based on natural active ingredients from plants.

The Robertet Group has developed Shot beauty™, a product containing our active ingredient, Lipowheat™, which can be incorporated into a drink or a functional yoghurt. While adding a fruity taste to the product, it also moisturizes the skin.

Another example of an active ingredient is Mountain Tea™, which adds flavor to the dairy product while boosting immunity.

The development of functional products is not specific to the Flavor Division but also concerns our Fragrance Division. The Group allocates part of its R&D efforts to aromacosmetics: the aim is to create value-added fragrances, with benefits in terms of well-being or beauty. Robertet's aromacosmetics program has already studied the effectiveness of hundreds of natural raw materials used in perfumery creation through its ActiScent™ range.

The latest addition to the aromacosmetics line in 2019, ActiScent™ Blue Ligth, protects against blue light generated by screens. This fragrance, thanks to a combination of our extracts of gentian, black pepper and rosemary, whose effectiveness has been tested, reduces the

ROBERTET GROUP

Report of the professional accountant designated as an independent third party on the consolidated statement of non-financial performance included in the management report

At the General Assembly of the Robertet Group,
37 avenue Sidi-Brahim BP 52100
06131 Grasse Cedex

Year ending December 31, 2020

Report of the professional accountant designated as an independent third party on the consolidated statement of non-financial performance included in the management report

In our capacity as an independent third-party auditor designated and accredited by Cofrac (Cofrac Inspection accreditation no. 3-1060, the scope of which is available on the website www.cofrac . fr), we hereby report to you on the consolidated non-financial performance statement for the year ended December 31, 2020 (hereinafter the "Statement"), presented in the Group's management report in accordance with the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Responsibility of the entity

It is the responsibility of the Board of Directors to prepare a statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators.

The Statement has been prepared by applying the entity's procedures (hereinafter the "Reporting Criteria"), the significant elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the profession's code of ethics. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with ethical rules, professional doctrine and applicable legal and regulatory texts.

Responsibility of the Independent Third Party Organization

It is our responsibility, on the basis of our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance on:

- the compliance of the Declaration with the provisions of Article R. 225-105 of the Commercial Code;

- the fairness of the information provided pursuant to 3° of I and II of article R. 225-105 of the French Commercial Code, i.e. the results of policies, including key performance indicators, and actions, relating to the main risks, hereinafter the "Information".

However, it is not our role to give an opinion on:

- the entity's compliance with other applicable legal and regulatory provisions, in particular with regard to the due diligence plan and the fight against corruption and tax evasion;

- compliance of products and services with applicable regulations.

Nature and extent of the work

We conducted our work described below in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, which set out the terms and conditions under which the independent third-party auditor conducts its work, and with the professional standards issued by the Compagnie Nationale des Commissaires aux Comptes (CNCC, National Company of Auditors) relating to this type of audit, as well as with the international standard ISAE 3000

- Assurance work not involving audits or reviews of historical financial information.

We have performed procedures to assess the compliance of the Declaration with regulatory requirements and the fairness of the Information:

- we have examined the activities of all the companies included in the scope of consolidation, the main social and environmental risks associated with these activities, and their impact on respect for human rights and the fight against corruption and tax evasion, as well as the resulting policies and their results;

- we assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, industry best practices;

- We have verified that the Declaration covers each category of information provided for in III of Article L. 225-102-1 concerning social and environmental matters, as well as the information provided for in the second paragraph of Article L. 22-10-36 concerning respect for human rights and the fight against corruption and tax evasion;

- we have verified that the Statement presents the business model and the principal risks of the business of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services as well as policies, actions and results, including key performance indicators;

- We have verified, where relevant with regard to the principal risks or policies presented, that the Statement presents the information required under II of Article R. 225-105;

- we appreciated the process for selecting and validating key risks;

- We asked about the existence of internal control and risk management procedures implemented by the entity;

- We assessed the consistency of the results and key performance indicators with the main risks and policies presented;

- We have verified that the Declaration covers the consolidated perimeter, i.e. all the companies included in the scope of consolidation in accordance with Article L. 233-16;

- We have assessed the collection process put in place by the entity to ensure the completeness and fairness of the information;

- We have implemented for the key performance indicators and other quantitative results that we considered most important and which are listed in the Appendix:

• analytical procedures to verify the correct consolidation of the data collected and the consistency of their evolution;

• tests of detail on a sample basis, consisting of verifying the correct application of definitions and procedures and reconciling data with supporting documents. This work was carried out on a selection of contributing entities, namely Grasse and the US subsidiary, and covered between 63% and 89% of the consolidated data for the key performance indicators and results selected for testing;

- We consulted documentary sources and conducted interviews to corroborate the qualitative information (actions and results) that we considered most important and which is listed in the Appendix;

- We assessed the overall consistency of the Statement with our knowledge of all the companies included in the scope of consolidation

We believe that the work we have done in

professional judgment allows us to provide a moderate level of assurance; a higher level of assurance would have required more extensive audit work.

Means and resources

Our work mobilized the skills of 6 people and took place between November 2020 and April 2021, over a total intervention period of 4 weeks.

To assist us in our work, we called on our specialists in sustainable development and social responsibility. We conducted around ten interviews with the people responsible for preparing the Declaration, representing in particular the General Management, Administration and Finance, Risk Management, Compliance, Human Resources, Health and Safety, Environment and Purchasing Departments.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the consolidated statement of non-financial performance is not in compliance with the applicable regulatory requirements and that the information, taken as a whole, is presented fairly in accordance with the Reporting Criteria.

Marseille, 28 April 2021

The Independent Third Party Organization

PricewaterhouseCoopers Audit

Frédéric Prévost
Partner

Pascal Baranger
Director in the Sustainable Development Department

Appendix: List of the information we considered most important :

Key performance indicators and other quantitative results:

- Share of long-term partnerships

- Share of renewable energy

- Percentage of strategic supply chains audited or certified according to a CSR standard

- Percentage of raw material value covered by the CSR questionnaire sent to the supplier

- Percentage of relevant claims per product sold and percentage of ISO9001 certified subsidiaries

- Frequency rate, turnover rate and absenteeism rate

- Percentage of women in the total workforce

- Percentage of employees who received at least one training course during the year

- Percentage of renewability of substances used by the Group

- CO_2 emission per ton produced on scopes 1 and 2

- Water consumption per ton produced

- Number of formal notices issued by any environmental authority regarding environmental pollution

- Share of uncaptured VOC emissions by quantity of solvents used

- Number of complaints (residents) or formal notices by any environmental authority about odor and noise pollution

- Percentage of recovery of our waste

- Percentage of suppliers, in number, who have signed the ethical charter

- Percentage of employees who have taken anti-corruption training

- Percentage of feedback on the code of conduct - signed and favorably integrated

Qualitative information (actions and results):

- Safety stock management

- For Life certified SAPAD subsidiary

- Vanilla sector certified "organically grown" in 2020 by Ecocert in Madagascar

- New supplier registration process and purchasing process taking into account product quality

- Establishment of a pandemic continuity plan and appointment of a COVID referent and an alternate

- Robertet Grasse, for the 1st time celebrated the European Week for Sustainable Development in September 2020

- In 2020, the Group adapted and supported its sales staff in order to maintain remote customer relations

- Training has been provided since 2015 for new tutors of work-study students

- The Group not only wishes to reduce the use of polluting solvents but also tries to develop processes that are free of them

- In Grasse, in 2020, several investments were made: an osmosis unit was installed on a boiler

- In 2020, Robertet Grasse was able to benefit from the "All carpoolers!" program launched by the Ministry of Ecological and Solidarity Transition in France.

- In Grasse, on the Jean Maubert site, Robertet invested in 2019 in a series of exchangers connected to the retention basin, saving 50 m3 of water per day

- In 2020, a 1,200 m3 buffer tank was created on the Grasse site

- The standardization of production and the establishment of operating procedures allows the optimization of solvent consumption

- In 2020, a deodorization tower with activated carbon treatment was installed at the Grasse site

- At Robertet Grasse, the HSE team is part of the Waste Commission of the Prodrarom association

- Signature of the United Nations Global Compact

- Review of the anti-corruption plan

- Tax risks are included in the overall risk map presented to the Audit Committee

- The Group does not operate in any country on the French list of non-cooperative states or territories (NCST) or on the European Union's "black" list of non-cooperative countries and territories.

CONTACTS

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CSR and Sustainable Development Director of the Robertet Group

Lucie COSSON
CSR Project Manager

CSR Report 2020

A responsible approach to the living

Design : Pix Associates - Photos : © Robertet, Stéphane Martinelli, Anthony Lanneretonne

ROBERTET
GROUPE

CONSOLIDATED ACCOUNTS

YEAR ENDING 31 DECEMBER 2020

ROBERTET

GROUPE

STATEMENT OF INCOME FOR THE PERIOD in thousands of euros

	NOTE	31-Dec-20	31-Dec-19
Sale of products	12	538 318	554 273
REVENUE FROM ORDINARY ACTIVITIES		**538 318**	**554 273**
Other operating income		4 385	5 395
Purchases consumed		-246 480	-257 748
External charges		-69 956	-78 535
Personnel costs		-118 656	-118 214
Taxes		-11 141	-10 848
Depreciation allowance, provisions and reversals	13	-25 441	-21 234
Other operating expenses		-34	-47
CURRENT OPERATING INCOME	12	**70 995**	**73 044**
Asset disposal		175	81
OPERATING PROFIT		**71 171**	**73 125**
Income from cash and cash equivalents		142	329
Cost of gross financial debt		-999	-1 500
Net fiscal cost	14	**-857**	**-1 171**
Other financial income and expenses	14	**-2 964**	**1 146**
PROFIT BEFORE TAX		**67 349**	**73 099**
Current and deferred income tax	15	-18 107	-21 245
Share in net income of equity affiliates		1 375	1 191
INCOME FROM INTEGRATED COMPANIES		**49 242**	**51 854**
NET INCOME FROM THE CONSOLIDATED GRUP		**50 617**	**53 045**
Net income attributable to minority interests		40	
NET INCOME (Group share)	12	**50 577**	**53 045**
NET EARNINGS PER EXISTING SHARE (in euros)		**21,89**	**22,98**
BASIC NET EARNINGS PER SHARE (in euros)	20	**21,87**	**22,96**
DILUTED EARNINGS (in euros)	20	**21,87**	**22,96**

STATEMENT OF COMPREHENSIVE GLOBAL In thousands of euros

	NOTE	31-Dec-20	31-Dec-19
Income net		**50 617**	**53 045**
Recyclable components		**-21 154**	**2 128**
Currency translation differential	EVCP (1)	-21 154	2 128
Non-recyclable componants		**-171**	**-711**
Actuarial gains and losses on pension benefits	8	-251	-1 046
Tax impact on actuarial gains and losses		80	335
Global Income	EVCP (1)	**29 293**	**54 462**
Income attributable to shareholder's of Robertet SA	EVCP (1)	29 253	54 462
Income attributable to minority interests	EVCP (1)	40	

STATEMENT OF FINANCIAL SITUATION In thousands of euros

	NOTE	31-Dec-20	31-Dec-19
NON-CURRENT ASSETS		**228 157**	**224 153**
GOODWILL	2	32 873	27 621
INTANGIBLE ASSETS		1 866	1 641
TANGIBLE ASSETS	3	147 045	159 257
RIGHTS OF USE	3	11 648	12 103
FINANCIAL ASSETS	4	20 069	19 223
INVESTMENTS IN ASSOCIATES	4	13 254	2 885
DEFERRED TAXES	15	1 402	1 423
CURRENT ASSETS		**441 556**	**432 689**
INVENTORIES AND WORK IN PROGRESS	5	166 917	187 550
ACCOUNTS RECEIVABLE AND RELATED ACCOUNTS	6	104 214	113 609
OTHER RECEIVABLES AND PREPAID EXPENSES	7	18 873	19 436
CURRENT TAX ASSETS	7	703	564
OTHER CURRENT FINANCIAL ASSETS		41	95
CASH AND CASH EQUIVALENTS		150 808	111 436
TOTAL ASSETS		**669 713**	**656 842**

	NOTE	31-Dec-20	31-Dec-19
SHAREHOLDERS EQUITY		**476 307**	**456 108**
CAPITAL		5 776	5 770
SHARE PREMIUMS		61 945	12 432
CONSOLIDATED RESERVES		408 535	437 906
EQUITY (GROUPE SHARE)		**476 256**	**456 108**
MINORITY INTERESTS		**51**	
NON-CURRENT LIABILITIES		**83 949**	**84 680**
PROVISIONS – LONG TERM PORTION	8	13 840	13 157
FINANCIAL LIABILITIES - LONG TERM PORTION	9	50 732	52 220
LEASE LIABILITIES - LONG-TERM PORTION	9	10 365	11 127
DEFERRED TAXES	15	9 011	8 177
CURRENT LIABILITIES		**109 458**	**116 054**
PROVISIONS – SHORT TERM PORTION	8	1 571	1 261
FINANCIAL LIABILITIES – SHORT TERM PORTION	9	23 720	34 974
LEASE LIABILITIES - SHORT-TERM PORTION	9	2 454	2 357
CURRENT TAX LIABILITIES		3 289	3 677
ACCOUNTS PAYABLE TO SUPPLIERS		41 327	39 590
OTHER CURRENT LIABILITIES	10	37 097	34 194
TOTAL LIABILITY		**669 713**	**656 842**

STATEMENT OF CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY in thousands of euros

	Capital	Premiums	Consolidated reserves	Exchange reserve	Equity (group share)	Minority Interest	Total shareholders' equity
Total shareholders' equity on 31 Dec 2018	**5 763**	**12 432**	**388 556**	**3 019**	**409 770**	**1 189**	**410 960**
Overall income (loss)			**52 334**	**2 128**	**54 462**		**54 461**
Dividends paid			-12 922		-12 922		-12 922
Changes in scope of consolidation			2 796		2 796	-1 189	1 607
Allocation of free shares			1 580		1 580		1 580
Impact of IFRS16			-1 042		-1 042		-1 042
Other variations			1 464		1 464		1 464
Capital increase	6		-6				
Total other changes in equity	**6**		**-8 131**		**-8 124**	**-1 189**	**-9 313**
Total shareholders' equity on 31 Dec 2019	**5 769**	**12 432**	**432 760**	**5 147**	**456 108**	**0**	**456 108**
Overall income (loss)			**50 407**	**-21 154**	**29 253**	**40**	**29 293**
Dividends paid			-11 552		-11 552		-11 552
Changes in scope of consolidation			673		673		673
Allocation of free shares			1 252		1 252		1 252
Capital increase	6		-6				
Robertet/Charabot merger		49 513	-49 513				
Other variations			522		522	11	532
Total other changes in shareholders' equity	**6**	**49 513**	**58 624**		**-9 105**	11	**-9 094**
Total shareholders' equity on 31 Dec 2020	**5 775**	**61 945**	**424 543**	**-16 007**	**476 256**	**51**	**476 307**

STATEMENT OF CASH FLOW in thousands of euros

	Note	31-Dec-20	31-Dec-19
Consolidated net income	12	50 578	53 045
Minority interests		40	
Elimination of net income from EAE (Equity Affiliates and Minorities)		-1 225	-1 041
Amortization of fixed tangible and intangible assets	13	21 028	20 072
Net allocations to provisions		872	445
Gains and losses on disposal of assets		-175	-81
Charges and expenses without impact on cash flow		1 562	1 558
Current and deferred taxes	15	17 993	21 245
Cost of net financial debt		340	621
Impact of local revaluation		439	510
Operating cash flow before cost of net financial debt and tax		**91 451**	**96 374**
Stock variation	5	15 506	1 314
Change in trade and other accounts receivable	7	16 201	-9 407
Change in trade payables and other accounts payable		-3 802	3 265
Impact of changes in working capital requirement		**27 905**	**-4 828**
Interest paid and received		-346	-699
Taxes paid		-17 941	-18 659
Net cash-flow from operating activities		**101 069**	**72 188**
Industrial investments and finance leases	4	-14 833	-25 036
Financial investments net of divestments .		-2 205	-4 553
Disposal of assets		601	310
Dividends received			70
Impact of changes in the scope of consolidation		-6 530	718
Cash-flow used in investing activities		**-22 967**	**-28 490**
Dividends paid out by the parent company	EVCP(1)	-11 552	-12 922
Loans taken		5 914	300
Loans reimbursed		-17 166	-23 063
Net change in other financial debts		773	-866
Cash from financing activities		**-22 031**	**-36 551**
Impact of monetary changes on cash flow		**-5 541**	**1**
Overall changes in cash-flow situation		**50 529**	**7 148**
Net cash and cash equivalents at fiscal year opening		97 275	90 126
Net cash and cash equivalents at fiscal year closing		147 804	97 275

Net cash	Note	31-Dec-20	31-Dec-19
Liquid assets		135 877	101 611
Investment securities		14 932	9 825
Bank overdrafts		-3 004	-14 161
TOTAL		**147 804**	**97 275**

(1) The cash flow statement as of 12/31/2019 has been corrected, due to printing errors on the 2019 Financial Report, on the following lines :

- Elimination of the result of MEE: -1041 K euros instead of 1041 K euros mentioned on the RFA 2019,
- Cash flow from operations before cost of net financial debt and tax: 96,374 thousand euros instead of 96,676 thousand euros mentioned in the 2019 Financial Report.

Analysis of changes in the working capital requirement	31-Dec-19	Foreign exchange and other flows	Cash flow	31-Dec-20
Inventories and work in progress	**193 691**	-4 856	-14 237	**174 599**
Trade and other accounts receivable	**138 400**	6 058	-13 975	**130 483**
Payable suppliers and other accounts payable	**-73 784**	-8 443	3 802	**-78 425**
Gross working capital requirement	**258 307**	**-7 240**	**-24 410**	**226 658**
Depreciation	**-11 730**	147	-3 495	**-15 078**
Net working capital requirement	**246 577**	**-7 093**	**-27 905**	**211 580**

1. NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SIGNIFICANT EVENTS OF THE YEAR

The Robertet Group has maintained its activity, both in terms of production and sales, within all its subsidiaries, in the complex context of the Covid-19 pandemic. The implementation of teleworking has been strongly encouraged and generalized for employees who can perform their duties remotely. In some countries, the Group has benefited from government support measures for companies, but the amounts involved are not significant at Group level.

As already described in the financial statements as of December 31, 2018 and 2019, the simplified merger of Charabot SA into Robertet SA was completed as of July 31, 2020, with retroactive effect to January 1, 2020.

SIRIUS was fully consolidated for the first time following the acquisition of a 60.14% stake (capital and voting rights) in this entity for an acquisition price of €1,500,000. The commitments for the sale and reciprocal acquisition by 2022/2023 are estimated at € 4.4 million, based on a projection of EBITDA, which is the variable used to calculate the earn-out.

This acquisition strengthens the Group's leading position in Organic Essential Oils and Floral Waters and reaffirms the Group's determination to remain the leading independent player in Natural Aromatic Products. This operation also consolidates the Group's sourcing thanks to new integrated channels and is in line with the integration of SAPAD. This acquisition is also an opportunity to offer a turnkey product service for well-being.

This consolidation resulted in the recognition of a definitive goodwill of 5.2 million Euro. The change in goodwill compared to its initial valuation (4800 K€) results from the revaluation of earn-outs during the valuation period in accordance with IFRS 3.

Two new entities have also entered the Group's scope of consolidation, Robertet Africa (78% owned) and Robertet Indonesia (created). These two entities, which are also fully consolidated, have not generated any goodwill in the annual accounts.

In addition, in December 2020, Robertet SA acquired the remaining 40% of Robertet Goldfied (India) for 2,689,000 €, in order to increase its stake in this entity to 100%, in accordance with the contractual agreements in place at the time of acquisition. 3,000,000 € had been provided for in financial liabilities.

3,500,000 € was also paid in September 2020 for the earn-out relating to the acquisition of Bionov in accordance with the share sale agreement concluded in 2016. The balance will be paid in 2022 and a provision of 5.2 million euros has been made in financial liabilities.

NOTE 1 : ACCOUNTING POLICIES AND CONSOLIDATION RULES CONSOLIDATION

1.1. General Context

In accordance with European Regulation No. 1606/02, the consolidated financial statements of the Robertet Group, hereinafter referred to as "the Group", have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union on 31 December 2020.

Robertet SA is a limited company under French law. Its head office is located at 37 avenue Sidi Brahim in Grasse. Its main activity is the creation of aromatic products intended mainly for the perfume and food industries.

Robertet's consolidated financial statements were approved by the Board of Directors on 27 April 2021 and will be submitted for approval to the General Meeting of Shareholders on 9 June 2021, which has the power to amend them.

Because it is listed in a European Union country and in accordance with EC regulation 1606/2002 of July 19, 2002, the Group's consolidated financial statements for the year ended December 31, 2020 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union. It includes standards approved by the International Accounting Standards Board (IASB), i.e. IFRS, International Accounting Standards (IAS) and interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) or the former Standing Interpretations Committee (SIC).

For the presentation of the consolidated financial statements for the year 2020, the Group has applied all the standards and interpretations that have come into force at European level, applicable to financial years beginning on or after January 1, 2020. These standards and interpretations are as follows :

• Amendment to IAS 1 and IAS 8. Definition of "significant" IAS 1 and IAS 8

This amendment clarifies that information is material if its omission, misstatement or obscurity could reasonably be expected to influence the decisions of the primary users of the financial statements.

• Amendment to IFRS 3. Definition of an activity IFRS 3

This amendment clarifies the definition of an activity by proposing a two-step approach to analysis and is intended to limit the diversity of practices relating to the concept of activity.

• IAS 39 - IFRS 7 - IFRS 9 Reference Rate Reform (Phase 1)

These texts provide for measures to relax the criteria for applying hedge accounting in order to allow entities to maintain their hedging relationships during the transition period to the new rates.

• Amendment to IFRS 16

This amendment relates to rent concessions in the Covid-19 pandemic.

• Amendment to IFRS standards to update references to the IFRS conceptual framework

This alignment with the new conceptual framework published in 2018 concerns the following standards and interpretations: IFRS 2, IFRS 3, IFRS 6, IFRS 14, IAS 1, IAS 8, IAS 34, IAS 37, IAS 38, IFRIC 12, IFRIC 19, IFRIC 20, IFRIC 22 and SIC 32.

These new regulations had no impact on our accounts.

At the date of preparation of these consolidated financial statements, the following standards and interpretations had been issued by the IASB and IFRS IC respectively, but not yet adopted by the European Union

• IAS 39 - IFRS 7 - IFRS 9 Reform of reference rates (Phase 2)

• IFRS 4 "Insurance contracts" amendment

• Amendment to IAS 37

• Amendment to IFRS 3 - Update of the conceptual framework

• Annual improvements to IFRS - 2018/2020 cycle

• IAS 1 amendment - Classification of liabilities as current/non-current

We have chosen not to apply these standards and interpretations in advance but have begun to analyze the consequences of their application. We will apply these standards in our accounts as soon as they are adopted by the European Union.

1.2 Basis of valuation used to prepare the consolidated financial statements

The financial statements of Group companies, prepared in accordance with the accounting rules in force in their respective countries, are restated to comply with Group accounting principles.

The liquidity and payability criteria of the various balance sheet items are specified, where required, in the corresponding notes.

The valuation methods used for balance sheet items are described in the paragraphs below: intangible assets, property, plant and equipment, inventories and work in progress, and trade receivables.

1.3 Consolidation methods

Subsidiaries (significant companies that are exclusively controlled) are fully consolidated.Companies over which Robertet exercises joint control or significant influence are accounted for using the equity method. Shares in companies that do not meet these criteria are recorded as investments. The consolidation of all these companies would not have a material impact on the consolidated financial statements.Significant inter-company receivables, payables, income and expenses are eliminated in full for fully consolidated companies, as are intra-group profits (dividends, capital gains, margins on inventories).

All the companies have been consolidated on the basis of the accounts closed on 31 December 2020.

1.4 Foreign currency exchange

The functional currency of the Group's foreign subsidiaries is the prevailing local currency. The balance sheets of companies whose functional currency is not the euro are translated into euros at the closing exchange rate, and their income statements and cash flows at the average exchange rate for the year. The resulting exchange difference is recorded in shareholders' equity under "Translation reserve".

1.5 Exchange of transactions denominated in foreign currencies

Transactions denominated in foreign currencies are translated at the exchange rate prevailing at the time of the transaction. At year-end, monetary assets and liabilities denominated in foreign currencies are translated at the closing exchange rate. The resulting exchange differences are recognized in foreign exchange gains and losses and presented as financial income and expenses.

1.6 The use of estimates

The preparation of financial statements in conformity with the conceptual framework of IFRS requires the use of estimates and assumptions that affect the amounts reported in the financial statements. The main items affected by the use of estimates and assumptions are provisions for employee benefits, provisions for risks, goodwill, and impairment of inventories and receivables.

These estimates are based on the best information available to management at the balance sheet date. Changes in estimates and assumptions could have an impact on the amounts recorded in the financial statements.

1.7 Business combinations

All identifiable assets acquired and liabilities or contingent liabilities acquired are recognized at their fair value at the date of transfer of control to the Group (acquisition date), irrespective of the inclusion of any minority interest.

The cost of a business combination is equal to the purchase price. Any excess of the acquisition cost over the fair value of the net assets acquired, liabilities and contingent liabilities recognized, is recorded as an asset under goodwill.

In the course of its development, the Group has been led to carry out external growth operations and to recognize several goodwill.

Goodwill is not amortized but, in accordance with IAS 36 "Impairment of Assets", is tested for impairment whenever there is an indication that it may be impaired, and at least once a year.

1.8 Intangible and tangible fixed assets :

In accordance with the criteria established by IAS 38, an intangible asset is recognized as an asset in the statement of financial position if it is probable that future economic benefits attributable to the asset will flow to the Group.

Intangible assets with indefinite useful lives are reviewed annually to ensure that their useful life has not expired.

Intangible assets with a finite useful life are amortized on a straight-line basis as soon as the asset is ready for use. During the life of an intangible asset, it may become apparent that the estimate of its useful life has become inadequate. As required by IAS 38, the amortization period and the amortization method of this asset are reviewed and if the expected useful life of the asset is different from previous estimates, the amortization period is changed accordingly.

Property, plant and equipment :

Gross value:

In accordance with IAS 16 "Property, Plant and Equipment", the gross value of property, plant and equipment corresponds to their acquisition or production cost. It is not subject to revaluation. Residual values are generally considered to be zero.

In accordance with IAS 23, the cost of borrowings directly attributable to their acquisition is included in the cost of fixed assets.

Maintenance and repair costs are expensed as incurred, except those incurred to increase productivity or extend the useful life of the asset.

Fixed assets financed by means of finance leases, as defined by IFRS 16 "Leases", are capitalized at the lower of the present value of future payments and market value. The corresponding debt is recorded under financial liabilities. These assets are depreciated according to the method and useful life described below.

Depreciation :

In accordance with IAS 16, the Group uses different depreciation periods for each of the significant components of a given fixed asset when one of the components has a useful life different from that of the main asset to which it relates.

Depreciation is calculated using the straight-line method over the following useful lives:

- Buildings : 20 years to 40 years
- Technical facilities : 5 years or 10 years
- Other fixed assets : 4 to 8 years

1.9 Impairment of goodwill and fixed assets :

In accordance with IAS 36 "Impairment of Assets", goodwill, property, plant and equipment and intangible assets are tested for impairment whenever there is an indication that they may be impaired. This test is carried out at least once a year for assets with an indefinite useful life, a category limited for the Group to goodwill.

For this test, fixed assets are grouped into Cash Generating Units or reporting units (CGUs). CGUs are homogeneous groups of assets whose continuing use generates cash inflows that are largely independent of the cash inflows generated by other groups of assets.

When the recoverable amount of a CGU is less than its net book value, an impairment loss is recognized in the income statement as a non-current expense. The recoverable amount of a CGU is the higher of its market value less costs to sell and its value in use. Value in use is determined on the basis of discounted future operating cash flow projections over a period of five years and a terminal value assessed on the basis of the perpetual capitalization of cash flows.

These projections are validated by management. Sensitivity calculations are used to measure our exposure to significant variations in the discount rate and profitability ratio (EBITDA/sales).

For these cash flow projections, the discount rate is based on the weighted average cost of capital method and perpetual growth rates are used based on market growth expectations.

1.10 Financial Assets

Financial assets include equity investments and other financial assets.

Equity investments represent the Group's interests in the capital of non-consolidated companies. They are analyzed as loans and receivables and are recorded at fair value or, in the absence of an active market, at acquisition cost.

In the event of a definitive impairment loss, the amount of the loss is recognized in profit or loss for the period. The definitive nature of the impairment loss is analyzed by reference to the estimated value, which is determined on the basis of the Group's share of net assets, market price or profitability prospects, after weighting the effects of holding these investments for the Group in terms of strategy or synergies with existing activities. This impairment loss is not reversible in the income statement if the estimated value were to change favorably in the future (the unrealized gain is then recorded in the separate component of equity mentioned above).

Other financial assets are carried at amortized cost.

A provision for depreciation is recorded when the inventory value is lower.

Long-term loans and investments are carried at amortized cost using the effective interest method. They may be subject to a provision for impairment if there is objective evidence of impairment.

Financial assets designated as held-to-maturity are measured at amortized cost, using the effective interest method. The Group does not hold any such assets at December 31, 2020.

Securities held for trading are measured at fair value and unrealized gains and losses are recognized in the income statement under "Income from cash and cash equivalents".

All financial assets are reviewed annually to determine whether there is any indication of impairment.

Purchases and sales of financial assets are generally recognized on the trade date.

Investments in associates:

Companies over which Robertet exercises joint control are accounted for using the equity method. In this case, the shares are initially recognized at the price paid plus the acquisition costs. The implicit goodwill is detailed in the notes to the financial statements, where it is subject to an allocation.

Investments in associates are tested for impairment whenever there is objective evidence of a permanent loss in value. An impairment loss is recognized if the recoverable amount falls below the carrying amount, the recoverable amount being the higher of value in use and fair value less transaction costs. The impairment may be reversed if the recoverable amount again exceeds the carrying amount.

1.11 Inventories and work in progress

In accordance with IAS 2 "Inventories", inventories are valued at the lower of cost and net realizable value. Cost is calculated using the weighted average cost method. Net realizable value represents the estimated selling price in the ordinary course of business, less the expected costs of completion or sale.

The methodology used to calculate the provision for inventory impairment consists of reducing the value of products in inventory according to the nature of the products and their age so that, ultimately, all products older than five years are written down to 100%, with the exception of items whose value in use is not sensitive to the length of time they have been held, such as packaging. In addition, impairment is adjusted on the one hand for the value in use of raw materials, assessed in terms of their ability to be sold as finished goods, and on the other hand for the realizable value of finished goods inventories, analyzed on a reference basis by the Group's management controls.

The products in stock are regularly checked and those that are unusable are destroyed.

1.12Trade receivables and payables

Trade receivables and payables are recorded at their initiation at fair value. The fair value of trade receivables and payables is equivalent to their nominal value, given that they generally mature in less than three months. These trade receivables and payables are subsequently recognized at amortized cost.

Trade receivables may, where appropriate, be subject to impairment due to commercial, political or monetary risks in certain countries.

The Group applies the expected loss impairment model, which allows the use of a provisioning matrix. A regular analysis of actual customer loss rates is carried out on each significant Group entity. In addition, the Group is aware of the evolution of international conflicts and geopolitical tensions. It is therefore particularly vigilant in taking country risk into account when determining client provisions.

1.13 Treasury shares

Treasury shares are recorded at their acquisition cost as a deduction from equity. Gains and losses on the disposal of these shares are recognized directly in equity and do not contribute to net income for the year.

1.14 Cash flow

Cash and cash equivalents consist of highly liquid bank balances, investments and cash equivalents, which generally have a maturity date of less than three months when acquired.

1.15 Provisions

In accordance with IAS 37, provisions are recorded on the basis of case-by-case assessments of the corresponding risks and expenses. A provision is recorded whenever the Group's management bodies are aware of a legal or constructive obligation arising from a past event, which could result in a probable outflow of resources without at least equivalent consideration being provided. Provisions are broken down into current and non-current liabilities according to the expected term of the risk. Provisions maturing in more than one year are discounted if the impact is significant.

1.16 Pension and related commitments

These commitments are provided for in the balance sheet. They include commitments relating to retirement indemnities, long-service awards and defined benefit plans whose management is not fully outsourced. To determine the present value of the obligation under each plan, the Group uses the retrospective method with projected end-of-career salaries using the projected unit credit method. The valuation of obligations and plan assets is performed annually and takes into account, in particular for the valuation of obligations, length of service, life expectancy, staff turnover by category and economic assumptions such as inflation and discount rates.

The current portion of provisions for pensions and other employee benefits is presented under current liabilities.

Actuarial gains and losses are recognized in other comprehensive income in accordance with IAS 19 (revised).

1.17 Share subscription and purchase plans

In accordance with the requirements of IFRS 2 "Share-based payment", the Group recognizes an offsetting expense for all treasury stock instruments granted to its employees. The Group regularly grants stock options at an agreed unit price.

When options are granted, the Group measures the fair value of the instruments at the grant date. The Group uses the Black & Scholes mathematical model to value them. Changes in value subsequent to the grant date have no effect on this valuation. This fair value is recognized on a straight-line basis in the income statement (in recurring operating income) over the vesting period, with a corresponding entry in equity.

1.18 Taxes

In accordance with the provisions of IAS 12 "Deferred Taxes", provisions for deferred taxes are established using the liability method and the extended concept on temporary differences between the book value of assets and liabilities and their tax value (including tax losses). Deferred taxes are calculated in accordance with current tax legislation. Deferred tax assets are recognized only if their recovery is probable.

Deferred tax assets and liabilities are not discounted.

In the balance sheet, the Group offsets deferred tax assets and liabilities if the entity has a legal right to offset current tax assets and liabilities and if the deferred tax assets and liabilities relate to tax items levied by the same taxation authority.

Deferred taxes calculated on items charged to equity are recognized in equity. Research tax credits are recognized as a grant and are recorded in the income statement under "other operating income" (IAS 20).

1.19 Product Sales

Sales are recorded at the time of transfer of ownership of the products. It is recorded net of discounts and rebates granted to customers.

1.20 Evaluation and recognition of derivative financial instruments

To manage its exposure to currency and interest rate risks, the company uses financial instruments listed on organized markets or entered into over-the-counter transactions with first-rate counterparties. The company's policy is not to trade in financial markets for speculative purposes.

For a foreign exchange or interest rate derivative to qualify for hedge accounting (cash flow or fair value), the hedging relationship must be defined and documented and its effectiveness must be demonstrated throughout its life. A fair value hedge is a hedge against changes in the value of assets, liabilities or firm commitments. A cash flow hedge is a hedge against changes in the value of future cash flows.

Derivative instruments are recognized in the balance sheet at their fair value. In general, derivatives used by the Group are qualified as hedging instruments for accounting purposes; in this case, the change in fair value of these derivatives is recorded in equity.

1.21 Other financial liabilities

Other financial liabilities consist mainly of borrowings from credit institutions and debts relating to finance leases. These financial liabilities are carried at amortized cost.

1.22 Earnings per share

Basic earnings per share are calculated by dividing net income attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share are calculated by dividing the restated net income attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding, plus all dilutive potential ordinary shares.

Potentially dilutive ordinary shares include stock options and bonus shares issued by the Group.

1.23 Research and development costs

Research and development costs are expensed to the extent that the criteria for recognition as an asset are not met in the opinion of management.

1.24 Capital Management Policy

The company is not subject to any specific regulatory or contractual obligation with respect to share capital. The choice between external financing and capital increase is made on a case-by-case basis according to circumstances and needs.

1.25 Segment reporting

The Robertet Group operates on an organized basis along two main lines :

- the Divisional Directorates are responsible for developing the global strategy for the product families for which they are responsible. They are responsible for the development of new products, from their design to the implementation of industrial strategies, and for marketing (ranges, prices, advertising resources, distribution channels, etc.) ;
- the Continental General Management Structures, which are responsible for developing the Group's positions in their respective geographic areas. The Group has three Divisions: Europe, the Americas and other countries. They manage the sales and marketing networks within the framework of the sales and marketing strategy defined by the Divisional Directorates.

As a result, the segment information presented is by Divisions, the latter being considered as CGUs (Cash Generating Units).

1.26 Segment reporting

Income from operations before non-recurring items corresponds to the definition set out in Recommendation 2009-R-03 of the French National Accounting Board (Conseil National de la Comptabilité) of July 2, 2009 on the format of financial statements prepared by companies under international accounting standards. It includes in particular the full cost of the Contribution Economique Territoriale (CET), a tax collected in France, including its component based on value added. This classification as operating expenses is therefore unchanged from the Taxe Professionnelle which it replaced.

Operating income is calculated on the basis of operating income before non-recurring items and includes other income and expenses such as gains and losses on the disposal of tangible and intangible fixed assets.

NOTE 2 – GOODWILL in thousands of euros

Goodwill on assets breaks down as follows :

	31-Dec-20	31-Dec-19
Flavors Division :		
Gross Value	7 879	7 879
Depreciation		
Net Value	**7 879**	**7 879**
Fragrances Division :		
Gross Value	17 808	17 808
Depreciation		
Net Value	**17 808**	**17 808**
Raw Materials Division		
Gross Value	7 187	1 934
Depreciation		
Net Value	**7187**	**1 934**
Total Net Value	**32 874**	**27 621**

The change in net values is analyzed as follows:

	31-Dec-20	31-Dec-19
Net book value at the beginning of the year	27 621	27 621
Acquisitions (1)	5 234	
Other transactions	18	
Total	**32 873**	**27 621**

The increase in the goodwill of the Raw Materials CGU results from the recognition of the goodwill related to the acquisition of the Sirius entity. It has been allocated to the Raw Materials division in line with the nature of the company's activity.

Goodwill is allocated to Cash Generating Units (CGUs) based on the activity to which it relates. The CGUs defined correspond to the Flavors, Fragrances and Raw Materials divisions.

There are no indications of impairment of certain significant assets.

The CGUs to which goodwill has been allocated have been tested for impairment (test at December 31, 2020). This test was determined using five-year projections of cash flows generated by the sales of each division.

Beyond these five years, a terminal value has been determined using a growth rate of 2.5%. These net-of-tax flows are discounted at a rate of 8%. This rate is after tax.

Our approach of using a discount rate common to all three CGUs is a simplified approach, satisfied by the comfort margins observed in the three divisions:

in thousands of euros	Raw Materials	Fragrances	Flavors
Net book value	157 893	123 437	121 418
Recoverable value	233 237	302 398	340 018

The results of the tests confirm that there are no grounds for impairment of the assets allocated to these CGUs. Sensitivity analysis

The Group performs sensitivity analysis on the main assumptions. The main results of these analyses are presented below:

A zero perpetual growth rate would result in no depreciation.

The level of discount rate (key assumption) for which the recoverable amount is equal to the carrying amount (after taking into account any resulting effects on other variables used) is:

- Flavors Division : 18,59%
- Fragrances Division: 16,32%
- Raw materials Division: 10,78%

The change in the EBITDA/sales ratio for which the recoverable amount is equal to the carrying amount (after taking into account all the effects of this change on the other variables used) is:

- Flavors Division : 8,5 points
- Fragrances Division : 8,0 points
- Raw materials Division: 3,6 points

NOTE 3 – PROPERTY, PLANT AND EQUIPMENT & RIGHTS OF USE in thousands of euros

1 Property, plant and equipment

FIXED ASSETS	Value on 31-Dec-19	Exchange differential	Acquisitions	Divestments	Other movements	Variation in scope	Value on 31-Dec-20
Land	**28 600**	-1 282	80		65		**27 463**
Buildings	**157 245**	-7 437	2 166		10 742	719	**163 435**
Technical facilities	**164 937**	-6 158	4 651	-404	-4 477	375	**158 924**
Other fixed assets	**20 948**	-895	1 221	-591	727	243	**21 653**
Assets in progress	**10 404**	446	4 385		-12 111	109	**3 233**
TOTAL	**382 135**	**-15 326**	**12 503**	**-995**	**-5 054**	**1 446**	**374 708**

AMORTIZATION	Value on 31-Dec-19	Exchange differential	Acquisitions	Divestments	Other movements	Variation in scope	Value at 31-Dec-20
Land	**3 231**		241				**3 472**
Buildings	**72 383**	-2 530	6 408		54	434	**76 749**
Technical facilities	**129 947**	-4 565	9 157	-375	-4 946	282	**129 500**
Other fixed assets	**17 315**	-406	1 822	-558	-284	52	**17 942**
TOTAL	**222 876**	**-7 501**	**17 628**	**-933**	**-5 176**	**768**	**227 663**

NET VALUE	159 257						147045

The main acquisitions during the year concerned acquisitions made by Robertet SA, which are described in note 2.1 to the parent company financial statements, technical industrial investments made in the United States, and the completion of the new Compositions pour Parfumerie plant in Brazil for 1.8 million euros and 1.9 million euros respectively.

2 Rights of use

The changes in the rights of use are analyzed as follows:

RIGHTS OF USE	Value on 31-Dec-19	Exchange differential	Acquisitions	Divestments	Other Reversals	Variation in scope	Value on 31-Dec-20
Buildings	**8 431**	-584	1 269	-13	4 118	1 496	**14 718**
Technical facilities	**14 492**	-1 356	450	-11	-1 139	205	**12 641**
Other fixed assets	**1 842**	-45	172	-10	313		**2 272**
TOTAL	**24 765**	**-1 985**	**1 892**	**-33**	**3 292**	**1 701**	**29 631**

AMORTIZATION RIGHTS OF USE	Value on 31-déc-19	Exchange differential	Allocations	Reversals	Other movements	Variation in scope	Value on 31-déc-20
Buildings	**3 774**	-323	1 524		2 812	1 287	**9 074**
Technical facilities	**8 378**	-806	1 079		-1 049	97	**7 699**
Other fixed assets	**511**	-13	589		124		**1 211**
TOTAL	**12 663**	**-1 142**	**3 192**		**1 887**	**1 384**	**17 983**

NET VALUE	12 103						11 648

The residual rent expense as of December 31, 2020 amounts to 1.1 million Euro and represents rent from leases not capitalized under the exceptions provided for in the standard.

NOTE 4 – FINANCIAL ASSETS in thousands of euros

1. NON-CURRENT FINANCIAL ASSETS

	31-déc-20	31-déc-19
Investments in subsidiaries and affiliates carried at cost (2)	2 703	3 585
Deposits and guarantees	3 133	2 433
Receivables related to equity investments	9 034	8 597
Other long-term investments (1)	5 072	4 440
Loans	127	168
TOTAL	**20 069**	**19 223**

(1)These are mainly long-term investments of the American subsidiary Robertet Flavors (certificates of deposit)

(2) Details of investments in subsidiaries and affiliates are as follows as of December 31, 2019:

	Gross value	Depreciation	Net value	% of Holding	Sharehoders' equity	Results
Finca Carrasquilla	1 500		1 500	50%	2 695	10
Sirius	1 500		1 500	60%	696	-540
Other	785	200	585			
TOTAL	**3 785**	**200**	**3 585**			

Details of investments in subsidiaries and affiliates at December 31, 2020 are as follows:

	Gross value	Depreciation	Net value	% ofHolding	Sharehoders' equity	Results
Finca Carrasquilla	1 500		1 500	50%		
Other	1 403	200	1 203			
TOTAL	**2 903**	**200**	**2 703**			

2 INVESTMENTS IN ASSOCIATES

Individual financial statements of companies accounted for by the equity method				
	Balance sheet total	Turnover	Result	Sharehoders' equity
Hitex Sas	5 418	3 313	692	4 049
Bionov	8 473	5 034	1 010	1 241

The change in value of investments in associates is analyzed as follows :

Value at opening of the fiscal year	**2 885**
Dividends paid	-150
Share of profit (loss)	1 375
Title Bionov (1)	9 144
Value at closing of the fiscal year	**13 254**

(1) Of which €3605,000 of earn-out paid in 2020 and €5200,000 of earn-out provisioned and payable in 2022.

3 CURRENT FINANCIAL ASSETS

	31-Dec-20	31-Dec-19
Short-term investments	41	95
TOTAL	**41**	**95**

NOTE 5 - STOCKS in thousands of euros

	31-Dec-20	31-Dec-19
Raw Materials	107 316	124 227
Work in progress and finished goods	67 283	69 698
Gross value	**174 599**	**193 925**
Provisions	-7 682	-6 375
Net Value	**166 917**	**187 550**

Provisions for depreciation can be analyzed as follows :

	31-Dec-20	31-Dec-19
Balance at opening of fiscal year	6 375	7 575
Variation in scope	365	
Increases	7 174	6 246
Reversals and uses	-5 905	-7 400
Conversion differential	-327	-46
BALANCE AT CLOSING OF FISCAL YEAR	**7 682**	**6 375**

NOTE 6 - RECEIVABLES in thousands of euros

Breakdown of trade receivables	31-Dec-20	31-Dec-19
Europe	33 078	38 731
North America	25 082	30 298
South America	15 879	13 477
Asia	28 502	28 504
Other countries	9 064	7 948
TOTAL GROSS RECEIVABLES	**111 605**	**118 958**
Provisions for depreciation	7 391	5 349
TOTAL NET RECEIVABLES	**104 214**	**113 609**

Provisions for impairment can be analyzed as follows :

	31-Dec-20	31-Dec-19
Balance at the beginning of the year	5 349	3 525
Increases	2 897	2 643
Variation in scope	39	
Reversals and uses	-668	-907
Conversion differential	-120	23
Other movements	-106	66
BALANCE AT CLOSING OF THE FISCAL YEAR	**7 391**	**5 349**

NOTE 7 – OTHER ASSETS in thousands of euros

	31-Dec-20	31-Dec-19
Prepaid expenses	8 682	5 351
Other receivables	10 190	14 085
TOTAL OTHER RECEIVABLES AND ACCRUALS	**18 873**	**19 436**
Current tax assets	703	564
Deferred tax assets	1 402	1 423
TOTAL	**20 977**	**21 423**

NOTE 8 - PROVISIONS in thousands of euros

	Opening	Allocations	Uses	Exchange rate variation	Share holders' equity	Other	Closing
Retirement benefits (2)	**11 600**	**803**	**-3**	**-20**	**251**	**-112**	**12 519**
Other employee benefit commitments (2)	1 889	325	-238	-169		265	2 072
Other risks (1)	929	35	-47	-105		8	820
Risks and charges	**2 818**	**360**	**-285**	**-274**		**273**	**2 892**
Total provisions	**14 418**	**1 163**	**-288**	**-294**	**251**	**161**	**15 411**
Of which current liabilities	**1 261**						**1 571**
Of which non-current liabilities	**13 157**						**13 840**

(1) Other risks :

Other risks correspond mainly to social, tax and commercial risks.

(2) Other employee benefit commitments :

They correspond mainly to a provision for long-service awards for companies based in France.

(3) Retirement provisions :

The Group participates in the constitution of pensions for its employees in accordance with the laws and practices of the countries in which the Group companies operate. The Group also has contractual commitments for supplementary pensions, retirement indemnities and provident funds for which it is responsible. The corresponding actuarial liabilities are funded either in the form of contributions paid to independent organizations responsible for servicing and managing the funds, or in the form of provisions.

Commitments in France represent 98.5% of the Group's pension provisions, which is why only the assumptions concerning France are detailed.

A-Defined Benefit Pensions Plan :

This pension plan only concerns Charabot SA and has been pre-financed in a fund managed by GAN.

The assumptions used are as follows :

	31-Dec-20
Staff turnover rate	0%
Discount rate	0,34%
Age at retirement	67 years
Mortality rate	nil

	31-Dec-19
Staff turnover rate	0%
Discount rate	0,77%
Age at retirement	67 years
Mortality rate	nil

The net amount recognized in the balance sheet in respect of this pension plan is the difference between the obligation based on the above assumptions and the value of the asset.

The gross sum of the commitment at December 31, 2020 is 114 thousand euros. It is covered by an asset of 4 thousand euros, the difference of 110 thousand euros being recorded as a liability in the balance sheet under provisions for retirement benefits.

An amendment to the December 17, 2008 agreement was implemented on December 17, 2012. This amendment modified the conditions for opening pension rights with, in particular, the obligation to be 67 years old in order to benefit from the supplementary pension scheme (instead of 65 previously) and to have liquidated one's pension rights in the general Social Security scheme by December 31, 2013.

The plan is therefore only maintained for a population of 1 employee who have liquidated their pension rights before December 31, 2013, which explains the use of a zero turnover rate and the absence of a mortality rate. No mortality risk has been assumed because the employees concerned will gradually liquidate their rights in the medium term. The discount rate is identical to that used to calculate retirement benefits.

B-End of career benefits :

The main assumptions used in the valuation of the commitments are as follows:

STAFF TURNOVER RATE	2020	2019
From 16 yrs to 30 yrs	7,1%	8,3%
From 31 yrs to 41 yrs	3,3%	3,5%
From 42 yrs to 49 yrs	1,7%	1,5%
From 50 yrs to 65 yrs	0,4%	0,2%

Life expectancy has been estimated using the Insee 2019 table.

The discount rates are defined by reference to a market rate at the balance sheet date based on the bonds of Tier 1 entities.

The variation on these commitments is broken down as follows :

In thousands of euros	**2020**	2019
Annual cost of services rendered	535	546
Financial expenses on commitments	70	149
Actuarial gains and losses	405	805
Cost of the period	**1 010**	**1 500**

The impact of changes in the discount rate on these retirement benefits is as follows :

Discount rate	0,34%	1,34%	0%
in thousands of euros Sum of the end of years benefits	12 186	10 797	12 725

NOTE 9 – FINANCIAL LIABILITIES in thousands of euros

The different categories of financial liabilities are as follows:

	TOTAL	**31-Dec-19**		**TOTAL**	**31-Dec-20**	
		Current	**Non-current**		**Current**	**Non-current**
Trade payables	39 590	39 590		41 327	41 327	
Other accounts payable	34 194	34 194		37 097	37 097	
Other financial liabilities	100 677	37 331	63 347	82 071	26 173	55 898
Financial liabilities	**174 462**	**111 115**	**63 347**	**160 496**	**104 598**	**55 898**

Financial liabilities

Analysis by category of debt	**31-Dec-20**	31-Dec-19
Long- and medium-term borrowings	60 036	68 078
Finance lease borrowings	117	137
Bank overdrafts	3 004	14 161
Other financial liabilites (1)	9 765	3 092
Current accounts of shareholders	1 530	1 726
TOTAL	**74 452**	**87 194**

(1) These debts include :

• a financial liability of € 4,435,000 in respect of a put option on minority interests in Sirius.

• a financial liability of € 5,200,000 in respect of the balance of the earn-out payable on the Bionov entity.

Analyses by repayment schedule	31-Dec-20	31-Dec-19
Within one year (1)	23 720	34 974
Due in more than one year and less than five years	48 198	48 730
More than five years old	2 534	3 490
TOTAL	**74 452**	**87 194**
Of which in Euros	73 152	84 514
Of which in USD	957	1 160
Other currencies	343	1 520

(1) The portion of financial debts due within one year breaks down as follow :

	31-Dec-20	31-Dec-19
Current portion of borrowings	19 196	19 045
Current portion of miscellaneous financial debts	1 516	1 735
Current portion of finance lease borrowings	4	33
Bank overdrafts	3 004	14 161
TOTAL	**23 720**	**34 974**

in thousands of euros	Less than one month	between 1 month and 3 months	between 3 month and 6 months	+ than 6 months	TOTAL
Bank loans	1 277	3 546	4 798	9 576	19 197
Finance lease loans			4		4
Current bank overdrafts				3 004	3 004
Other financial debts		-28	4	1 538	1 515
TOTAL	**1 278**	**3 518**	**4 806**	**14 117**	**23 720**

The breakdown of fixed-rate and variable-rate borrowings is as follows :

in thousands of euros	31-Dec-20	31-Dec-19
Fixed rate loans	**59 635**	**67 368**
Variable rate loans	**375**	**711**
TOTAL	**60 010**	**68 078**

The breakdown of borrowings at the end of 2020 is as follows :

Group entity	BANK	Outstanding capital in K€	Year of last repayment	Interest rates	Currency
ROBERTET GRASSE	SOCIÉTÉ GÉNÉRALE	5 186	2023	0,30%	EUR
	PALATINE	1 141	2023	0,40%.	EUR
	BECM	6 854	2024	0,53%	EUR
	BNP	6 547	2028	1,65%	EUR
	LCL	4 379	2023	0,49%	EUR
	ARKEA	1 420	2022	0,76%	EUR
	ARKEA	360	2022	1,19%	EUR
	BECM	3 258	2024	0,30%	EUR
	BECM	3 259	2024	0,35%	EUR
	BECM	2 914	2022	0,80%	EUR
	ARKEA	1	2020	0,85%	EUR
	ARKEA	920	2022	0,58%	EUR
	CAISSE D'EPARGNE	7 409	2024	0,63%	EUR
	PALATINE	3 172	2024	0,42%	EUR
	LYONNAISE DE BANQUE	2 848	2022	0,30%	EUR
	PALATINE	4 422	2025	0,43%	EUR
	SMC	4 685	2024	0,48%	EUR
	ICNE	26			
SAPAD	BPA	8	2021	2,4%	EUR
	BNP	191	2024	0,50%	EUR
	BNP	49	2025	0,40%	EUR
	BNP	108	2025	0,40%	EUR
	BNP	10	2021	0.50%	EUR
	BNP	24	2022	0.42%	EUR
	BNP	25	2021	0.50%	EUR
	BNP	50	2021	0.55%	EUR
SIRIUS	CRÉDIT AGRICOLE	20	2021	0,25%	EUR
	BNP	376	2021	0,86%	EUR
	HSBC	375	2021	0,5%	EUR
TOTAL		**60 036**			

2 Rental liabilities

These liabilities represent the Group's financial liabilities on all its leases following the implementation of IFRS16 :

	Opening	New contracts and renewals	Refund and termination	change in scope of consolidation and other movements	Exchange differential	Closing
RENTAL OBLIGATIONS	13 484	1 002	-2 433	1 787	-1 021	**12 819**
Of which current liabilities	2 357					**2 454**
Of which non-current liabilities	11 127					**10 365**

Analysis by repayment schedule	**31-déc-20**	31-Dec-19
Less than one year (1)	2 454	2 357
More than one year and less than five years	4 620	4 522
More than five years	5 746	6 605
TOTAL	**12 819**	**13 484**
Of which in Euros	3 600	2 740
Of which in USD	6 467	7 122
Other currencies	2 752	3 622

NOTE 10 - OTHER CURRENT LIABILITIES in thousands of euros

	31-Dec-20	31-Dec-19
Tax and social security liabilities	23 201	23 140
Other liabilities	12 283	10 162
Deferred income	1 613	892
TOTAL	**37 097**	**34 194**

NOTE 11 - FINANCIAL INSTRUMENTS AND MARKET RISKS EXPOSURE

Risk management is carried out by the Group's management according to the context of the financial markets and according to the procedures established by the Group.

Foreign exchange risks

A significant proportion of the Group's sales are denominated in currencies other than the euro, in particular the US dollar, the British pound, the Brazilian real, the Mexican peso and the Japanese yen. Revenues in foreign currencies are translated into euros in the Group's consolidated financial statements.

These foreign currency sales are mainly made by the Group's subsidiaries in their functional currency, thus generating no transactional foreign exchange risk at their level.

The Group uses derivative financial instruments, involving off-balance sheet risks, to manage its exposure to currency risks. These financial instruments are intended solely to hedge risks on future transactions or firm commitments. The group does not use derivatives for speculative purposes.

The overall situation of the foreign exchange portfolio is as follows :

	31-Dec-20		31-Dec-19	
	Nominal	**Fair value**	Nominal	Fair value
Forward exchange USD				

Raw Materials risks

The Group's raw materials risk is not very significant, given the wide variety of raw materials used and the diversification of supplies. The Robertet Group is not subject to any risk of supply problems or pressure on prices. The Group has not set up hedging instruments for its purchases, as the vast majority of raw materials purchased are not listed on any market.

Interest rate risks

The company's exposure to interest rate risk arises mainly from credit lines and variable rate loans.

Counterpart risks

The Group is subject to counterparty risks in connection with these derivative contracts. However, as the Group contracts only with first-rate banks and financial institutions, it does not consider these risks to be significant.

Credit risk

The following statements show the breakdown of trade receivables as of December 31, 2019 and 2020 :

2019	**Receivables at maturity**	**Outstanding receivables**			**Impaired receivables**	**TOTAL**
		- than 3 months	**3 to 6 months**	**+ than 6 months**		
France	11 814	1 317	194	896	-31	**14 190**
Europe (outside France)	18 148	5 074	435	853	-391	**24 119**
South America	8 870	852	1 260	2 494	-2 946	**10 530**
North America	23 609	6 362	51	276	-614	**29 684**
Asia & Oceania	23 220	3 695	889	699	-269	**28 234**
Other	4 538	1 206	987	1 218	-1 098	**6 850**
Trade receivables	**90 198**	**18 507**	**3 816**	**6 436**	**-5 349**	**113 608**

2020	**Receivables at maturity**	**Outstanding receivables**			**Impaired receivables**	**TOTAL**
		- than 3 months	**3 to 6 months**	**+ than 6 months**		
France	6 980	5 588	127	494	-87	**13 103**
Europe (outside France)	13 475	4 791	683	940	-244	**19 644**
South America	7 681	1 866	246	6 086	-5 408	**10 471**
North America	20 394	4 063	82	542	-559	**24 523**
Asia & Oceania	18 293	5 857	1 731	2 620	-402	**28 100**
Other	5 756	1 115	307	1 887	-692	**8 373**
Trade receivables	**72 579**	**23 281**	**3 175**	**12 569**	**-7 390**	**104 214**

Fair value hierarchy

IFRS 7, as amended in 2009, requires financial assets and liabilities carried at fair value to be classified into the following three levels :

- level 1 : instrument listed on an active market ;
- level 2 : instrument valued using valuation techniques based on observable market data ;
- level 3 : instrument valued using valuation techniques based on unobservable market data.

The tables below provide an analysis of the financial instruments recognized at fair value in the balance sheet by level of hierarchy :

Assets at fair value on 31/12/2019	**Level 1**	**Level 2**	**Level 3**	**TOTAL**
Short-term cash investments	95			95
Marketable securities	9 825			9 825
Total assets at fair value	**9 919**			**9 919**

Assets at fair value on 31/12/2020	**Level 1**	**Level 2**	**Level 3**	**TOTAL**
Short-term cash investments	41			41
Marketable securities	14 932			14 932
Total assets at fair value	**14 973**			**14 973**

There have been no transfers from category 1 to category 2 for all the Group's financial assets and liabilities. There are no liabilities carried at fair value as of 12/31/2020 or 12/31/2019.

NOTE 12 – SECTORAL INFORMATION in thousands of euros

In accordance with IFRS 8, the Group provides segment information as used internally by the PDO (chief operating decision maker). The PDO is the Robertet Group's General Management, chaired by Mr Philippe Maubert.

The Group's level of segment reporting is the business segment. The breakdown is based on the Group's three Divisions:

- Raw materials
- Fragrances
- Flavors

Internal reporting for the PDO is organized according to the operational sectors identified above :

AS OF DECEMBER 31, 2020	TOTAL	Raw Materials	Fragrances	Flavors
CONSOLIDATED REVENUE	538 318	149 974	193 888	194 456
Current operating income	70 995	19 020	25 835	26 140
Net income Group share	50 577	14 279	17 156	19 142
GOODWILL	32 873	7 186	17 808	7 879
PROPERTY, PLANT AND EQUIPMENT & RIGHTS OF USE	158 693	53 564	51 020	54 109
CAPITAL ASSET ACQUISITIONS	14 392	5 530	4 656	4 206
AMORTIZATION CHARGE	21 149	7 664	6 817	6 668
NON-CASH CURRENT ASSETS	290 748	123 361	82 580	84 807
CURRENT LIABILITIES EXCLUDING PROVISIONS AND FINANCIAL	81 713	28 722	27 894	25 097

AS OF DECEMBER 31, 2019	TOTAL	Raw Materials	Fragrances	Flavors
CONSOLIDATED REVENUE	554 273	151 313	204 276	198 684
Current operating income	73 044	24 380	18 328	30 336
Net income Group share	53 046	18 079	11 576	23 391
GOODWILL	27 621	1 934	17 808	7 879
TANGIBLE FIXED ASSETS	171 360	57 815	59 877	53 668
CAPITAL ASSET ACQUISITIONS	24 902	6 502	10 465	7 935
AMORTIZATION CHARGE	20 191	7 361	6 497	6 333
NON-CASH CURRENT ASSETS	321 253	129 806	98 566	92 881
CURRENT LIABILITIES EXCLUDING PROVISIONS AND FINANCIAL LIABILITIES	77 463	26 231	26 404	24 828

Analysis by geographical area of product sales and non-current assets :

AS OF DECEMBER 31, 2020	TOTAL	France	Europe	United States	Other
Consolidated Sales Revenue	538 318	80 408	103 201	197 127	157 582
Non-current assets	228 157	122 852	5 601	67 606	32 099

AS OF DECEMBER 31, 2019	TOTAL	France	Europe	United States	Other
Consolidated Revenues	554 273	77 200	110 165	197 616	169 292
Non-current assets	224 153	109 477	6 158	73 730	34 788

NOTE 13 - DEPRECIATION, AMORTIZATION AND PROVISIONS in thousands of euros

	31-Dec-20	31-Dec-19
Amortization of fixed assets	21 149	20 191
Charges and reversals of provisions (1)	4 292	1 043
TOTAL	**25 441**	**21 234**

(1) charges to and reversals of provisions relate to receivables, inventories and provisions for liabilities and charges (see notes 5, 6 and 8).

NOTE 14 - FINANCIAL RESULT in thousands of euros

	31-Dec-20	31-Dec-19
Interest on borrowings and similar charges	-999	-1 500
Securities products	142	329
Net financial cost	**-857**	**-1 171**
Foreign exchange (losses)	-5 344	-2 465
Foreign exchange gains	2 289	3 511
Other	91	100
Other financial income and expenses	**-2 964**	**1 146**
TOTAL	**-3 821**	**-26**

NOTE 15 – TAXES in thousands of euros

	31-Dec-20		31-Dec-19	
	Net Income before Tax	Net tax (expense) /income	Net Income before Tax	Net tax (expense) /income
French companies of the Group	29 622	9 068	41 275	-13 299
Other companies of the Group	37 727	9 039	31 824	-7 946
TOTAL	**67 349**	**18 107**	**73 099**	**-21 245**

	31-Dec-20	31-Dec-19
Current tax	-17 641	-22 280
Net deferred tax	-466	1 035
TAXES	**-18 107**	**-21 245**

Tax assets and liabilities break down as follows :

	31-Dec-20	31-Dec-19	Difference
Deferred tax assets	1 402	1 423	-21
Deferred tax liabilities	9 011	8 177	834
Deferred tax net	-7 609	-6 754	-855

	31-Dec-20	31-Dec-19
Net deferred taxes as of 1 January: assets/ (liabilities)	-6 754	-8 480
Recognized in shareholders' equity	-240	646
(Expense) / income	-466	1 035
Conversion differential	-149	44
TOTAL	**-7 609**	**-6 754**
Of which deferred tax liabilities	9 011	8 177
Of which deferred tax assets	1 402	1 423

The reconciliation of the Group's theoretical tax charge calculated at the tax rate applicable in France (32,02% in 2020 and 2019) and the effective tax charge is as follows :

	31-Dec-20	31-Dec-19
Net income before taxes	67 349	73 099
Current tax rate in France	32,02%	32,02%
Theoretical tax (expenses)/income at the current tax rate in France	**-21 565**	**-23 406**
- Impact of permanent differences	1 747	2 550
- Effect of the current rate differential of foreign countries	1 366	647
- Impact of unrecognized tax losses	-128	61
- Impact of tax credits	37	169
- Impact of rate differences (deferred/current)	-19	97
- Impact of tax adjustments	61	-1 443
-Other	394	80
Net tax (expenses)/income	**-18 107**	**-21 245**
Group effective tax rate in %	**26,89%**	**29,06%**

The French tax rate is made up of the corporate income tax rate (31%) plus additional contributions effective in 2020, which bring the overall income tax rate to 32.02% (vs. 32.02% in 2019).

Deferred taxes on the US and French subsidiaries take into account changes in future tax rates. The tax loss carryforwards of each entity are reviewed and analyzed at each closing date. Their activation is decided or not in the accounts on the basis of the following assumptions:

- High probability of profits within 3 years,
- Carry-forward period of these deficits largely beyond 3 years (20 years or unlimited).

Consequently, no deferred tax assets are capitalized on subsidiaries under reorganization or development :

1) 1 Arco :

- deferred tax not activated on tax losses: 437 K€,

2) Robertet Andina :

- deferred tax not activated on tax losses: 826 K€,

3) Robertet South Africa Aromatics :

- deferred tax not activated on tax losses: 194 K€.

NOTE 16 - COMMITMENTS in thousands of euros

16-1 Commitments given and received

The procedures put in place by the Group make it possible to identify all of the Group's main commitments and to ensure that no significant commitments are omitted.

Commitments made	**31-Dec-20**	31-Dec-19
Guarantees towards the treasury	113	8
Mortgage promises	228	
Other commitments	1 726	1 305
TOTAL	**2 067**	**1 314**

Commitments received	**31-dec-20**	31-dec-19
Interest receivable on term accounts	279	364
TOTAL	**279**	**364**

16-2 Disputes

Each known dispute in which Robertet or Group companies are involved has been examined at the date of closing of the accounts and, following the advice of legal counsel, the provisions deemed necessary have, where appropriate, been set aside to cover the estimated risks.

NOTE 17 - MARKETABLE SECURITIES in thousands of euros

Marketable securities consist of certificates of deposit and other short-term investment income.

	31-Dec-19	Variation	Exchange differential	31-Dec-20
Marketable securities	9 825	6 943	-1 836	14 931
TOTAL	**9 825**	**6 943**	**-1 836**	**14 931**

INVENTORY OF MARKETABLE in thousands of euros

	31-Dec-20	31-Dec-19
Robertet USA :	**13 507**	**6 159**
Certificates of Deposit	13 507	6 159
Other term investments:	**1 425**	**3 665**
Robertet Argentina	104	
Robertet Spain	1	161
Robertet Mexico	350	504
Arco	500	500
Robertet Brazil	470	2 501
GENERAL TOTAL	**14 932**	**9 824**

NOTE 18 - GROUP'S WORKFORCE

	31-Dec-20	31-Dec-19
Executives and management	613	561
Employees	856	826
Production	531	553
TOTAL	**2 000**	**1 940**

NOTE 19 - COMPOSITION OF SHARE CAPITAL

As of December 31, 2020, the share capital was composed of 2,172,547 fully paid-up shares with a par value of 2.5 euros and 137,848 investment certificates. Registered shares held for more than five years carry double voting rights (number of shares at December 31, 2020: 1,080,303).

As of December 31, 2020, the Family Group held 46.99% of the single voting rights representing 67.56% of the total voting rights.

A proposal will be made at the next Annual General Meeting to distribute a dividend of 5.60 euros per share .

NOTE 20 – CALCULATION OF EARNINGS PER SHARE

The calculation of basic and diluted earnings per share for the years ended December 31, 2020 and 2019 is as follows :

Basic result	**31-Dec-20**	31-Dec-19
Net income attributable to the Company's shareholders (in thousands of euros)	50 578	53 045
Weighted average number of ordinary shares and investment certificates in circulation (in thousands)	2 312	2 310
Basic earnings per share (in euros)	**21,87**	**22,96**

Diluted earnings per share	**31-Dec-20**	31-Dec-19
Net income attributable to the Company's shareholders (in thousands of euros)	50 578	53 045
Weighted average number of ordinary shares and investment certificates in circulation (in thousands)	2 312	2 310
Weighted average number of shares taken into account in the calculation of diluted earnings (in thousands)	2 312	2 310
Diluted earnings per share (in euros)	**21,87**	**22,96**

NOTE 21 – POST-BALANCE SHEET EVENTS

No significant event of a nature to modify the financial information presented has occurred between the closing date of the financial statements at December 31, 2020 and the date of the Board of Directors' meeting that approved these financial statements on April 27, 2021.

NOTE 22 –RELATED PARTIES

Transactions with affiliated companies are solely purchases or sales of raw materials from the parent company to these companies. Sales by the parent company to these affiliated companies amounted to 20 K€ in fiscal year 2020, purchases to 4 218 K€.

Transactions eliminated in consolidation are not described here.

The other related parties concerned are the members of the Board of Directors. Details of the remuneration and benefits paid to corporate officers are given in the following paragraph:

NOTE 23 – EXECUTIVE REMUNERATION in euros

The total compensation and related benefits paid to the members of the Board of Directors and the Group Management Committee in fiscal year 2020 and 2019 are as follows :

	2019	2020
Remuneration of the Executive Committee	3 282 060 €	**3 333 480 €**

Remuneration includes the fixed and variable part excluding employer social security contributions.

Table of compensation, options and shares paid to each executive director and to the deputy general manager :

Compensation and benefits paid to Mr. Philippe MAUBERT for fiscal year 2020 or granted for the same fiscal year

Elements of compensation due or awardedto Mr. Philippe MAUBERT	2019	2020
Fixed remuneration	350 000 €	**350 000 €**
The fixed remuneration of Mr. Philippe MAUBERT was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the pre-established factors.		
Remuneration of a Group company	98 200 €	**96 500 €**
Compensation for directorships in Group companies.		
Variable annual remuneration	*324 000/432 000 €	**416 000 €**
The Board of Directors, on the recommendation of the Compensation Committee, has determined the percentage of achievement of the performance criteria : -2,8% : change in consolidated net profit -0,6% : change in net margin -0,4% : change in consolidated sales This means that for 2020, variable compensation will be -3.7% lower than in 2019, before deductions. * Given the economic situation linked to the coronavirus, the 2019 variable compensation had been voluntarily reduced by 25% on the proposal of the executives.		
Long term remuneration	387 000 €	**365 200 €**
Valuation of the 400 performance shares granted to Mr. Philippe MAUBERT (see below).		
Remuneration Board of Directors	12 500 €	**10 000 €**
Mr Philippe MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind (vehicle)	14 650 €	**16 020 €**
TOTAL COMPENSATION AND BENEFITS	1 186 350 €	**1 253 720€**
Long-term remuneration (performance shares)	450 shares	**400 shares**
The Board of Directors, on the recommendation of the Compensation Committee, awarded 400 performance shares to Mr. Philippe MAUBERT on the basis of a share price of €913 (average of the 20 prices following publication of the results). No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition indemnity) were paid or granted to Mr. Philippe MAUBERT during fiscal year 2020, by the controlled companies or the controlling company.		

Compensation and benefits paid to Mr. Lionel PICOLET for fiscal year 2020 or awarded for the same year

Elements of compensation due or awarded to Mr. Lionel PICOLET	2019	2020
Fixed remuneration	231 000 €	**231 000 €**
Mr. Lionel PICOLET's fixed compensation was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the pre-established factors.		
Remuneration of a Group company	26 800 €	**26 300 €**
Compensation for directorships in Group companies.		
Annual variable remuneration	*201 800/269 000 €	**259 000 €**
The Board of Directors, on the recommendation of the Compensation Committee, has determined the percentage of achievement of the performance criteria : -2,8% : change in consolidated net profit -0,6% : evolution of net margin -0,4% : change in consolidated sales That is, for 2020, a variable compensation of - 3.7% compared to the 2019 variable compensation before deduction. * Given the economic situation linked to the coronavirus, the 2019 variable compensation had been voluntarily reduced by 25% on the proposal of the executives.		
Long term remuneration	241 000 €	**228 250 €**
Valuation of the 250 performance shares granted to Mr. Lionel PICOLET (see below).		
Remuneration Board of Directors	12 500 €	**10 000 €**
M. Lionel PICOLET receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind (vehicle)	6 000 €	**6 000 €**
TOTAL COMPENSATION AND BENEFITS	719 100 €	**760 550 €**
Long-term compensation (performance shares)	280 shares	**250 shares**

The Board of Directors, on the recommendation of the Compensation Committee, awarded 250 performance shares to Mr.Lionel PICOLET on the basis of a share price of €913 (average of the 20 prices following publication of the results).

No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition pay) were paid or awarded to Mr Lionel PICOLET during fiscal year 2020 by the controlled companies or the controlling company.

Compensation and benefits paid to Mr. Christophe MAUBERT for fiscal year 2020 or awarded for the same fiscal year

Elements of the remuneration due or awarded to Mr. Christophe MAUBERT	2019	2020
Fixed remuneration	318 000 €	**231 000 €**
The fixed compensation of Mr. Christophe MAUBERT was determined by the Board of Directors, at the recommendation of the Compensation Committee, taking into account the pre-established factors. The decrease compared to 2019 is explained by the relocation of Mr. Christophe MAUBERT to France in 2020.		
Remuneration of a Group company	30 000 €	**30 700 €**
Compensation for directorships in Group companies.		
Variable annual remuneration	*126 000/168 000 €	**167 500 €**

The Board of Directors, on the recommendation of the Compensation Committee, determined the percentage of achievement of the performance criteria : -2.3% : change in consolidated net profit -0.9% : change in consolidated sales for the Perfume Division 0.0%: change in consolidated profit for the Perfume Division +0.4% : growth in sales for Robertet Fragrances +2.5% : change in Robertet Fragrances profit (return to breakeven) That is, for 2020 a variable compensation of -0.3% compared to the 2019 variable compensation before deduction. * In view of the economic situation linked to the coronavirus, the 2019 variable remuneration had been voluntarily reduced by 25% on the proposal of the management.		
Long term remuneration	215 000 €	**205 425 €**
Valuation of the 225 performance shares granted to Mr. Christophe MAUBERT (see below).		
Remuneration Board of Directors	10 000 €	**10 000 €**
Mr. Christophe MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind	5 500 €	**0 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	704 500 €	**644 625 €**
Long-term compensation (performance shares)	250 shares	**225 shares**
The Board of Directors, on the recommendation of the Compensation Committee, awarded 225 performance shares to Mr. Christophe MAUBERT on the basis of a share price of €913 (average of the 20 prices following the publication of the results). No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition indemnity) were paid or granted to Mr. Christophe MAUBERT during fiscal year 2020, by the controlled companies or the controlling company		

Compensation and benefits paid to Mr. Olivier MAUBERT for fiscal year 2020 or awarded for the same year

Elements of compensation due or awarded to Mr. Olivier MAUBERT	2019	**2020**
Fixed remuneration	175 000 €	**175 000 €**
Olivier MAUBERT's fixed compensation was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the pre-established factors.		
Remuneration of a Group company	11 150 €	**11 000 €**
Compensation for directorships in Group companies.		
Variable annual remuneration	*130 500/174 000 €	**175 200 €**
The Board of Directors, on the recommendation of the Compensation Committee, has determined the percentage of achievement of the performance criteria : -2,3% : change in consolidated net profit -0,3% : change in consolidated sales Flavors Division 0% : change in consolidated profit for the Flavors Division +3,3% : Change in Health & Beauty Division sales on a constant consolidation scope basis That is, for 2020, a variable compensation of +0.7% compared to the 2019 variable compensation before allowance. * Given the economic situation related to the coronavirus, the variable compensation for 2019 had been voluntarily reduced by 25% on the proposal of the executives.		
Long term compensation	215 000 €	**205 425 €**

Valuation of the 225 performance shares granted to Mr. Olivier MAUBERT (see below).		
Remuneration Board of Directors	12 500 €	**10 000 €**
Mr. Olivier MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind	9 960 €	**9 960 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	554 110 €	**586 585 €**
Long-term remuneration (performance shares)	250 shares	**225 shares**

The Board of Directors, on the recommendation of the Compensation Committee, awarded 225 performance shares to Olivier MAUBERT on the basis of a share price of €913 (average of the 20 prices following the publication of the results).

No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition indemnity) were paid or granted to Olivier MAUBERT during fiscal year 2020, by the controlled companies or the controlling company.

Directors' fees :

	Board of Directors	Audit Committee	Remuneration Committee	2020
Mrs. Gilberte LOMBARD	10 000		10 000	20 000
Mr. Alain MOYNOT	10 000	15 000		25 000
Mrs. Catherine CANOVAS	10 000	7 500		17 500
Mrs. Isabelle MAUBERT	10 000			10 000
Mrs. Colette ROBERT	10 000		3 000	13 000
Mrs. Isabelle PARIZE	2 500			2 500
Mr. Philippe MAUBERT	10 000			10 000
Mr. Lionel PICOLET	10 000			10 000
Mr. Christophe MAUBERT	10 000			10 000
Mr. Olivier MAUBERT	10 000			10 000
TOTAL	**92 500**	**22 500**	**13 000**	**128 000**

NOTE 24 -RESEARCH AND DEVELOPMENT COSTS :

Research and development costs will represent approximately 8% of consolidated revenues in 2020, as in 2019.

NOTE 25 - LISTS OF CONSOLIDATED SUBSIDIARIES : in thousands of euros

Entities	Country	% of holding	% of control	Consolidation method
Robertet GMBH	Germany	100%	100%	GLOBAL INTEGRATION
Robertet Argentina	Argentina	100%	100%	
Robertet Do Brasil	Brazil	100%	100%	
Robertet Espana	Spain	100%	100%	
Robertet USA	United States	100%	100%	
Robertet Italia	Italy	100%	100%	
Robertet Hiyoki	Japan	100%	100%	
Robertet de Mexico	Mexico	100%	100%	
Robertet UK	United Kingdom	100%	100%	
Robertet et Cie SA	Suisse	100%	100%	
Robertet Turkey	Turkey	100%	100%	
Robertet South Africa Aromatics	South Africa	100%	100%	
Arco	France	100%	100%	
Charabot China	China	100%	100%	
Robertet Korea	Korea	100%	100%	
Robertet China	China	100%	100%	
Robertet India	India	100%	100%	
Plantes Aromatiques du Diois	France	100%	100%	
Robertet Bulgaria	Bulgaria	100%	100%	
Robertet Andina	Colombia	100%	100%	
Robertet Asia	Singapore	100%	100%	
Robertet Goldfield	India	100%	100%	
Robertet Indonesia	Indonesia	100%	100%	
Robertet Africa	France	78%	78%	
Sirius	France	60%	100%	
Hitex SAS	France	50%	50%	EQUIVALENCE
Bionov	France	100%	50%	

CORPORATE ACCOUNTS

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET
GROUPE

INCOME STATEMENT in thousands of euros

	NOTE	31-Dec-20	31-Dec-19
SALES REVENUE	**2.13**	**258 043**	**246 099**
Stocked production		-6 403	18 608
Other operating revenue		3 798	5 603
TOTAL OPERATING REVENUES		**255 438**	**270 310**
Purchases		-96 256	-150 581
Change in Inventories		-12 737	3 486
External expenses		-43 117	-34 536
ADDED VALUE		**103 328**	**88 679**
Personnel expenses		-52 628	-45 389
Taxes and duties		-6 990	-5 043
GROSS OPERATING SURPLUS		**43 710**	**38 247**
Depreciation and amortization expense		-9 638	-7 184
Charges to provisions and reversals		-3 964	-1 525
OPERATING INCOME		**30 108**	**29 537**
Financial income and expenses	2.14	4 029	8 635
CURRENT INCOME BEFORE TAX		**34 136**	**38 172**
Exceptional income and expenses	2.15	1 320	-1 003
Income tax on profits	2.17	-7 307	-8 292
NET INCOME BEFORE PROFIT-SHARING		**28 149**	**28 877**
PROFIT SHARING		-2 722	-2 095
NET PROFIT		**25 427**	**26 783**

(1) As already described in the 2018 and 2019 financial statements, the simplified merger of Charabot SA was completed as of 07/31/2020, with retroactive effect to 01/01/2020.

BALANCE SHEET in thousands of euros

ASSETS	NOTE	31-Dec-20	31-Dec-19
Intangible assets	2.1	35	114
Tangible fixed assets	2.1 et 2.2	72 599	54 279
Financial assets	2.3	85 795	132 632
TOTAL FIXED ASSETS		**158 429**	**187 025**
Stocks and inventories	2.4	86 942	106 994
Trade receivables and related accounts	2.5	70 485	59 604
Miscellaneous receivables	2.5	11 823	11 470
Availabilities	2.6	61 192	5 862
Accruals and deferred income	2.6	6 413	3 239
TOTAL CURRENT ASSETS		**236 855**	**187 170**
TOTAL ASSETS		**395 284**	**374 195**

LIABILITIES		31-Dec-20	31-Dec-19
Capital	2.19	5 776	5 770
Reserves		211 885	147 147
Investment subsidies		4	
Result for the year		25 427	26 783
Regulated provisions	2.8	34 116	33 295
TOTAL EQUITY	2.7	**277 208**	**212 996**
PROVISIONS FOR RISKS AND CHARGES	2.8	**14 524**	**10 009**
FINANCIAL DEBTS	2.9	**61 264**	**86 029**
OPERATING LIABILITIES	2.10	**42 287**	**65 161**
TOTAL LIABILITES		**395 284**	**374 195**

TABLE OF CASH FLOW in thousands of euros

	NOTE	31-Dec-20	31-Dec-19
Net earnings		**25 427**	**26 783**
Depreciation of property, plant and equipment	2.2	9 638	7 184
Net allocations to provisions		3 360	3 793
Gain/loss on asset disposals		-19	-52
Cash flow from operations		**38 406**	**37 708**
Change in inventories	2.4	20 052	-23 546
Change in trade and other receivables	2.5	7 815	6 660
Change in trade and other payables	2.10	-9 650	21 967
Change in working capital requirements for the year		**18 218**	**5 081**
Cash flow from operations		**56 623**	**42 789**
Changes in scope of consolidation (1)		-6 294	
Industrial investments	2.1	-6 121	-7 319
Other movements in financial assets		3 403	-6 268
Entrance treasury merger Charabot		43 991	
Disposals and realizations of assets		51	58
Cash flow from investing activities		**35 030**	**-13 530**
Exercise of share subscription	2,19		
Dividends paid		-11 552	-12 922
Borrowings subscriptions	2.9	5 026	
Repayment of borrowings	2.9	-13 743	-20 164
Net change in other financial liabilities		-4 195	597
Cash flow from financing activities		**-24 465**	**-32 490**

Overall change in cash and cash equivalents		**67 187**	**-3 230**
Cash, securities and bank overdrafts on 1 January		-6 917	-3 687
Cash, securities and bank overdrafts on 31 December		60 270	-6 917
		67 187	**-3 230**

CASH POSITION		**31-Dec-20**	31-Dec-19
Availabilities	2.6	61 192	5 862
Bank overdrafts	2.9	-922	-12 780
NET		**60 270**	**-6 917**

(1) Purchase of Robertet Goldfield's (India) shares for K€ 2 689 and of Bionov's earn out for K€ 3 605.

NOTE TO THE STATEMENTS

SIGNIFICANT EVENTS OF THE YEAR

As already announced in the financial statements as of December 31, 2018 and 2019, the simplified merger of Charabot SA into Robertet SA was completed this year, as of July 31, 2020, with retroactive effect to January 1, 2020.

Robertet SA has maintained its activity, both in terms of production and sales, in the complex context of the Covid-19 pandemic. The implementation of teleworking has been strongly encouraged and generalized for employees who can perform their duties remotely.

In addition, in December 2020, Robertet SA acquired 40% of Robertet Goldfied (India) for 2,689,000 € in order to increase its stake in this entity to 100%.

3,500,000 € was also paid in September 2020 for the earn-out relating to the acquisition of Bionov, in accordance with the share sale agreement. The balance will be paid in 2022.

No significant event of a nature to modify the financial information presented has occurred between the closing date of the financial statements at December 31, 2020 and the date of the Board of Directors' meeting that approved these financial statements on April 27, 2021.

NOTE 1 – ACCOUNTING PROCEEDINGS AND VALUATION METHODS

A. Proceedings

The financial statements for the year ended December 31, 2020 have been prepared in accordance with the legal and regulatory provisions currently in force in France (French Commercial Code, Accounting Decree of November 29, 1983 and Regulation 2015-06 of the ANC (French Accounting Standards Authority) relating to the 2014 general chart of accounts).

B. Property, plant and equipment

Property, plant and equipment are recorded in the balance sheet at acquisition cost. Depreciation is calculated using the straight-line method over the following useful lives :

• Buildings	20 years or 40 years
• Light buildings	8 years
• Transport equipment	4 and 5 years
• Fixtures and fittings	5, 8 and 20 years
• Technical installations	5 years or 10 years
• Office equipment	5 years

The company records the difference between the tax depreciation and the economic depreciation as special depreciation.

When circumstances or events indicate that a fixed asset may have lost value, the company examines the current value of this asset. The current value is the higher of the market value and the value in use. The value in use is estimated by discounting the future cash flows expected from the asset under the conditions of use foreseen by the company. The market value corresponds to the sale price, net of costs, which the company could obtain in an arm's length transaction. Exceptional depreciation is recorded when the current value of a fixed asset falls permanently below its net book value.

Regulations CRC 2004-06 of November 23, 2004 on the definition, recognition and measurement of assets and CRC 2002-10 of December 12, 2002 on the amortization and depreciation of assets are applied.

C. Financial assets

Equity investments are recorded in the balance sheet at acquisition cost. A provision for impairment is recorded when their value in use becomes permanently lower than their book value. The recoverable amount is determined on the basis of various criteria, including the share of equity or, as the case may be, the market value and the profitability prospects.

Other financial assets are also valued at historical cost. A provision for depreciation is recorded if the inventory value (market value or net worth) is lower.

D. Inventories and work-in-progress

Inventories are valued at the lower of cost and market value. The cost of inventories is the weighted average cost, the acquisition cost including all incidental purchase costs.

Work in progress and finished goods are valued at actual manufacturing cost, including direct and indirect production costs.

A provision for impairment is recorded when the probable realizable value of the inventory is less than its carrying amount

E. Trade receivables and related accounts

Trade accounts receivable are valued at their nominal value.

Provisions for impairment are made for commercial, political or monetary risks in certain countries.

F. Marketable securities

Marketable securities are valued at cost; a provision for depreciation is recorded if the market value is lower.

G. Financial instruments

Foreign exchange instruments :

IIn order to manage its exposure to currency risks, the company uses financial instruments listed on organized markets or entered into over-the-counter transactions with first-rate counterparties.

The company's policy is not to trade in the financial markets for speculative purposes but to use contracts to hedge firm commitments or future transactions that are highly probable.

Income and expenses resulting from the use of derivative financial instruments are recorded in financial income or operating income depending on the nature of the transactions when the transaction is settled

A provision is recorded, where applicable, at the balance sheet date corresponding to the unrealized loss in the market value of the financial instrument at that date.

Interest rate instruments :

The company's exposure to interest rate risk arises mainly from its credit lines and variable rate loans. Gains and losses on interest rate swaps used to hedge financial liabilities are recorded net in financial income.

H. Exceptional result

Exceptional income and expenses include significant items which, because of their nature, their unusual character and their non-recurrence, cannot be considered as inherent to the operating activity of the company, such as capital gains or losses on disposals, restructuring costs or exceptional depreciation.

I. Use of estimates

The preparation of the parent company financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities in the balance sheet, contingent assets and liabilities disclosed in the notes to the financial statements, and income and expenses in the income statement. Actual results may differ from these estimates and assumptions.

The main items affected by the use of estimates and assumptions are :

- employee benefits (note 2.8)
- provisions (note 2.8).

These estimates and assumptions are regularly reviewed and analysed, taking into account historical data as well as the most likely forecasts.
Impairment tests are also carried out on investments.

J. Provisions for liabilities and charges

Provisions are recognized for clearly defined liabilities and charges, the timing or amount of which cannot be precisely determined, when there is an obligation to third parties and it is certain or probable that this obligation will result in an outflow of resources without at least equivalent consideration.

K. Pension Commitments

The company applies CNC recommendation No. 2003-R01 of April 1, 2003 on the rules for recognizing and measuring retirement commitments
Provisions are made in the balance sheet for liabilities arising from defined benefit pension plans. They are determined using the projected unit credit method on the basis of actuarial valuations carried out at each balance sheet date.
Actuarial gains and losses are recognized immediately in the income statement.

L. Revenues

Revenues are recorded at the time of transfer of ownership of the products. Sales are recorded net of discounts and rebates granted to customers.

M. Research and development expenses

Research and development costs are expensed in the year in which they are incurred.

N. Foreign currency transactions

Income and expenses in foreign currencies are recorded at the average monthly rate. Payables, receivables and cash in foreign currencies are recorded at the year-end exchange rate. Foreign exchange gains and losses are recognized in operating income or financial income or expense depending on the nature of the transactions.

NOTE 2 – ADDITIONAL INFORMATION

2.1 MOVEMENTS ON FIXED ASSETS in thousands of euros

	31-Dec-19	Merger	Other movements	Acquisitions	Disposals	31-Dec-20
INTANGIBLE ASSETS						
SOFTWARE	1 558	2 582		80		4 220
TOTAL	**1 558**	**2 582**		**80**		**4 220**
PROPERTY, PLANT AND EQUIPMENT						
LAND	2 168	8 248				10 417
BUIDINGS	65 897	24 325	3 287	1 254		94 764
TECHNICAL FACILITIES	66 554	24 398	190	1 568	40	92 669
OTHER FIXED ASSETS	12 127	2 852		638	237	15 379
OTHER FIXED ASSETS	2 547		-3 477	2 607		1 676
ASSETS IN PROGRESS		174			24	150
TOTAL	**149 293**	**59 997**		**6 067**	**302**	**215 055**

2.2 MOVEMENTS ON DEPRECIATION in thousands of euros

	31-Dec-19	Mergers	Other movements	Allocations	Decreases	31-Dec-20
SOFTWARE	1 445	2 504		227		4 176
LAND		3 227		238		3 465
BUILDINGS	29 035	15 105		3 380		47 520
TECHNICAL FACILITIES	55 735	17 584		4 885	36	78 169
OTHER FIXED ASSETS	10 244	2 359		908	209	13 302
TOTAL	**96 459**	**40 780**		**9 638**	**246**	**146 631**

The main acquisitions during the year were the fitting out of the Aromas shipments for 1.9 million euros and the renovation of the administrative building for 1 million euros.
A significant project is still in progress as of December 31, 2020 concerning the construction of the distillery.

2.3 FINANCIAL ASSETS in thousands of euros

GROSS VALUE	31-Dec-19	Other movements	Acquisitions	Disposals	31-Dec-20
Equity investments	119 051	-50 934	7 226	70	75 274
Receivables related to investments	18 489		2 455	2 692	18 252
Other financial assets	169	59	2	35	196
TOTAL	**137 710**	**-50 875**	**9 683**	**2 797**	**93 722**

PROVISIONS	31-Dec-19	Other movements	Dotations	Reversals	31-Dec-20
Equity investments	4 929		2 957	109	7 778
Receivables related to investments	150				150
TOTAL	**5 079**		**2 957**	**109**	**7 928**

NET VALUE	**132 632**				**85 796**

The main movements concern the Charabot / Robertet merger and the earn-outs paid for the Robertet Goldfield (India) and Bionov entities. These events are described in the significant events of the financial year.

2.4 STOCKS in thousands of euros

Description	Valuation method	31-Dec-19	31-Dec-20
Raw Materials	Weighted average cost or daily rate if lower	51 373	38 636
Provision / Raw materials		-483	-1 715
Work in progress and finished goods	Cost of production	59 287	52 885
Allowance/ Finished goods		-3 183	-2 863
TOTAL		**106 994**	**86 942**

2.5 CREDITS in thousands of euros

All trade and other receivables are due within one year.

Details of miscellaneous other receivables	31-Dec-19	31-Dec-20
Accounts receivable	9 960	9 269
Social security receivables	83	142
Tax receivables	749	1 301
Accrued income	527	652
Miscellaneous receivables	151	459
TOTAL	**11 470**	**11 823**

2.6 ACCRUALS AND DEFERRED INCOME AND AVAILABILITIES *in thousands of euros*

	31-Dec-19	31-Dec-20
PREPAID EXPENSES	**2 823**	**4 943**
Purchases	1 882	4 208
General expenses	941	735

EXCHANGE DIFFERENTIAL ASSETS	**416**	**1 470**
Loans	91	278
Customers	109	878
Suppliers		74
Accrued income	216	241

TOTAL ACCRUED INCOME AND PREPAID EXPENSES	**3 239**	**6 413**

EXCHANGE RATE DIFFERENTIAL LIABILITIES	**430**	**69**
Suppliers	305	
Loans	125	69
TOTAL ACCRUAL AND DEFERRED INCOME	**430**	**69**

Bank balances	5 836	61 151
Cash accounts	27	41
TOTAL AVAILABILITY	**5 862**	**61 192**

2.7 CHANGE IN SHAREHOLDERS' EQUITY in thousands of euros

	SECURITIES						
	Shares	Investment certificates	Capital	Share premium	Réserves	Regulated provisions	Shareholder's equity
Situation as of 31 December 2018	**2 161 529**	**143 582**	**5 763**	**12 430**	**147 644**	**32 242**	**198 079**
Dividends paid					-12 922		-12 922
Allocation of free shares	2 950		7		-7		
Change in regulated provisions						1 054	1 054
Repartition of CI / CDV	5 768	-5 768					
Net income for the year					26 783		26 783
Situation as of 31 December 2019	**2 170 247**	**137 814**	**5 770**	**12 431**	**161 498**	**33 296**	**212 995**
Dividends paid					-11 552		-11 552
Allocation of free shares	2 300		6		-6		
Change in regulated provisions						-1 295	-1 295
Merger				49 513		2 115	61 628
Investment grants					4		4
Net income for the year					25 427		25 427
Other		34					
Situation as of 31 December 2020	**2 172 547**	**137 848**	**5 776**	**61 944**	**175 371**	**34 116**	**277 208**

2.8 STATEMENT OF PROVISIONS in thousands of euros

	provisions as of 31-Dec-19	Merbers	allocations (2)	Use (2)	provisions as of 31-Dec-20
REGULATED PROVISIONS	**33 295**	**2 115**	**1 629**	**2 923**	**34 116**
Provision for price increases (1)	29 296	2 115	1 629	2 434	30 606
Exceptional amortizations (depreciations)	3 999			490	3 510
PROVISIONS FOR LIABILITIES AND CHARGES	**10 009**	**2 710**	**2 506**	**700**	**14 524**
Provision for litigation		250			250
Provision for pensions (3)	9 135	2 041	1 010		12 186
Provision for long-service awards	260	51	3		314
Provision for exchange differential assets	416	81	1 470	497	1 470
Provision for miscellaneous risks	198	287	22	203	304
PROVISION ON CURRENT ASSETS	**6 247**	**605**	**8 743**	**5 619**	**9 975**
Clients	2 581	605	2 803	592	5 397
Stocks	3 666		5 940	5 028	4 579

(1) of which current portion: 4,701 K€.

(2) The impact of charges, uses and reversals amounts to 3,643 thousand euro and breaks down as follows :

	Allocations	Reversals	Net
Operating result	9 778	5 814	**3 964**
Financial result	1 470	497	**973**
Exceptional result	1 629	2 923	**-1 295**
TOTAL	**12 877**	**9 235**	**3 643**

Commitment at opening	**11 176**
Cost of services rendered	535
Financial cost	70
Actuarial gains and losses	405
Commitment at closing	**12 186**

(3) For pension provisions: Post-employment benefits (retirement indemnity) are recognized as a provision for liabilities and charges.

Commitments are determined using the "projected unit credit method". They take into account actuarial assumptions, in particular discount rates, salary increase rates, staff turnover rates and mortality rates.

The main assumptions used are as follows :

	2020	2019
Salary growth rate	2%	2%
Discount rates*	0,34%	0,77%

*The discount rate used is determined by reference to the iBoxx Corporate AA10+ yield on investment grade corporate bonds (companies rated "AA").

STAFF TURNOVER RATE	**2020**	2019
From 16 years to 30 years old	7,1%	8,3%
From 31 years to 41 years old	3,3%	3,5%
From 42 years to 49 years old	1,7%	1,5%
From 50 years to 65 years old	0,4%	0,2%

Life expectancy has been estimated using the INSEE table.

The cost of these commitments breaks down as follows :

	2020	2019
Annual service cost	535	439
Interest cost on obligations	70	120
Actuarial gains and losses	405	768
Cost of the period	**1 010**	**1 327**

The change in pension and other post-retirement benefit obligations can be broken down as follows :

	2020	2019
Commitment at opening	9 135	7 808
Charabot merger	2 041	
Cost of the period	1 010	1 327
Commitment at closing	**12 186**	**9 135**

2.9 FINANCIAL DEBT in thousands of euros

Analysis by category of debt	31-Dec-20	31-Dec-19
Long- and medium-term borrowings	58 812	67 524
Current bank loans	922	12 780
Other financial debts	1 531	5 726
TOTAL	**61 264**	**86 029**

Analysis by repayment schedule	31-Dec-20	31-Dec-19
Less than one year	21 325	37 290
More than one year and less than five years	37 604	45 249
More than five years	2 336	3 490
TOTAL	**61 264**	**86 029**

Analysis of movements / borrowings	31-Dec-20	31-Dec-19
Borrowings during the year	5 026	
Repayment of loans during the year	-13 743	-20 164
NET CHANGE	**-8 718**	**-20 164**

Analysis of financial debts by currency	31-Dec-20	31-Dec-19
Financial debts denominated in Euros	61 264	84 869
Financial debts denominated in USD		1 160
TOTAL	**61 264**	**86 029**

2.10 OPERATING LIABILITIES in thousands of euros

All due in less than one year, they break down as follows :

	31-Dec-20	31-Dec-19
Suppliers and related accounts	20 351	46 085
Personnel and related accounts	9 330	8 267
Social organizations	4 843	4 187
State, taxes and duties	1 605	1 768
Commissions payable	5 412	3 876
Other accrued expenses	676	549
Exchange differential	69	430
TOTAL	**42 287**	**65 161**

2.11 COMMITMENTS in thousands of euros

Commitments given	**31-Dec-20**	31-Dec-19
Agreements with affiliated companies	16 641	5 393
Guarantees to the treasury	113	9
Mortgage promises	228	
TOTAL	**16 982**	**5 402**

Commitments to related companies mainly concern the commitment to purchase the remaining shares of Sirius and Bionov.

2.12 SECURITY INTERESTS IN DATA

Naught.

2.13 BREAKDOWN OF REVENUE BY GEOGRAPHIC AREA AND BUSINESS SECTOR in thousands of euros

By geographical area	31-Dec-20	31-Dec-19
Europe	158 521	183 971
North America	21 955	17 857
South America	7 348	9 502
Asia	52 791	23 423
Other countries	17 428	11 346
TOTAL	**258 043**	**246 099**

By sector of activity	31-Dec-20	31-Dec-19
Raw Materials	89 840	78 354
Compositions for Fragrances	95 559	100 030
Food Flavors	72 644	67 715
TOTAL	**258 043**	**246 099**

2.14 FINANCIAL RESULT in thousands of euros

	31-Dec-20	31-Dec-19
Dividends	8 296	11 184
Interest on financial debts	-69	-460
Discounts granted and received	-88	-79
Bank charges, other financial income and expenses	-286	-327
(Allocation)/Reversal of financial provision	-3 822	-1 684
TOTAL	**4 029**	**8 635**

2.15 EXCEPTIONAL RESULT in thousands of euros

	31-Dec-20	31-Dec-19
(Charges to) and reversals of regulated provisions	1 295	-1 054
Net income from the disposal of fixed assets	19	52
Share of investment grants	6	
TOTAL	**1 320**	**-1 002**

2.16 LATENT TAX SITUATION in thousands of euros

	31-Dec-20	31-Dec-19
Deferred tax payable on regulated provisions	8 025	8 974
Prepaid tax on profit-sharing and pension provisions	3 003	3 062
Prepaid tax on social solidarity contribution	-45	116

2.17 BREAKDOWN OF TAX in thousands of euros

	Résultat avant impôt	**Impôt dû**	**Résultat net**
Current	34 136	9 084	25 052
Exceptional	1 320	421	899
Profit-sharing	-2 722	-1 075	-1 647
Tax credits		-1 123	1 123
TOTAL	**32 734**	**7 307**	**25 427**

The tax credits break down as follows in 2020 :

- Research Tax Credit : 939 K€
- Patronage Tax Credit : 78 K€
- Foreigners' Tax Credit : 106 K€

TOTAL : 1 123 K€

2.18 AVERAGE WORKFORCE in thousands of euros

	31-Dec-20	31-Dec-19
Executives and management	171	179
Supervisors	291	214
Employees	157	140
Workers	214	185
TOTAL	**833**	**718**

The remaining available hours under the new Personal Training Account system implemented as of January 1, 2015 are fully deferrable.

Temporary staff headcount is 44 as of December 31, 2020 vs. 66 at December 31, 2019.

2.19 COMPOSITION OF SHARE CAPITAL

The capital is composed of 2,172,547 shares and 137,848 investment certificates with a par value of €2.5.

Double voting rights are granted to registered shares held for more than five years.

2.20 ACCRUED LIABILITIES in thousands of euros

	31-Dec-20	31-Dec-19
Accounts payable and related accounts	2 755	2 429
Tax and social security liabilities	9 477	7 087
TOTAL	**12 232**	**9 516**

2.21 INCOME TO BE RECEIVED in thousands of euros

	31-Dec-20	31-Dec-19
Royalties	116	128
Dividends receivable	46	70
Interest receivable	305	324
Miscellaneous	186	6
TOTAL	**652**	**527**

2.22 INFORMATION CONCERNING AFFILIATED COMPANIES in thousands of euros

	Amount concerning companies	
	Affiliated	**with which the Company has an equity interest**
BALANCE SHEET		
Equity investments	65 026	2 703
Receivables related to investments	18 252	
Trade receivables and related accounts	15 050	
Borrowings and other financial liabilities		
Advances to suppliers	7 344	
Trade payables	221	
Accrued income	601	
Other liabilities	843	
INCOME STATEMENT		
Revenue	53 463	
Other income	429	
Purchase of raw materials	14 796	
Income from investments	8 296	
Financial expenses		
Financial income	151	

2.23 DERIVATIVE FINANCIAL INSTRUMENTS in thousands of euros

The overall situation of the foreign exchange portfolio is as follows :

	31-Dec-20		31-Dec-19	
	Nominal	Fair value	Nominal	Fair value
Forward exchange USD			3 327	3 379

2.24 EXECUTIVE REMUNERATION

The compensation allocated to the executive board for fiscal year 2020 amounts to €3,333,480 vs. €3,282,060 in 2019.
Details of this compensation are provided in note 22 to the consolidated financial statements.

2.25 SUBSIDIARIES AND EQUITY INTERESTS in thousands of euros

	Inventory value of securities									
	Gross	Provision	Net	Loans and avances consentis	Cautions et avals donnés	Capital (1)	Réserves et report à nouveau (1)	% détenu	Dividendes reçus (2)	Résultat du dernier exercice (2)
Robertet GMBH	542	153	389			26	349	100,00		14
Robertet Argentina	177		177			1 545	-443	100,00		467
Robertet do Brasil	5 757		5 757	1 500		5 986	6 356	100,00		2 118
Robertet Espana	162		162			60	3 575	100,00	800	1 191
Robertet USA	20 617		20 617			2 816	115 449	100,00	5 357	17 076
Robertet Italia	70	70				26	60	100,00		-89
Robertet Japon	199		199		474	592	10 459	100,00		1 011
Robertet de Mexico	139		139			195	5 826	100,00	1 133	1 055
Robertet UK	1 012		1 012			138	8 177	100,00	856	1 737
Robertet and Cie SA	38		38			64	716	100,00		
Robertet Turquie	1 777		1 777			804	804	100,00		56
Robertet South Africa Aromatics	460	460				290	-787	100,00		-21
Robertet India	12		12			127	1 172	100,00		263
IS Finances SAS	100		100	25						
Robertet Bejing	6 889		6 889	595		7 209	1 940	100,00		1 618
Robertet Health & Beauty	4 989		4 989			5 338	12 059	100,00		1 668
Robertet Corée	84		84			87	8	100,00		26
Charabot Chine	365		365			340	2 575	100,00		380
Sarl Serei No Nengone	151		151		1 726	3	171	44,00		
Plantes Aromatiques du Diois	7 201		7 201	1 800		98	5 033	100,00		693
Fragrant Garden SA	99		99	138				57,33		
RI Natural SL	3		3			6		50,00		
Hitex SAS	1 564		1 564			270	3 088	50,00	150	691
Robertet Bulgaria	900	639	262			900	-718	100,00		80
Robertet Asia	266		266	2 464		272	1 858	100,00		1 695
Robertet Andina	3 320	3 320				868	-275	100,00		-285
Finca Carrasquillas	1 500		1 500	1 500				50,00		
Bionov	3 944	2 703	1 241	4 965		160	71	100,00		1 010
Robertet Goldfield	10 143		10 143		1 227	91	1 502	100,00		743
Bureau Istanbul	3		3					100,00		
Robertet Africa	39		39	480		50	-1	78,00		176
Robertet Indonésie	206		206			211	129	100,00		-119
Sirius	1 500		1 500		8 014	220	482	60,00		84
Ziethel	1		1							
Alponics Valais	31		31							
Fleurs de Vie	751		751							
Sub-total	**75 010**	**7 345**	**67 665**	**13 467**	**11 441**					
Other	64		64							
Total	**75 074**	**7 345**	**67 729**	**13 467**	**11 441**					

(1) : currency amount converted at closing rate.
(2) : amount in foreign currency converted at average annual rate.

FINANCIAL RESULTS OVER THE LAST FIVE YEARS

NATURE OF INFORMATION	2016	2017	2018	2019	**2020**
FINANCIAL POSITION AT YEAR-END					
Share capital in millions of shares	5 743	5 716	5 763	5 770	**5 776**
Number of shares	2 153 579	2 158 929	2 161 563	2 170 247	**2 172 547**
Number of investment certificates	143 616	143 616	143 582	137 848	**137 848**
Nominal value of securities	2,50	2,50	2,50	2,50	**2,50**
OVERALL RESULT OF OPERATIONS in thousands of euros					
Sales excluding taxes	212 682	232 272	245 863	246 099	**258 043**
Profit before tax, depreciation and provisions	44 200	41 627	39 032	46 523	**48 864**
Income tax	4 108	6 080	4 579	8 292	**7 307**
Profit after tax, depreciation, amortization and provisions	29 084	20 384	23 419	26 783	**25 427**
Amount of distributed profits	10 588	11 973	12 922	11 551	**11 563**
RESULT OF OPERATIONS REDUCED TO ONE AMOUNT					
Profit after tax before depreciation and provisions	17,45	15,44	14,95	16,56	17,99
Profit after tax, depreciation, amortization and provisions	12,66	8,85	10,16	11,60	**11,01**
Dividend paid on each share	4,60	5,20	5,60	5,00	**5,60**
PERSONNEL					
Number of employees	650	669	707	718	**833**
Amount of the payroll in thousands of euros	27 189	28 375	29 641	32 012	**36 136**
Amount paid for employee benefits (S.S., social works, etc...) in thousands of euros	13 309	13 399	14 134	14 065	**17 466**

CORPORATE GOVERNANCE REPORT

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET
GROUPE

REPORT ON CORPORATE GOVERNANCE

In accordance with Article L.225-37 of the French Commercial Code, the Chairman of the Board of Directors has prepared this report to inform shareholders of the composition of the Board, the conditions in which its work is prepared and organized, and the internal control and risk management procedures in place within the company.

In terms of corporate governance, the company refers to the recommendations of the Corporate Governance Code for "ETIs" drawn up by MIDDLENEXT, available on the website **https://www.middlenext.com/**.

The Board of Directors has taken note of the elements set out in the "points of vigilance" section of the Code. The Board considers that all the points of the Code of Governance are respected.

The specific terms and conditions relating to the participation of shareholders in the General Meeting are defined in Articles 22 et seq. of Title VII "General Meetings" of ROBERTET's articles of association, available on the company's website **https://www.robertet.com/**.

I - METHOD OF EXERCISING GENERAL MANAGEMENT AND POSSIBLE LIMITATION OF ITS POWERS

When the management bodies were renewed on June 17, 2014, the Board of Directors appointed the Chairman of the Board, Philippe Maubert as Chief Executive Officer.

This choice of unified governance was confirmed by the Board of Directors at its meeting on April 29, 2020.

In accordance with the Articles of Association, the latter is vested with the broadest powers to act in all matters concerning the circumstances on behalf of the company within the limits of the corporate purpose.

The corporate officers are currently the following:

- Mr. Philippe MAUBERT, Chairman of the Board of Directors and Chief Executive Officer,
- Mr. Christophe MAUBERT, Managing Director, in charge of the Fragrance Division,
- Mr. Olivier MAUBERT, Managing Director, in charge of the Flavor Division.

II - COMPOSITION OF THE BOARD OF

Chairman, Chief Executive Officer

Mr. Philippe MAUBERT, born on 28/01/1952 in Nice, French nationality.

Term of office renewed by the General Meeting of 5 June 2019. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending 31 December 2023.

Administrators

Mrs. Catherine MAUBERT wife of CANOVAS-GUTTERIEZ, born on 11/01/1951 in NICE, French nationality.
Mandate renewed by the General Meeting of 5 June 2019. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending 31 December 2023.

Mr Christophe MAUBERT, born on 03/07/1959 in NICE, French nationality.
Mandate renewed by the General Meeting of June 5, 2019. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2023.

Mr Lionel PICOLET, born on 08/12/1956 in Lyon, French nationality.
Renewed by the General Meeting of June 5, 2019. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2023.

Mrs. Isabelle MAUBERT, born on 03/01/1965 in CANNES, French nationality.
Mandate renewed by the General Meeting of June 5, 2017. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2021.

Mrs. Gilberte PINCON wife of LOMBARD, born on 10/07/1944 in NEUILLY-SUR-SEINE, French nationality.
Mandate renewed by the General Meeting of June 5, 2017. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2021. Independent director*.

Mrs. LOMBARD is also Director of Vernet Retraite, management company of HSBC Continental Europe's pension fund.

Mr. Alain MOYNOT, born on 30/10/1945 in BOIS-COLOMBES, of French nationality.
Term of office renewed by the General Meeting of June 5, 2017. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2021. Independent director*.

Mr. MOYNOT MOYNOT is also Director of Société Financière de l'Odet and Chairman of its Audit Committee. Managing partner of Almo Finances, managing partner of CSM Investissement, manager of SCI MAG.

Mr.Olivier MAUBERT, born on 04/03/1965 in NICE, French nationality.
Term of office renewed by the General Meeting of June 5, 2017. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2021.

Mrs. Colette ROBERT, born on 14/08/1949 in Menton, French nationality.
Appointed by the AGM of June 5, 2018. Term of office expires at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2023*.

*Independent Director *: A director who has no family ties with a corporate officer or a reference shareholder, who has never been a corporate officer or employee of the company or of a Group company, who is not a customer, supplier or banker of the company or of the Group, and who has not been an auditor of the company.*

The Board of Directors is therefore composed of 9 people, 3 of whom are qualified as independent, and 4 of whom are women.

Directors are appointed for a term of five years.

III - WORK OF THE BOARD OF DIRECTORS

The work of the Board of Directors is organized in accordance with the law and the company's bylaws.

The Board of Directors met four times in 2020, with an attendance rate of 100%.

The main purpose of the February meeting is to examine the first elements of the past year and the outlook for the current year, as well as the Audit Committee's report on internal control. It is also during this meeting that the compensation of senior executives is set, on the recommendation of the Compensation Committee.

The main purpose of the April and September meetings is to approve the annual and half-yearly financial statements following the opinion of the Audit Committee.

The main purpose of the December meeting is to review or define the company's main strategic directions.

The Statutory Auditors and representatives of the Social and Economic Committee attended all Board meetings held in 2020.

IV - COMMITTEES OF THE BOARD OF DIRECTORS

THE AUDIT COMMITTEE

It is composed of two members :

- Mr. Alain MOYNOT who is the President,
- Mrs. Catherine CANOVAS-GUTTERIEZ,

The Audit Committee's main tasks are :

- to review the annual and half-yearly financial statements ;
- to examine the relevance and consistency of the accounting methods adopted for the preparation of the company and consolidated financial statements ;
- to examine the scope of consolidation and, where appropriate, the reasons why certain companies are not or are no longer included ;
- to ensure that internal control and risk management procedures are in place, that the company's assignments relating to these issues are appropriate, and that controls are performed on identified risks ;
- to examine questions relating to the appointment, renewal or dismissal of the Company's Statutory Auditors ;
- to ensure compliance with the principles guaranteeing the independence of the Statutory Auditors ;
- to examine the conclusions of the Statutory Auditors and their recommendations, as well as the action taken on them.

During the financial year 2019, the Audit Committee met three times, in the presence of a representative of the General Management, Finance Department and Statutory Auditors.

THE REMUNERATION COMMITTEE

It is composed of :

- Mme. Gilberte LOMBARD, who is the President
- Mme. Colette ROBERT

The Board of Directors is responsible for determining the compensation of executive directors and the Chief Operating Officer, and makes its decisions after consulting the Remuneration Committee.

The members of the Committee determine the fixed, variable and long-term remuneration of senior executives on the basis of both qualitative and quantitative factors, taking into account the Group's overall performance and objective factors of comparison.

The Committee generally meets twice a year, in February and April, to review the components of executive compensation on the basis of performance over the past year.

In 2020, the committee met five times due to a detailed review of the compensation policy for corporate officers, both ex post and ex ante, in compliance with new obligations resulting from the implementation of the Pacte Act.

REGULATED AGREEMENTS AND AGREEMENTS ENTERED INTO UNDER NORMAL CONDITIONS

To the best of the Board's knowledge, no new agreement has been concluded, either directly or through an intermediary, between, on the one hand, one of ROBERTET's corporate officers or one of the shareholders holding more than 10% of the voting rights of a company and, on the other hand, another company controlled by ROBERTET within the meaning of Article L. 233-3 of the French Commercial Code (Article L. 225-37-4, second paragraph, of the French Commercial Code), without prejudice to any agreements relating to current transactions concluded under normal terms and conditions.

Pursuant to Article L.225-39 of the French Commercial Code, the Board of Directors has established a procedure for regularly assessing whether agreements relating to current transactions and entered into under normal conditions (so-called "free" agreements) meet these conditions. This procedure concerns agreements concluded between ROBERTET and the directors, the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer and the Chief Operating Officers of ROBERTET or individuals closely related to them, their companies and legal entities in which they have an interest (mandate or capital holding).

The parties concerned must provide the company with a list of the above-mentioned agreements on an ongoing basis. The Board of Directors evaluates these agreements in accordance with the legal requirements

V - COMPENSATION AND BENEFITS OF EXECUTIVE DIRECTORS AND DEPUTY GENERAL MANAGER

COMPENSATION POLICY FOR EXECUTIVE DIRECTORS AND DEPUTY CHIEF EXECUTIVE OFFICER FOR 2021 SUBMITTED TO THE EX ANTE VOTE OF SHAREHOLDERS AT THE GENERAL MEETING OF JUNE 9, 2021.

This compensation policy, established by the Board of Directors, on the proposal of the Compensation Committee, pursuant to the legal texts resulting from Ordinance no. 2019-1234 and Decree no. 2019-1235 dated November 27, 2019, describes all the components of fixed, variable, exceptional or long-term compensation, and explains the decision-making process followed for its determination, its annual review and its implementation.

This remuneration policy respects the company's long-term policy, its interests and its business strategy. It is thus committed to promoting the continuity and enhancement of the company's assets.

The directors are the guarantors of this desire to pass on the benefits over time and to maintain a reasonable balance, which is reflected in the structure of their remuneration.

In line with previous practice, the information relating to "executive directors" is also provided for the "deputy managing director". Thus, for ease of reading, the references below to "executive directors" also include the deputy managing director.

DIRECTORS' COMPENSATION POLICY

The fixed annual sum allocated to the directors is proposed by the Board of Directors and decided by the General Meeting. The payment of this compensation is decided in accordance with the allocation rules set by the Board of Directors on the recommendation of the Compensation Committee within the limit of the fixed annual sum.

The allocation of directors' remuneration is calculated on the basis of their actual attendance at Board meetings.

The distribution of the remuneration of the members of the Audit Committee and the Remuneration Committee is defined on a flat-rate basis.

No other type of compensation is paid to non-executive directors.

Participants in the General Meeting of June 9, 2021 will be asked to set the maximum annual amount to be paid to the Board of Directors for the remuneration of its members at 200,000 euros.

ANNUAL OVERALL AMOUNT AUTHORIZED

Annual global amount in euros

Board of Directors	150 000
Audit Committee	22 500
Compensation Committee	15 000

Rules of allocation

Amount per meeting and per director in euros

Board of Directors	2 500
Fixed amount in euros	
Audit Committee in euros	
M. Alain MOYNOT	15 000
Mme. Catherine CANOVAS	7 500
Compensation Committee in euros	
Mrs. Gilberte LOMBARD	10 000
Mrs. Colette MAUBERT	5 000

SUMMARY OF THE MANDATES AND CONTRACTS OF THE MEMBERS OF THE BOARD OF DIRECTORS

Concerning the contract of the members of the Board of Directors

	Independent Director	Year of appoint-ment or renewal	Term of office	Board	Audit Committee	Compensation Committee
Mme Gilberte LOMBARD	Yes	2017	AGM on the accounts 2021	Member		President
M. Alain MOYNOT	Yes	2017	AGM on the accounts 2021	Member	President	
Mme Catherine CANOVAS	No	2019	AGM on the accounts 2023	Member	Member	
Mme Isabelle MAUBERT	No	2017	AGM on the accounts 2021	Member		
Mme Colette ROBERT	Yes	2018	AGM on the accounts 2022	Member		Member
M. Philippe MAUBERT	No	2019	AGM on the accounts 2023	President		
M. Lionel PICOLET	No	2019	AGM on the accounts 2023	Member		
M. Christophe MAUBERT	No	2019	AGM on the accounts 2023	Member		
M. Olivier MAUBERT	No	2017	AGM on the accounts 2021	Member		

The conditions for dismissal of members of the Board of Directors are those defined by the French Commercial Code.

Concerning the employment contracts of the members of the Board of Directors

	Employment contract (yes/no)	Starting date	End date	Term of termination and notice
Mr. Philippe MAUBERT	No			
Mr. Lionel PICOLET	Yes	01/05/1983		CCN chemical industries
Mr. Christophe MAUBERT	Yes	11/10/1982		CCN chemical industries
Mr. Olivier MAUBERT	Yes	01/10/1990		CCN chemical industries

There is no employment contract between any of the other directors and Robertet.

Concerning the service contract of the members of the Board of Directors

There is no service contract between any of the directors and Robertet.

This remuneration policy for members of the Board of Directors will be the subject of the tenth resolution presented to the General Meeting of June 24, 2020, worded as follows:

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-8 (formerly L225-37-2 II) of the French Commercial Code, the directors' compensation policy for fiscal year 2021 as presented therein."

The setting of the maximum annual amount to be paid to the Board of Directors for the remuneration of its members will be the subject of the eleventh resolution presented to the General Meeting of June 9, 2021, worded as follows:

"The Shareholders' Meeting, having reviewed the report of the Board of Directors, resolves to set, as from fiscal year 2021, the maximum amount of the annual fixed sum provided for in Article L225-45 of the French Commercial Code to be allocated to the Directors as remuneration for their activity, at 200,000 euros, and this until otherwise decided by the Shareholders' Meeting."

COMPENSATION POLICY FOR EXECUTIVE DIRECTORS

The methods for determining, reviewing and implementing the compensation of executive directors, as well as the benefits they receive, are decided by the Board of Directors on the recommendation of the Compensation Committee. Once determined by the Board of Directors, the compensation of executive directors is subject to a vote by the shareholders at the Annual General Meeting.

The Remuneration Committee takes into account, in particular :

- the principles of completeness, balance, comparability, consistency, understandability and measurement,
- the company's corporate policy,
- the company's interest and strategy,
- the annual and multi-year performance and development of the company and its executive officers,
- the conditions of remuneration and employment of employees,
- the terms and conditions of remuneration and employment of employees,
- remuneration from a panel of listed companies of similar size to ROBERTET or adjusted in relation to its size.

The Compensation Committee is also responsible for the annual evaluation of the compensation policy. At the end of each financial year, it reports to the Board of Directors on the appropriateness of the compensation policy in relation to the objectives set out in the preamble, and if necessary proposes revisions. The Compensation Committee will also take into account the votes of the shareholders in its annual review proposals.

In order to prevent conflicts of interest, executive directors who find themselves, even potentially, directly or through an intermediary, in a situation of conflict of interest with regard to the vote on their remuneration or through their influence on the criteria for such remuneration, must inform the Board of Directors.

In the event of a conflict of interest, the Board of Directors, after analysis of the conflict and its consequences by the Compensation Committee, takes appropriate measures to manage it.

In the event of the appointment or reappointment of an executive director subsequent to the General Meeting of Shareholders having voted on the compensation policy for the year, his or her compensation will be determined pro rata to the time spent in the previous fiscal year by the Board of Directors, on the recommendation of the Compensation Committee, in accordance with existing practices for the exercise of similar functions, adapted if necessary when the corporate officer exercises new functions or a new mandate without equivalent.

In the event that exceptional circumstances (restructuring, acquisition, disposal, significant event likely to have a material impact on the Company, its revenues, results or share price) so require, the Board of Directors may ask the Compensation Committee for its opinion on a departure from the principles of variable, exceptional or long-term compensation. The opinion of the Compensation Committee will be communicated to the Board of Directors, which may then depart from the said principles and must submit a report on this departure to the next general meeting of shareholders.

In the event that the present remuneration policy is not approved by the meeting, the previously approved remuneration policy (formerly the principles and criteria for determining, allocating and granting the fixed, variable, exceptional and long-term components of total remuneration and benefits of any kind) continues to apply. The Board of Directors will then present a revised remuneration policy to the next General Meeting, indicating how the shareholders' votes were taken into account.

The components of the total compensation attributable to each of the executive directors are presented and detailed below. This compensation is made up of four components: fixed compensation, variable compensation, long-term compensation and exceptional compensation.

For information purposes, it is specified that executive directors do not receive any compensation, indemnity or benefits due or likely to be due as a result of the assumption, termination or change in their duties as corporate officers of the company or subsequent thereto (no so-called "top-hat" pension, no "golden parachute", no non-competition clause).

It is also specified that, in accordance with Article L22-10-34 II (formerly L225-100 III) of the French Commercial Code, the fixed, variable and exceptional components of total compensation and benefits of any kind paid or granted in respect of the current fiscal year will be voted on at the following year's General Meeting. Variable and/or exceptional items awarded in respect of the current year will only be paid after approval by the following year's General Meeting.

Compensation of executive directors

Fixed compensation

The annual fixed compensation of executive directors is determined on the basis of factors set by the Board of Directors, on the recommendation of the Compensation Committee, namely :

- the remuneration of the executive directors of a panel of listed companies of similar size to Robertet or adjusted in relation to its size,
- compensation of executives or senior managers of the Group's French or foreign companies,
- the history of the level of compensation of executives who had a previous employment contract,
- changes in responsibilities,
- the context of the business and the relevant market,

This remuneration is paid monthly.

The Board of Directors, on the recommendation of the Compensation Committee, may pay an expatriation bonus to executive directors who perform part of their duties abroad.

The fixed compensation of executive directors is reviewed only at relatively long intervals, with a minimum frequency of three years. However, fixed compensation may be reviewed annually by the Board of Directors, on the recommendation of the Compensation Committee and in line with the company's policy of general increases.

The Board of Directors undertakes, within the framework of the review, to take into consideration the principles of coherence and moderation, particularly in relation to the fixed remuneration of the company's other corporate officers and employees, and to the evolution of the company's situation.

In the event of a significant increase, the Board of Directors shall explain the reasons for the increase.

Annual variable compensation

Variable compensation is granted on the basis of collective and/or individual performance conditions, according to various financial and non-financial criteria set annually by the Board of Directors on the basis of the company's strategy, on the recommendation of the Compensation Committee. They refer in particular to Group profit, Group or divisional sales, margin rates or the results of certain subsidiaries, or other defined criteria. The non-financial criteria reflect Robertet's CSR policy, which has long been an integral part of the Group's culture and practices in terms of both the environment and social relations. These criteria are linked in particular to the development of responsible production and human capital management.

These criteria cannot be further detailed for reasons of confidentiality and given their strategic and competitive sensitivity.

Annual variable compensation is the cumulative result of these criteria, which determines its increase over the previous year. Its ceiling is set at 150% of the fixed compensation.

The Board of Directors, on the recommendation of the Compensation Committee, examines whether the performance criteria for variable compensation have been met, by determining the level of achievement of the criteria, in particular by comparison with the previous elements concerned, and, if so, sets the amount of annual variable compensation for executive directors, taking into account the principles set out in the preamble, as well as the company's objectives and the missions entrusted to it. This compensation is paid during the fiscal year following that in which the criteria were assessed.

Long-term compensation and performance shares

A performance share plan is set up each year to encourage executive directors to invest in the long term, build loyalty and align their interests with those of the company and its shareholders.

Performance shares are granted each year by the Board of Directors, on the recommendation of the Compensation Committee, at a constant and regular period, at the end of the Shareholders' Meeting approving the last fiscal year ended.

The total number of performance shares that may be granted is equal to 2% of the consolidated net income divided by the average of the last 20 stock market prices following the publication of the results (as opposed to an average of the last 5 prices under the previous policy)

This amount is then allocated by the Board of Directors, on the recommendation of the Compensation Committee, among the executive directors according to the following criteria: responsibility incurred, scope of responsibility, seniority.

These performance share grants, which are proportionate to the fixed compensation of executive directors, may not represent more than 150% of the latter.

The performance shares are structured over a three-year period: a one-year vesting period, followed by a two-year holding period.

In the event of the departure of the executive director before the expiry of the period provided for the assessment of the performance criteria, the Board of Directors must decide on the fate of the plans that have not yet vested at the date of departure and give reasons for its decision.

The Board of Directors, on the recommendation of the Compensation Committee, examines the achievement of the performance criteria provided for long-term compensation by determining its level of achievement and, if so, sets the amount of long-term compensation for executive directors, taking into account the principles set out in the preamble as well as the company's objectives and the missions entrusted.

Exceptional compensation

In the event of the implementation or completion of exceptional projects due to their importance, difficulties and involvement on the part of executive directors, the latter may receive exceptional compensation.

In this case, the Board of Directors, on the advice of the Compensation Committee, must justify the payment of this compensation and explain the implementation of the project allowing the executive director to benefit from this exceptional compensation.

Remuneration as a member of the Board of Directors

Executive directors, when they are also members of the Board of Directors, receive compensation related to this status in accordance with the compensation policy for members of the Board of Directors.

Benefits of any kind

Corporate officers may have a company car.

Compensation for each executive director

Remuneration principles for Mr. Philippe MAUBERT for 2021

Fixed remuneration in euros	**350 000**

The amount of Mr. Philippe MAUBERT's fixed compensation was decided by the Board of Directors, on the recommendation of the Compensation Committee, at its meeting of April 24, 2018. Unchanged amount.

Annual variable compensation Maximum limit: 150% of fixed compensation

The performance criteria for annual variable compensation are :

- change in consolidated net profit
- change in net margin
- change in consolidated sales
- development of "responsible production" criteria
- development of "human capital" criteria

In accordance with AMF recommendation no. 2012-02 of February 9, 2012, as amended on December 3, 2019, the weighting for each of these criteria has been precisely pre-established by the Board of Directors, on the recommendation of the Compensation Committee, but is not made public for confidentiality reasons.

Long-term compensation (performance shares)

Mr. Philippe MAUBERT will be granted, in accordance with the decision of the Board of Directors, on the recommendation of the Compensation Committee, a percentage of free shares that may be granted in respect of the 2021 fiscal year.

The performance shares are structured over a three-year period: a one-year vesting period, followed by a two-year holding period.

Benefits of any kind

M. Philippe MAUBERT has a company car.

Remuneration principles for Lionel PICOLET for 2021

Fixed Remuneration in euros	**231 000**

TThe amount of Lionel PICOLET's fixed remuneration was decided by the Board of Directors, on the recommendation of the Remuneration Committee, at its meeting of April 24, 2018. Unchanged amount.

Annual variable remuneration Maximum ceiling: 150% of fixed remuneration

The performance criteria for annual variable compensation are :

- change in consolidated net profit
- change in net margin
- change in consolidated sales
- development of "responsible production" criteria
- development of "human capital" criteria

In accordance with AMF recommendation no. 2012-02 of February 9, 2012, as amended on December 3, 2019, the weighting for each of these criteria has been precisely pre-established by the Board of Directors, on the recommendation of the Compensation Committee, but is not made public for confidentiality reasons.

Long-term compensation (performance shares)

In accordance with the decision of the Board of Directors, on the recommendation of the Compensation Committee, Lionel PICOLET will be allocated a percentage of the free shares that may be granted in respect of the 2021 financial year.

The performance shares are structured over a three-year period: a one-year vesting period, followed by a two-year holding period

Benefits of any kind

Mr Lionel PICOLET has a company car.

Remuneration principles for Mr. Christophe MAUBERT for 2021

Fixed Remuneration in euros	**231 000**

The amount of Mr. Christophe MAUBERT's fixed remuneration was decided by the Board of Directors, on the recommendation of the Remuneration Committee, at its meeting of April 29, 2020. Unchanged amount .

Annual variable compensation Maximum limit: 150% of fixed compensation

The performance criteria for annual variable compensation are :

- change in consolidated net profit
- change in consolidated Fragrance sales
- change in consolidated income Fragrance
- change in fragrance USA
- change in income from fragrance USA

In accordance with AMF recommendation no. 2012-02 of February 9, 2012, as amended on December 3, 2019, the weighting for each of these criteria has been precisely pre-established by the Board of Directors, on the recommendation of the Compensation Committee, but is not made public for confidentiality reasons.

Long-term compensation (performance shares)

M. Christophe MAUBERT will be allocated a percentage of free shares that may be granted in respect of fiscal year 2021, in accordance with the decision of the Board of Directors, on the recommendation of the Compensation Committee.

The performance shares are structured over a three-year period: a one-year vesting period, followed by a two-year holding period.

Benefits of any kind

Mr Christophe MAUBERT has a company car.

Remuneration principles for M. Olivier MAUBERT for 2021

Fixed Remuneration in euros	**175 000**

The amount of Olivier MAUBERT's fixed compensation was decided by the Board of Directors, on the recommendation of the Compensation Committee, at its meeting of April 24, 2018. Unchanged amount.

Annual variable compensation Maximum limit: 150% of fixed compensation

The performance criteria for annual variable compensation are :

- change in consolidated net profit
- change in consolidated sales Flavors
- change in consolidated income Flavors
- change in Health & Beauty sales (on a constant structure basis)

In accordance with AMF recommendation no. 2012-02 of February 9, 2012, as amended on December 3, 2019, the weighting for each of these criteria has been precisely pre-established by the Board of Directors, on the recommendation of the Compensation Committee, but is not made public for confidentiality reasons.

Long-term compensation (performance shares)

M. Olivier MAUBERT will be granted, in accordance with the decision of the Board of Directors, on the recommendation of the Compensation Committee, a percentage of free shares that may be granted in respect of the 2021 fiscal year.

The performance shares are structured over a three-year period: a one-year vesting period, followed by a two-year holding period.

Benefits of any kind

Mr. Olivier MAUBERT has a company car.

Summary of the mandates and contracts of the members of the executive directors

Concerning the mandate of corporate officers

		Year of appointment or renewal	Term expiry date
Mr. Philippe MAUBERT	Chairman and CEO	2019	OGM on the accounts 2023
Mr. Lionel PICOLET	Deputy CEO	2019	OGM on the accounts 2023
Mr. Christophe MAUBERT	Managing Director	2019	OGM on the accounts 2023
Mr. Olivier MAUBERT	Managing Director	2017	OGM on the accounts 2021

The conditions for dismissal of executive directors are those defined by the French Commercial Code and the French Labor Code concerning the deputy chief executive officer.

Concerning the employment contract of executive directors

		Employment contract (yes/no)	Start date	End date	Terms of termination and notice
Mr. Philippe MAUBERT	Chairman and CEO	No		2019	
Mr. Lionel PICOLET	Deputy CEO	Yes	01/05/1983	2019	NCC chemical industries
Mr. Christophe MAUBERT	Managing Director	Yes	11/10/1982	2019	NCC chemical industries
Mr. Olivier MAUBERT	Managing Director	Yes	01/10/1990	2017	NCC chemical industries

Concerning the service contract of executive directors

There are no service contracts between any of the executive directors and Robertet.

This compensation policy for executive directors will be the subject of the ninth resolution presented to the General Meeting of June 9, 2021, which reads as follows:

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-8 (formerly L225-37-2 II) of the French Commercial Code, the compensation policy for executive directors for fiscal year 2021 as presented therein."

INFORMATION RELATING TO THE REMUNERATION OF EXECUTIVE DIRECTORS MENTIONED IN ARTICLE L225-37-3I OF THE FRENCH COMMERCIAL CODE TO BE SUBMITTED TO THE EX POST VOTE OF SHAREHOLDERS AT THE GENERAL MEETING OF JUNE 9, 2021

COMPENSATION OF MEMBERS OF THE BOARD OF DIRECTORS FOR THE YEAR 2020

In accordance with the remuneration policy, the allocation of directors' remuneration is calculated on the basis of their actual attendance at Board meetings.

en euros	Board of Directors	Audit Committee	Renumeration Committee	TOTAL
Mrs. Gilberte LOMBARD	10 000		10 000	20 000
Mr. Alain MOYNOT	10 000	15 000		25 000
Mrs. Catherine CANOVAS	10 000	7 500		17 500
Mrs. Isabelle MAUBERT	10 000			10 000
Mrs. Colette ROBERT	10 000		3 000	13 000
Mrs. Isabelle PARIZE (1)	2 500			2 500
Mr. Philippe MAUBERT	10 000			10 000
Mr. Lionel PICOLET	10 000			10 000
Mr. Christophe MAUBERT	10 000			10 000
Mr. Olivier MAUBERT	10 000			10 000
TOTAL	**92 500**	**22 500**	**13 000**	**128 000**

(1)Resigned in 2020

COMPENSATION AND BENEFITS OF EXECUTIVE DIRECTORS FOR THE YEAR 2020

The Board of Directors, on the recommendation of the Compensation Committee, has determined the amounts of the various components of compensation for executive directors on the basis of and in compliance with the policy (formerly the principles and criteria for determining, allocating and granting the fixed, variable and exceptional components of total compensation and benefits of any kind) approved at the General Meeting on June 24, 2020.

The Board of Directors, noting the achievement by each executive director, during the past fiscal year, of the performance criteria set as part of their annual variable compensation and long-term compensation reflecting the medium and long-term interests of the company, has set the amounts of such compensation.

The purpose of all compensation paid and/or granted to executive directors, in particular annual variable compensation and long-term performance-related compensation through the granting of bonus shares, is to strengthen the convergence of interests of executive directors over the long term and thus contribute to the company's interests, its long-term performance and its long-term survival.

Compensation and benefits granted / paid for the year 2020

Details of compensation and benefits due and paid to executive directors

	M. Philippe MAUBERT Chairman and CEO		**M. Lionel PICOLET Deputy CEO**		**M. Christophe MAUBERT Managing Director**		**M. Olivier MAUBERT Managing Director**	
in euros	Amounts due	Amounts paid	Amounts due	Amounts paid	Amounts due	Amounts paid	Amounts due	Amounts paid
Fixed Remuneration	350 000 €	350 000 €	231 000 €	231 000 €	231 000	231 000	175 000 €	175 000 €
Relative proportion of fixed remuneration	28%		30%		36%		30%	
Annual variable compensation	*416 000 €		*259 000 €		*167 500 €		*175 200 €	
Relative proportion of variable compensation	33%		34%		26%		30%	
Long-term compensation (valuation of AGAs)	365 200 €		228 250 €		205 425 €		205 425 €	
Proportion of long-term compensation	29%		30%		32%		35%	
Remuneration of a Group company	96 500 €	96 500 €	26 300 €	26 300 €	30 700 €	30 700 €	11 000 €	11 000 €
Remuneration Board of Directors	10 000 €	10 000 €	10 000 €	10 000 €	10 000 €	10 000 €	10 000 €	10 000 €
Benefits in kind (company car)	16 020 €	16 020 €	6 000 €	6 000 €	0	0	9 960 €	9 960 €
TOTAL	**884 520 €**	884 520 €	**529 300 €**	529 300 €	**437 000 €**	437 000 €	**380 160€**	380 160 €

* The variation parameters are applied to the 2019 variable compensation (paid in 2020) before the exceptional 25% allowance.

NB. :This table includes the valuation of Free Share Allocations (long-term compensation) in order to take into account the recommendations of the AMF published at the end of 2020.

LONG-TERM REMUNERATION / PERFORMANCE SHARES

Performance shares are free shares granted each year by the Board of Directors, on the recommendation of the Compensation Committee, in an aggregate amount equal to 2% of consolidated net income divided by the average of the last 20 stock market prices following publication of the results.

For 2020, this calculation results in a total of 1,100 shares which the Board of Directors, on the recommendation of the Compensation Committee, allocates as follows :

Mr Philippe MAUBERT, Chairman and CEO	400 actions
Mr Lionel PICOLET, Deputy CEO	250 actions
Mr Christophe MAUBERT, Managing Director	225 actions
Mr Olivier MAUBERT, Managing Director	225 actions

No other compensation or benefits of any kind (such as top-hat pensions, severance pay or non-competition indemnities) have been paid or granted to the executives by the controlled companies and the controlling company.

Comparison of compensation of corporate officers and employees

Presentation of the ratios between the level of compensation of each of these executives and, on the one hand, the average compensation on a full-time equivalent basis of the company's employees other than corporate officers (which amounts to €43,060 for 2020), and on the other hand, the median compensation on a full-time equivalent basis of the company's employees other than corporate officers (which amounts to €36,086 for 2020).

in euros	Total remuneration 2019 (see table p.18)	Ratio of management remuneration to average remuneration of employees	Ratio of executive remuneration to median remuneration of salaried employees
Mr. Philippe MAUBERT Chairman and CEO	1 253 720 €	29	35
Mr. Lionel PICOLET Deputy CEO	760 550 €	18	21
Mr. Christophe MAUBERT Managing Director	644 625 €	15	18
Mr. Olivier MAUBERT Managing Director	586 585 €	14	16

Comparison of annual developments

Overall presentation and comparison over several years of the annual change in compensation, the company's performance, the average compensation on a full-time equivalent basis of the company's employees, other than executives, and the ratios referred to in the previous paragraph.

Change in %	2017/2016	2018/2017	2019/2018	2020/2019
Total compensation of executive directors (1) (2)	+2,51%	-1,60%	-5,47%	+2,54% (2)
Company performance (3)	+16,57%	+6,62%	+2,13%	-5,74%
Average compensation on a full-time basis of the company's employees (4)	+2,76%	-1,27%	+2,61%	+5,10%
Ratio of executive compensation to average employee compensation (4)	-0,24%	-0,34%	-7,88%	-2,44%
Ratio of executive compensation to median employee compensation (4)	+1,74%	-3,85%	-5,07%	-3,50%

(1) Includes long-term compensation (AGM) for each year to take into account the AMF recommendations published at the end of 2020.

(2) Given the economic situation linked to the coronavirus, the variable compensation for 2019 had been voluntarily reduced by 25% on the proposal of the executives.

(3) Consolidated net earnings.

(4) (1) Employees of Robertet SA, who represent 92% of the French workforce. Average and median remuneration are affected by variations in headcount.

(5) The variation for 2020 is explained by the total integration of Charabot's workforce by merger.

This information relating to the remuneration of corporate officers mentioned in Article L22-10-9 (formerly L225-37-3 I) of the French Commercial Code will be the subject of the fourth resolution presented to the Shareholders' Meeting of June 9, 2021, drafted as follows:

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-34 I (formerly L225-100 II) of the French Commercial Code, the information referred to in Article L22-10-9 (formerly L225-37-3) of the French Commercial Code presented therein."

COMPENSATION PAID OR AWARDED IN RESPECT OF THE FINANCIAL YEAR ENDED DECEMBER 31, 2020 TO EXECUTIVE DIRECTORS TO BE SUBMITTED TO THE EX-POST VOTE OF THE SHAREHOLDERS AT THE GENERAL MEETING OF JUNE 9, 2021

Compensation and benefits paid to Mr. Philippe MAUBERT for the year 2020 or awarded for the same year

Elements of compensation due or awarded	2019	**2020**
Fixed remuneration	350 000 €	**350 000 €**
The fixed compensation of Mr. Philippe MAUBERT was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the following factors.		
Remuneration of a Group company	98 200€	**96 500 €**
Compensation for directorships in Group companies.		
Annual variable remuneration	324 000/432 000€*	**416 000 €**
The Board of Directors, on the recommendation of the Compensation Committee, determined the percentage of achievement of the performance criteria : -2,8% : change in consolidated net profit -0,6% : evolution of net margin -0,4% : evolution of consolidated sales This means that for 2020, variable compensation will be -3.7% lower than in 2019, before deductions. (*) Given the economic situation linked to the coronavirus, the 2019 variable compensation had been voluntarily reduced by 25% on the proposal of the executives.		
Long-term compensation	387 000 €	**365 200 €**
Long-term compensation for the 400 performance shares granted to Mr. Philippe MAUBERT (see below)		
Remuneration Board of Directors	12 500 €	**10 000 €**
M. Philippe MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors		
Benefits of any kind	14 650 €	**16 020 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	**1 186 350 €**	**1 253 720 €**
Long-term compensation (performance shares)	450 shares	**400 shares**
The Board of Directors, on the recommendation of the Compensation Committee, awarded 400 performance shares to Mr. Philippe MAUBERT on the basis of a share price of €913 (average of the 20 prices following the publication of the results).		

No other compensation or benefits of any kind (such as retirement benefits, severance pay or non-competition indemnities) were paid or granted to Philippe MAUBERT during fiscal year 2020 by the controlled companies or the controlling company.

The remuneration elements paid during or awarded in respect of the financial year ending December 31, 2020 to Mr. Philippe MAUBERT, Chairman and Chief Executive Officer, will be the subject of the fifth resolution presented to the General Meeting of June 9, 2021, drafted as follows :

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-34 II (formerly L225-100 III) of the French

Commercial Code, the fixed, variable, long-term and exceptional items making up the total compensation and benefits of any kind, paid during the fiscal year ended December 31, 2020 or awarded in respect of the same fiscal year to Mr. Philippe MAUBERT, Chairman and Chief Executive Officer, as presented "

Compensation and benefits paid to Mr. Lionel PICOLET for the year 2020 or awarded for the same year

Elements of compensation due or awarded	2019	2020
Fixed remuneration	231 000 €	**231 000 €**
Lionel PICOLET's fixed compensation was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the following factors.		
Remuneration of a Group company	26 800 €	**26 300 €**
Compensation for directorships in Group companies.		
Annual variable compensation	201 800/269 000 €*	**259 000 €**
The Board of Directors, on the recommendation of the Compensation Committee, determined the percentage of achievement of the performance criteria : -2,8% : change in consolidated net profit -0,6% : evolution in net margin -0,40% : evolution of consolidated sales This means that for 2020, variable compensation will be -3.7% lower than in 2019, before deductions. (*) Given the economic situation linked to the coronavirus, the 2019 variable compensation had been voluntarily reduced by 25% on the proposal of the executives.		
Long-term compensation	241 000 €	**228 250 €**
Valuation of the 250 performance shares granted to Mr. Lionel PICOLET (see below).		
Remuneration Board of Directors	12 500 €	**10 000€**
M. Lionel PICOLET receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind	6 000 €	**6 000 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	**719 100 €**	**760 550 €**
Long-term compensation (performance shares)	280 shares	**250 shares**
The Board of Directors, on the recommendation of the Compensation Committee, awarded 250 performance shares to Mr. Lionel PICOLET on the basis of a share price of €913 (average of the 20 prices following the publication of the results).		

No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition indemnity) were paid or awarded to Lionel PICOLET during fiscal year 2020, by the controlled companies or the controlling company.

The elements of remuneration paid during or awarded in respect of the financial year ending December 31, 2020 to Mr. Lionel PICOLET, Deputy Chief Executive Officer, will be the subject of the sixth resolution presented to the General Meeting of June 9, 2021, drafted as follows :

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, as necessary pursuant to Article L22-10-34 II (formerly L225-100 III) of the French Commercial Code, the fixed, variable, long-term and exceptional components of the total compensation and benefits of any kind, paid during the fiscal year ended December 31, 2020 or awarded in respect of the same fiscal year to Mr. Lionel PICOLET, Deputy Executive Officer, as set forth therein."

Compensation and benefits paid to Mr. Christophe MAUBERT for fiscal year 2020 or awarded for the same fiscal year

Elements of compensation due or awarded	2019	2020
Fixed remuneration	318 000 €	**231 000 €**
The fixed compensation of Mr. Christophe MAUBERT was determined by the Board of Directors, at the recommendation of the Compensation Committee, taking into account the pre-established factors. The decrease compared to 2019 is explained by the relocation of Mr. Christophe MAUBERT to France in 2020..		
Remuneration of a Group company	30 000 €	**30 700 €**
Remuneration related to directorships in Group companies.		
Annual variable compensation	126 000 €*	**167 500 €**
The Board of Directors, on the recommendation of the Compensation Committee, determined the percentage of achievement of the performance criteria : -2.3% : change in consolidated net profit -0.9% : change in consolidated sales for the Fragrance Division 0.0%: change in consolidated net profit for Fragrances +0.4% : growth in Robertet Fragrances sales +2.5% : change in Robertet Fragrances profit (return to breakeven) This means a variable compensation of -0.3% for 2020 compared to the 2019 variable compensation before deduction. * In view of the economic situation linked to the coronavirus, the 2019 variable compensation was voluntarily reduced by 25% on the proposal of the executives.		
Long-term compensation	215 000 €	**205 425 €**
Valuation of the 225 performance shares granted to Mr. Christophe MAUBERT (see below).		
Remuneration Board of Directors	10 000 €	**10 000 €**
M. Christophe MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind	5 500 €	**0 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	**704 500 €**	**644 625 €**
Long-term compensation (performance shares)	250 shares	**225 shares**
he Board of Directors, on the recommendation of the Compensation Committee, awarded 225 performance shares to M. Christophe MAUBERT on the basis of a share price of €913 (average of the 20 prices following the publication of the results).		

No other compensation or benefits of any kind (such as retirement benefits, severance pay or non-competition indemnities) were paid or granted to Mr. Christophe MAUBERT during fiscal year 2020, by the controlled companies or the controlling company.

The elements of remuneration paid during or awarded in respect of the financial year ending December 31, 2020 to Mr. Christophe MAUBERT, Chief Operating Officer, will be the subject of the seventh resolution presented to the General Meeting of June 9, 2021, drafted as follows :

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-34 II (formerly L225-100 III) of the French Commercial Code, the fixed, variable, long-term and exceptional items making up the total compensation and benefits of any kind, paid during the fiscal year ended December 31, 2020 or awarded in respect of the same fiscal year to Mr. Christophe MAUBERT, Managing Director, as presented therein."

Compensation and benefits paid to Mr. Olivier MAUBERT for fiscal year 2020 or awarded for the same fiscal year

Elements of compensation due or awarded	2019	**2020**
Fixed remuneration	175 000 €	**175 000 €**
The fixed compensation of Mr. Olivier MAUBERT was determined by the Board of Directors, on the recommendation of the Compensation Committee, taking into account the following factors :		
Remuneration of a Group company	11 150 €	**11 000 €**
Compensation for directorships in Group companies.		
Variable annual remuneration	130 500/174 000*	**175 200 €**
The Board of Directors, on the recommendation of the Compensation Committee, determined the percentage of achievement of the performance criteria : -2.3% : change in consolidated net profit -0.3% : change in consolidated sales Flavor Division 0.0% : change in consolidated profit Flavor Division +3.3% : evolution of Health & Beauty division sales on a constant structure basis This means a variable compensation of +0.7% for 2020 compared to the 2019 variable compensation before deduction. * In view of the economic situation linked to the coronavirus, the 2019 variable compensation was voluntarily reduced by 25% on the proposal of management.		
Long-term compensation	215 000 €	**205 425 €**
Valuation of the 225 performance shares granted to Mr. Olivier MAUBERT (see below).		
Remuneration Board of Directors	12 500 €	**10 000 €**
M. Olivier MAUBERT receives compensation in accordance with the compensation policy for members of the Board of Directors.		
Benefits in kind	9 960 €	**9 960 €**
Company car		
TOTAL COMPENSATION AND BENEFITS	**554 110 €**	**586 585 €**
Long-term compensation (performance shares)	250 shares	**225 shares**
The Board of Directors, on the recommendation of the Compensation Committee, awarded 225 performance shares to M. Olivier MAUBERT on the basis of a share price of €913 (average of the 20 prices following the publication of the results).		

No other compensation or benefits of any kind (such as top-hat pension, severance pay or non-competition indemnity) were paid or granted to Olivier MAUBERT during fiscal year 2020, by the controlled companies or the controlling company.

The compensation paid during or awarded in respect of the financial year ending December 31, 2020 to Mr. Olivier MAUBERT, Chief Operating Officer, will be the subject of the eighth resolution presented to the Shareholders' Meeting of June 9, 2021, worded as follows :

"The Shareholders' Meeting, having reviewed the report on corporate governance referred to in Article L225-37 of the French Commercial Code, approves, pursuant to Article L22-10-34 II (formerly L225-100 III) of the French Commercial Code, the fixed, variable, long-term and exceptional items making up the total compensation and benefits of any kind, paid during the fiscal year ended December 31, 2020 or awarded in respect of the same fiscal year to Mr. Olivier MAUBERT, Managing Director, which are presented."

VI – STOCK DATA

Transactions in the company's securities by officers or directors and persons related to them.

No transactions carried out in fiscal year 2020.

Information likely to have an impact in the event of a public offering

There are no treasury shares.

Double voting rights are attached to all shares held in registered form for at least five years. The total number of double voting rights at December 31, 2020 was 1,080,303, of which 1,067,748, or 98.8%, were held by the Maubert family group.

Crossing of thresholds

The Company has not been informed of the crossing of any legal thresholds for the year ended December 31, 2020.

Investor Relations

The website www.robertet.com includes a section dedicated to financial communication that is regularly updated.

It allows users to obtain and download the Group's financial information, press releases, annual and half-yearly financial reports.

Management meets with analysts and investors whenever it is asked to do so and participates in annual meetings with them in the Paris and London financial markets.

CERTIFICATION OF THE FINANCIAL REPORT 2020

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET
GROUPE

CERTIFICATION OF THE 2020 ANNUAL FINANCIAL REPORT

Mr. Philippe MAUBERT

Chairman of the Board of Directors

I hereby certify that, to the best of my knowledge, the financial statements have been prepared in accordance with applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the company and all the companies included in the consolidated financial statements, and that the management report presents a true and fair view of the development of the business, results and financial position of the company and all the companies included in the scope of consolidation, together with a description of the principal risks and uncertainties they face..

Grasse, 28 April 2021

Philippe MAUBERT

Chairman of the Board of Directors

STATUTORY AUDITORS REPORT

FISCAL YEAR ENDING 31 DECEMBER 2020

ROBERTET
GROUPE

COGEPARC
Membre de PKF INTERNATIONAL
Le Thélémos
12 quai du Commerce
69009 LYON

DELOITTE & ASSOCIÉS
Immeuble Le Castel
Boulevard Jacques Saadé
7 Quai de la Joliette
13253 MARSEILLE CEDEX 02

ROBERTET
Société Anonyme
37 avenue Sidi- Brahim
06130 GRASSE

Statutory auditors' report on the financial statements

For the year ended December 31, 2020

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the General Assembly of the Robertet company,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Robertet for the year ended December 31, 2020.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of December 31, 2020 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit in accordance with the independence rules set out in the French Commercial Code and in the Code of Ethics for Statutory Auditors for the period from January 1, 2020 to the date of issuance of our report, and in particular we did not provide any services prohibited by Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

Justification of Assessments - Key Audit Matters

IDue to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we bring your attention to the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period, as well as our responses to those risks.

These matters were addressed in the context of our audit of the annual financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon. We do not provide a separate opinion on specific items of the financial statements.

Key Audit Matter

Measurement of equity investments

As of December 31, 2020, equity investments have a net carrying amount of €67.5 million. They are recorded as of their entry date at acquisition cost.

If the value in use of equity investments is lower than their acquisition cost, a provision for impairment loss is recognized in the amount of the difference. As indicated in Note C. “Financial Assets” to the financial statements, the value in use is determined based on a multi-criteria analysis encompassing the share in the subsidiary’s equity and, as the case may be, the market value and the profitability outlook of the subsidiary in question.

We considered the measurement of equity investments to be a key audit matter given the judgment exercised by Management in its choice of items to consider for the estimate of the value in use of these securities, and their materiality in the financial statements.

Our response

We examined the methods implemented by management to estimate the value in use of equity investments.

Our procedures mainly consisted in :

- Verifying, based on the information communicated to us, that the estimated values in use, as determined by Management, are based on an appropriate justification of the valuation method and the figures used;
- When the value in use of equity investments was determined by reference to the market value and profitability outlook, we verified the reasonableness of the assumptions adopted and that they were supported by documented evidence;
- Assessing the appropriateness of the disclosures in Notes C. “Financial Assets” and 2.3. “Financial Assets” to the financial statements.

Specific Verifications

IWe have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the board of directors’ management report and in the other documents with respect to the financial position and the financial statements provided to shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code.

Report on Corporate Governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Article L. 225-37-4 and L.22-10-10 of the French Commercial Code [L. 225-37-4, L.22-10-9 and L. 22-10-10 the French Commercial Code].

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code relating to remunerations and benefits received by the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from controlling and controlled companies. Based on this work, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public purchase or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code, we have verified their compliance with the source documents communicated to us. Based on our work, we have no observations to make on this information.

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Appointment of the Statutory Auditors

Format of presentation of the financial statements intended to be included in the annual financial report

In accordance with Article 222-3, III of the AMF General Regulation, the Company's management informed us of its decision to postpone the presentation of the financial statements in compliance with the European single Electronic format as defined in the European Delegated Regulation No 2019/815 of 17 December 2018 to years beginning on or after January 1st, 2021. Therefore, this report does not include a conclusion on the compliance with this format of the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier).

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Robertet SA by the Annual General Meeting held on June 8, 2010 for Cogeparc. Regarding Deloitte & Associés, our appointment as statutory auditor of Robertet occurred before 1986 without interruption.

As of December 31, 2020, Cogeparc is in its 11th year of total uninterrupted engagement. The engagement of Deloitte & Associés exceeds 35 years without interruption.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control ;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control ;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements ;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein ;

- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 822-10 to L. 822-14 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Lyon et Marseille, 30 April 2021,

The Statutory Auditors

French original signed by

COGEPARC

Anne Brion TURCK

DELOITTE & ASSOCIÉS

Philippe BATTISTI

COGEPARC
Membre de PKF INTERNATIONAL
Le Thélémos
12 quai du Commerce
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37 avenue Sidi- Brahim
06130 GRASSE

Statutory auditors' report on the consolidated financial statements

For the year ended December 31, 2020

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Robertet Annual General Meeting,

OPINION

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Robertet for the year ended December 31, 2020.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of December 31, 2020 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

BASIS OF OPINION

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors, for the period from January 1, 2020 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon. We do not provide a separate opinion on specific items of the consolidated financial statements.

Key audit matter

Measurement of goodwill

As part of its development, the Group conducts external growth operations and recognizes goodwill. As of December 31, 2020, goodwill was valued at €32.9 million.

This goodwill, which represents the difference between the price paid and the fair value of the identifiable assets and liabilities purchased on the acquisition date, was allocated to cash generating units (CGU), defined according to the Group's areas of activity, i.e. the Fragrances, Perfumes and Raw Materials divisions

Management performs an impairment test as of the time of appearance of indications of losses of value, and at least once per year. The methods implemented to test for impairment, which rely on a comparison between the recoverable and carrying amounts of each CGU to which goodwill was allocated, and the breakdown of the main assumptions adopted are set out in Notes 1.7 "Business combinations," 1.9 "Impairment of goodwill and non-current assets," and 2 "Goodwill" to the consolidated financial statements.

For the three CGUs, the recoverable amount is determined by reference to the value in use calculated based on projected discounted future cash flows and a terminal value.

Our reponse

We obtained the business plans from Management and impairment tests for each CGU to which goodwill is allocated. Using this information, we performed a critical review of the Company's implementation of the adopted methodology, by implementing the following procedures :

- We assessed the reasonableness of the key assumptions adopted for determining cash flows, taking account of the economic and financial context in which the Group operates. In particular, we analyzed the consistency of the assumptions used in sales and costs forecasts, substantiating it with external market analyses.
- We reviewed the calculations and the methodological approach adopted based on procedures performed by our valuation experts;
- We assessed the discount rate and the perpetual growth rate adopted by Management, comparing it with our own estimated rate, prepared with the assistance of our valuation experts;
- We compared prior period forecasts with the corresponding actual results to assess the reliability of the forecast data preparation process ;

Management is required to make significant judgments and assumptions regarding the impairment tests it conducts on the goodwill included in each CGU, notably concerning :

- Estimated future cash flows for each CGU and particularly forecast sales and future costs ;
- The discount rate and the perpetual growth rate used to forecast these flows.

Accordingly, a change in these assumptions may modify the recoverable amount of these CGUs.

In this context, we considered the measurement of goodwill allocated to CGUs to be a key audit matter.

- We sample tested the arithmetical accuracy of the impairment tests performed by the Company ;
- We obtained and reviewed the sensitivity analyses performed by Management. We also performed our own sensitivity calculations to verify that the impairment tests, performed on a basis of a reasonable possibly change in the key assumptions, would not cause an impairment of the goodwill ;
- We also assessed the appropriateness of the disclosures in Notes 1.7 “Business combinations,” 1.9 “Impairment of goodwill and non-current assets,” and 2 “Goodwill” to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the board of directors’ management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code is included in the Group management report, it being specified that, in accordance with the provisions of Article L.823-10 of the code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

Other Legal and Regulatory

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

In accordance with Article 222-3, III of the AMF General Regulation, the Company’s management informed us of its decision to postpone the presentation of the consolidated financial statements in compliance with the European single electronic format as defined in the European Delegated Regulation No 2019/815 of 17 December 2018 to years beginning on or after January 1st, 2021. Therefore, this report does not include a conclusion on the compliance with this format of the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier).

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Robertet SA by the Annual General Meeting held on June 8, 2010 for Cogeparc. Regarding Deloitte & Associés, our appointment as statutory auditor of Robertet occurred before 1986 without interruption.

As of December 31, 2020, Cogeparc is in its 11th year of total uninterrupted engagement. The engagement of Deloitte & Associés exceeds 35 years without interruption.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore :

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control ;

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control ;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements ;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein ;
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation ;
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 822-10 to L. 822-14 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Lyon and Marseille, April 30, 2021

The Statutory Auditors

French original signed by

COGEPARC	DELOITTE & ASSOCIÉS
Anne BRION TURCK	Philippe BATTISTI

COGEPARC
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12 quai du Commerce
69009 LYON

DELOITTE & ASSOCIÉS
Immeuble Castel Office
7 Quai de la Joliette -
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13235 Marseille Cedex 02

ROBERTET
Société Anonyme
37 avenue Sidi- Brahim
06130 GRASSE

Statutory Auditors' special report on regulated agreements and commitments

Shareholders' Meeting held to approve the financial statements
for the year ended December 31, 2020

This is a translation into English of the statutory auditors' report on regulated agreements and commitments issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with French law and professional auditing standards applicable in France. It should be understood that the agreements and commitments reported on are only those provided for by the French Commercial Code and that the report does not apply to those related-party transactions described in IAS 24 or other equivalent accounting standards.

To the Shareholders' Meeting of Robertet,

In our capacity as statutory auditors of your Company, we hereby report to you on the regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying such other agreements, if any. It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code (Code de commerce), to assess the interest involved in respect of the conclusion of these agreements for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R. 225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the Shareholders' Meeting, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement. These procedures consisted in agreeing the information provided to us with the relevant source documents.

AGREEMENTS AND COMMITMENTS SUBMITTED FOR APPROVAL

TO THE SHAREHOLDERS' MEETING

Agreements and commitments authorized and concluded in the past year

We hereby inform you that we have not been advised of any agreements or commitments that were authorized and concluded during the past fiscal year to be submitted for the approval of the Shareholders' Meeting in accordance with Article L.225-38 of the French Commercial Code.

Agreements and commitments approved during previous years with continuing effect during the year

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed that the following agreements and commitments, previously approved by Shareholders' Meetings of prior years, had continuing effect during the year.

With Maubert SA

Agreement relating to a Group management contract with Maubert SA

Common directors : Mr. Philippe Maubert, Chairman and Chief Executive Officer of Robertet SA and Chairman of the Maubert SA Board of Directors, Mr. Christophe Maubert, member of the Robertet SA Board of Directors and member of the Maubert SA Board of Directors, Mr. Olivier Maubert, member of the Robertet SA Board of Directors and member of the Maubert SA Board of Directors, Mrs. Isabelle Maubert, member of the Robertet SA Board of Directors and member of the Maubert SA Board of Directors, Mrs. Catherine Canovas, member of the Robertet SA Board of Directors and member of the Maubert SA Board of Directors.

Nature : your company entered into Group management contract with MAUBERT SA.

Terms and conditions : the fee is calculated on the amount of costs incurred plus a 5% margin. An expense of €45,000 excluding taxes was recorded for the year ended December 31, 2020.

Lyon and Marseille, April 30, 2021,.

The Statutory Auditors

COGEPARC	DELOITTE & ASSOCIÉS
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Société Anonyme
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06130 GRASSE

Statutory Auditors' special report on the granting of existing or newly-issued shares for no consideration

Combined Shareholders' Meeting of June 9, 2021
Twelve and Thirteen Resolutions

This is a free translation into English of the statutory auditors' report issued in the French language and is provided solely for the convenience of English speaking readers. This report should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France.

To the Robertet Annual General Meeting,

As statutory auditors of your Company and in accordance with Article L.225-197-1 of the French Commercial Code (Code de commerce), we have prepared this report on the proposed authorization to grant existing or newly-issued shares for no consideration to salaried employees and corporate officers of your Company and its affiliates, a transaction on which you are asked to decide.

Your Management Board recommends that, having considered its report, you confer on it the authority to grant existing or newly-issued shares, withing a limit of 1% of the Company's share capital, and for a period of 38 months.

The Management Board is responsible for preparing a report on this transaction which it wishes to carry out. Our role is to inform you of our comments, if any, on the information thus given to you on the proposed transaction.

We performed the procedures that we considered necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to this engagement.

Such procedures consisted in verifying that the proposed conditions as given in the Management Board's report comply with legal provisions.

We have no comments on the information given in the Management Board's report in respect of the proposed granting of shares for no consideration.

Lyon and Marseille, April 30, 2021

The Statutory Auditors

Cogeparc
Membre de PKF INTERNATIONAL
Anne BRION TURCK

Deloitte & Associés
Philippe BATTISTI

ROBERTET GROUP

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56000 Vannes

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84900 Avignon

USA

Robertet Flavors Inc

Robertet Fragrances Inc

Robertet Fragrances Inc.
New York Creative Center

EUROPE

GERMANY
Robertet GMBH

SPAIN
Robertet España SA

GREAT BRITAIN
Robertet UK Ltd.,

ITALY
Robertet Italia Srl

SWITZERLAND
Robertet SA

SOUTH AMERICA

ARGENTINA
Robertet Argentina

BRAZIL
Robertet do Brasil Ind. e Com. Ltda

COLOMBIA
Robertet Andina S.A.S.

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