

A woman with blonde hair, wearing a white hard hat with the 'ROGERS Lantic' logo, a light blue button-down shirt, and a lanyard with an ID badge, is talking on a mobile phone. She is standing in a factory or industrial setting with blurred machinery in the background.

ROGERS

ESG REPORT

June 2022

TSX RSI

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REPORTING SCOPE AND BOUNDARY

The data presented in this report is based on our fiscal years and reported for both of our business segments, unless otherwise indicated. The data has not been audited by an independent third party and some indicators are manually compiled. The information is accurate to the best of our knowledge.

For the purposes of this report Rogers Sugar Inc. will hereby be referred to as “Rogers” or “the Company”.



MESSAGE FROM THE PRESIDENT & CEO



I am pleased to present Rogers' second Environmental, Social and Governance (ESG) report. Despite being new to the role of CEO, I have a long history in this business and a clear understanding of the importance of ESG principles in the overall governance, operations and strategy of the Company. As a food manufacturer with nine facilities, we understand the impact our operations and products have on the environment and consumers alike and take our responsibility seriously.

Continuous improvement is at the foundation of what we do. This philosophy, coupled with a solid base of key performance indicators, is the basis for a measured path forward. With this in mind, I wanted to highlight several improvements we implemented over the past year that demonstrate our commitment to positive change.

First, we pushed our materiality assessment a step further by surveying the ESG priorities of our various stakeholders. This supplemental analysis validated our own internal assessment conducted last year in several areas such as Diversity and Responsible Sourcing. Based on this information, we decided to take action to strengthen our Sustainable and Ethical Sourcing policies and enhance our corporate governance with the adoption of a Diversity policy and Say on Pay policy.

Furthermore, this year's report includes operating metrics for our Maple and Blending facilities, as well as additional indicators to provide the best picture possible of our efforts in sustainability. For general interest purposes we also included a few "Did You Know"

capsules on such topics as organic maple syrup and Agri-based raw material procurement activities. Most importantly, we started to set some targets on a limited number of important metrics. These targets will keep us focused on making meaningful progress.

In summary, we made significant headway in our second ESG report and are committed to making ongoing improvements in the coming years. In fact, we are looking to create a new position which would have the responsibility of spearheading all our sustainability efforts.

In closing, I would like to give a special thanks to our internal ESG committee for their time and effort in putting this report together. In addition, I would like to thank all our employees for their dedication and hard work throughout the year, our suppliers and customers for their confidence and our shareholders for their support in our sustainability journey.

A handwritten signature in black ink, appearing to read "Michael Walton". The signature is stylized and fluid.

Michael Walton

President and Chief Executive Officer



ROGERS

1. Head Office and Cane Refinery
VANCOUVER, BC
2. Beet Plant
TABER, AB
3. Distribution Centre
TORONTO, ON
4. Blending Facility
TORONTO, ON
5. Administrative Office and Cane Refinery
MONTREAL, QC

TMTC

6. Head Office – Bottling Plant, Eastern Sales and Distribution
GRANBY, QC
7. Bottling Plant, Warehousing and Shipping
SAINT-HONORÉ-DE-SHENLEY, QC
8. Bottling Plant, Warehousing and Shipping
DÉGELIS, QC
9. Bottling Plant, Warehousing and Shipping
WEBSTERVILLE, VT

944

Employees

9

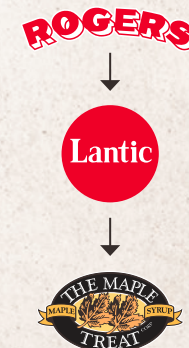
Facilities

ROGERS AT A GLANCE

Rogers holds all of the common shares of Lantic Inc., which operates cane sugar refineries in Montreal, Quebec and Vancouver, British Columbia, a blending facility and distribution center in Toronto, Ontario, as well as the only Canadian sugar beet processing facility in Taber, Alberta.

LANTIC owns all of the common shares of The Maple Treat Corporation (“TMTC”). TMTC operates plants in Granby, Dégelis and in St-Honoré-de-Shenley, Quebec and in Websterville, Vermont.

LEGAL STRUCTURE



ROGERS AT A GLANCE

\$893.9M

Total revenue

\$91.0M

Adjusted EBITDA

6.5%

Dividend yield

779,505

Metric tonnes of sugar
N°1 in Canada

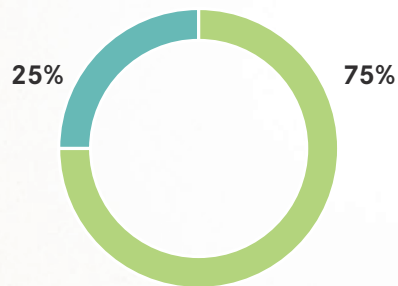
52,255,000

Pounds of maple syrup
N°1 in the world

\$560M

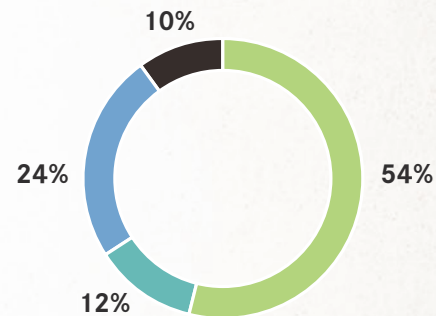
Market capitalization

2021 Revenues



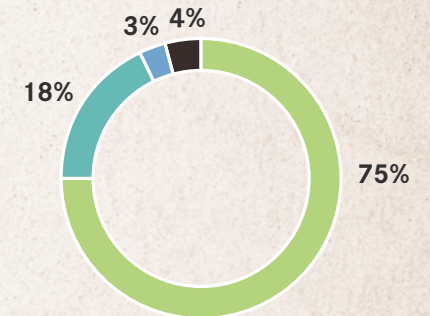
■ Sugar ■ Maple products

2021 Sugar revenues by segment



■ Industrial ■ Consumer ■ Liquid ■ Export

2021 Revenues by geography



■ Canada ■ United States ■ Europe ■ Other

ROGERS AT A GLANCE — DID YOU KNOW?



~50%

ROGERS IS THE LARGEST BUYER OF ORGANIC MAPLE SYRUP PROCURING ABOUT 50% OF QUEBEC ORGANIC CROP.

BACKGROUND

The certification requirements for an organic sugarbush are stringent. The manufacturer requires a fully documented organic production plan describing the activities, processes and practices of the maple sugarbush and an audit trail to trace the entire manufacturing process from the supplier to the retailer. There are strict standards on woodlot management, taps, maple water manipulation, storage material, sap filtration, washing and disinfection of equipment.

BENEFITS OF ORGANIC MAPLE SYRUP

- Maintains the sustainability of the maple grove
- Promotes biodiversity
- Respects the integrity of the product during the transformation of maple water into syrup
- Assures the highest quality maple syrup

“ Having a diversified maple bush is important. It maximizes flow, ensures vigor of maple stand, reduces soil acidity and is more resistant to insect invasion and extreme climate occurrence like strong wind and rain.”

Louis Turenne, General Manager, The Maple Treat Corporation



3,719,937

Total energy use (GJ)

163,152

GHG emissions (tCO₂e)



\$205K

Charitable donations

-21%

Reduction in lost time recordable incident rate in last 3 years



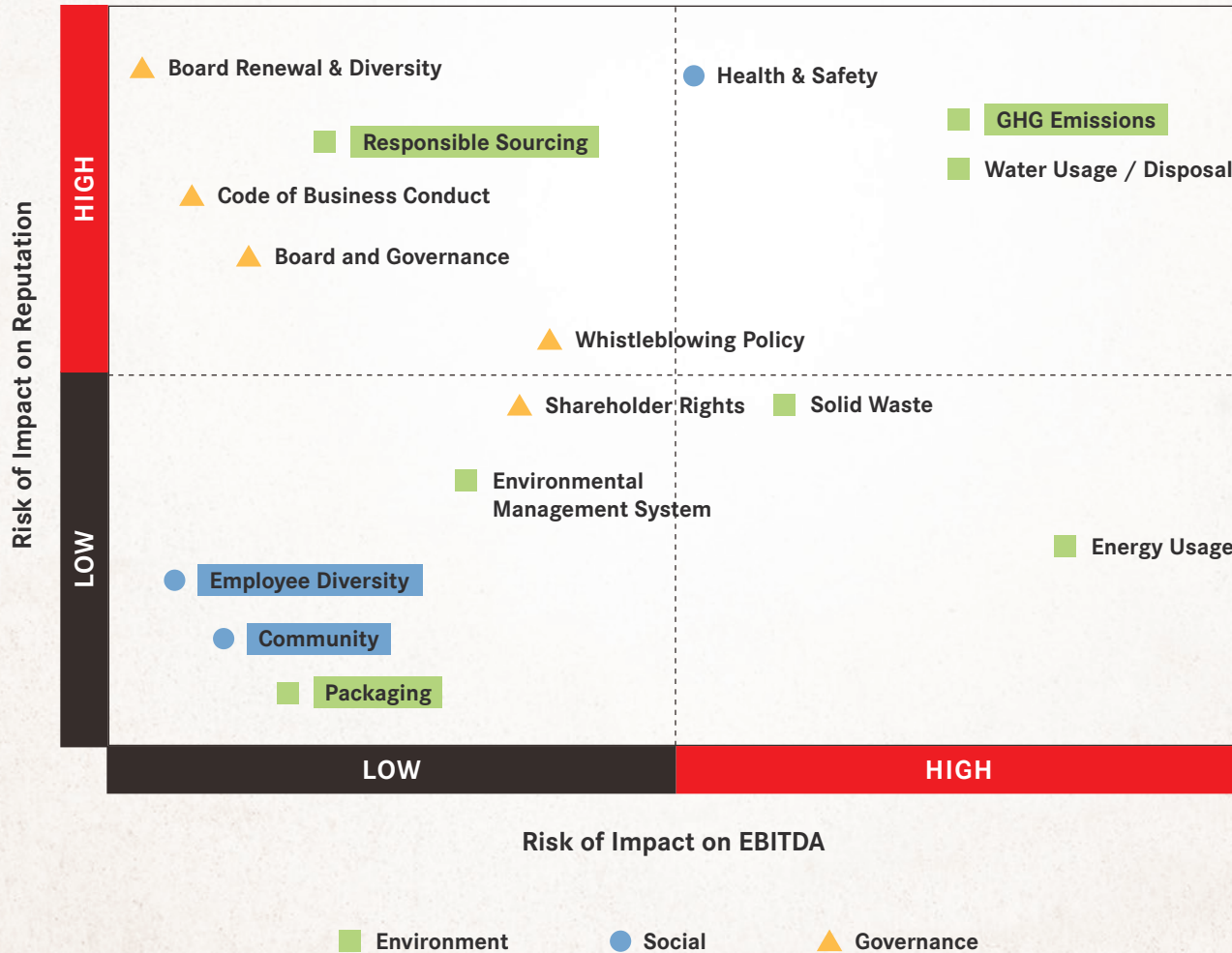
17%

Women on Rogers' Board

100%

Managers' incentive pay is linked to one or more ESG objectives

MATERIALITY ASSESSMENT PROCESS



In 2020, we set the foundation for Rogers' ESG journey with an internal materiality assessment matrix. We based the analysis on two major risk criteria namely, the impact on our EBITDA and our reputation. We rated each ESG topic on a scale of importance from low to high, as detailed in the graph.

In 2021, we supplemented this assessment by surveying the ESG priorities of Rogers' stakeholders. We benchmarked 24 companies including peers, suppliers and customers by analyzing their respective ESG reports. This process highlighted ESG priorities that are considered most relevant for our industry. The most reported ESG priorities for our stakeholders included GHG Emissions; Packaging; Sourcing; Community Investment; and Equity, Diversity & Inclusion, as highlighted in the graph.

The key takeaway of this analysis is that the five most reported ESG priorities by Rogers' stakeholders were already identified by Rogers in its 2020 ESG report. As a result, this second approach to materiality assessment confirms the relevance of Rogers' ESG priorities. In our second ESG report, we will provide more details on Responsible Sourcing, a key ESG priority for both Rogers and its stakeholders.

Environment



Our governance and business management systems ensure we respect and monitor our compliance with environmental regulatory standards. The economic and reputational importance of energy and natural resources in our business is managed with a continuous improvement mindset which leads us to regularly look at new technologies and business practices that minimize our environmental footprint and in parallel, where possible, improve our bottom line. Applied specifically to energy usage, over the last 4 years this focus has led to in excess of \$7 million of investments that leverage new technology and process improvements to recover waste energy, improve evaporation efficiency and upgrade boiler performance which altogether help lower cost, lower energy intensity and reduce our environmental footprint.

ENVIRONMENT – KEY INDICATORS

Indicator	2021 Result	2020 Result	2019 Result ⁽⁵⁾
Facilities			
Number of facilities in Canada and the U.S. (Sugar and Maple)	9	9	9
Number of facilities in this reporting cycle	9	9	3
Energy			
Electricity intensity (kWh / MT of product ⁽¹⁾)	100.35 ⁽⁴⁾	96.51	96.10
Fuel ⁽²⁾ intensity (Product) (Total use (GJ) / MT of product ⁽¹⁾)	4.65 ⁽⁴⁾	4.47	5.15
Air Emissions			
GHG Emission intensity ⁽³⁾ (t CO ₂ e / MT of product ⁽¹⁾)	0.204 ⁽⁴⁾	0.203	0.224
Water			
Potable Water intensity (m ³ / MT of product ⁽¹⁾) for production and power house, excluding water used in finished products sold	3.07	3.19	2.79
Sourcing			
% of raw sugar supply sourced from producers who follow certified sustainable agricultural practices (target of 100% by 2027)	22%	17%	24%
Other			
All 9 facilities certified under schemes that are Global Food Safety Initiative (GFSI) compliant	Yes	Yes	Yes

⁽¹⁾ All products reported on a dry basis

⁽²⁾ Natural gas, diesel, bunker fuel, propane

⁽³⁾ GHG emissions associated with Stationary combustion

⁽⁴⁾ The increase in 2021 is mainly attributable to the return to normal of sugar production in Taber following a crop failure in 2020 and the weighted impact of higher per MT energy requirements to process sugar beets compared to raw cane sugar.

⁽⁵⁾ Excludes Maple

ENVIRONMENT – DID YOU KNOW?



29%

FROM 2000 TO 2021, LANTIC AND OUR GROWER PARTNERS HAVE IMPROVED SUGAR BEET YIELDS BY 29% AND REDUCED CROP PROTECTION APPLICATIONS BY UP TO 50%.

BACKGROUND

In collaboration with our contracted growers, Lantic has a long track record of continuous improvement in Agricultural practices and Sustainability. Measured over time, these efforts, which start with hybrid seed development and extend to all aspects of sugar beet production, enabled Lantic to reduce sugar beet acres by 29% while supporting equivalent beet sugar production requirements. In addition, Crop Protection applications have been reduced by up to 50% over this same time frame.

BENEFITS OF USING LESS LAND

- Reduces irrigation water consumption
- Reduces energy requirements
- Reduces the use of nitrogen fertilizers
- Reduces crop protection chemicals

“ The culture of continuous improvement is part of the fabric of our relationship with our growers and agricultural partners. Our results have been outstanding and have created lasting value for the full value chain.”

Michael Walton, President and CEO

ENVIRONMENT – NEW THIS YEAR



SUSTAINABLE SOURCING POLICY STATEMENT AT LANTIC INC.

BACKGROUND

Lantic Inc. is committed to promoting responsible management of our resources and the environment. As requested Lantic Inc. provides customers with certificates that ensure customers' raw sugar meets established sustainability practices.

Sugar supplied from our Taber sugar beet facility also adhere to sustainable agriculture practices evaluated under SAI (Social Accountability International) practices.

BENEFITS OF CERTIFICATES

Certification bodies such as Vive, Bonsucro and SAI confirm suppliers' adherence to standards including labour, agricultural practices, biodiversity & ecosystem, carbon footprint and continuous improvement practices.

“ The requirement for raw sugar supply from certified sustainable sources is increasing. To meet this growing need, Lantic Inc. is taking steps to enhance its sourcing standards. By 2027, we expect to originate 100% of our raw sugar supply from suppliers who follow verified sustainable agricultural practices.”

Jean-Sebastien Couillard, Vice President of Finance and CFO



WATER

Rogers recognizes that water is a scarce resource that needs to be managed responsibly. Water is an important consumable in the refining of sugar and processing of sugar beets. All Rogers' production sites strive to reduce water use through initiatives that include water recycling and water conservation.



PACKAGING

Rogers' products are packaged using glass, paper and plastic materials. Of the total packaging costs, glass, paper and plastic represent 29%, 36% and 35% respectively. The most important packaging material for sugar is paper (73%) while for maple it is glass (50%). Both businesses strive to increase the recyclability of their packaging. Our maple business which is largely sold in retail formats includes approximately 31% of recycled material in the content of their packaging.



ENVIRONMENTAL MANAGEMENT SYSTEMS

Rogers' management systems for environmental issues are reviewed monthly by the leadership team and quarterly by the Board. These reviews often lead to specific improvement goals which drive better business outcomes or reduce risks. A notable result of these types of critical reviews was the development of a service agreement with the Town of Taber, Alberta to operate an onsite wastewater treatment facility which improved technical skills, enhanced operational performance and created a stronger partnership with the town and community.

Social



Our employees are critical to the success of our business. Working effectively as a team enables us to deliver what we promise and helps us differentiate ourselves from our competitors. Nurturing an environment which promotes respect, diversity and equity is foundational to our core values. Supporting this with a workplace that promotes empowerment, leadership, accountability and recognition creates high performing teams and opportunities for learning and personal growth.

SOCIAL – KEY INDICATORS

Indicator	2021 Result	2020 Result	2019 Result
Employees			
Number of female employees	207	217	206
Number of male employees	737	727	698
Percentage of women in senior executive/director roles	23%	22%	21%
Number of unionized employees	523	564	544
Voluntary turnover rate (excluding retirement)	7.10%	9.4%	11.5%
Health & Safety			
Lost time accident frequency rate	2.87	4.29	3.40
Lost time severity rate	36.91	107.59	98.99
Community			
Charitable donations	\$205,000	\$300,000	\$180,000

SOCIAL – DID YOU KNOW?



\$3M

IN FISCAL 2021, ROGERS INVESTED ABOUT \$3 MILLION IN THE HEALTH AND SAFETY PREVENTION OF COVID-19.

BACKGROUND

Rogers provides essential services to critical food supply chains. During the COVID-19 pandemic, the Company's plants operated without disruption. Rogers established extensive protection measures and protocols to ensure the health and safety of its employees. To further ensure a safe work environment, with the collaboration of a team of health care professionals, Rogers proactively monitored employee health and temporarily removed at risk individuals from the workplace, without compromising their pay.

BENEFITS OF HEALTH & SAFETY PREVENTION

- Reduces absenteeism
- Increases productivity
- Lowers insurance costs
- Maintain supply of primary food ingredients
- Protects employee's health while at work

“ Our priority is to protect our employees. Introducing comprehensive and rigorous hygiene policies to ensure their health and safety is our duty as a responsible corporate citizen.”

Jean-François Khalil – Vice President, Human Resources



ETHICAL SOURCING POLICY STATEMENT AT LANTIC INC.

BACKGROUND

Lantic Inc. is committed to promoting responsible management of our resources and the environment. Lantic Inc., has always been committed to upholding human rights, not only with respect to its own employees but also for workers in its supply chain.

Our Ethical Sourcing Policy, adopted in October 2021, encompasses comprehensive criteria on anti-corruption, labour rights, fair and safe working conditions, and environmental compliance.

Lantic Inc. requires its suppliers to confirm compliance with our standards. It is the responsibility of Senior Management to establish, document, implement, communicate, and maintain effective resource management in accordance with the principles of Ethical sourcing by ensuring compliance with Applicable Local Laws & Regulations.

BENEFITS OF ETHICAL SOURCING

Ethical sourcing standards ensure that suppliers of the products and services that we source operate their business in a manner in which their team members are treated with respect, dignity, and equity in a work environment that provides healthy, safe, and decent conditions and is free of abuse.

“ Lantic Inc. requires all suppliers to adhere to business ethics and comply, at a minimum, with all applicable labour, employment, health and safety, and environmental laws and regulations of the country where the merchandise is produced.”

Patrick Dionne, Vice President, Operational Services, Supply Chain and Sustainability



DIVERSITY AND INCLUSION

Rogers is committed to workplace diversity and inclusion. A diverse working population brings with it cultures and ideas that can benefit and strengthen the workforce. The Company aspires to be a workplace that embraces minority groups and ensures that employees are treated equally, with respect, dignity and courtesy at all times. The Company is an equal opportunity employer. It ensures there is no gender or racial discrimination on hiring and has measures in place to ensure pay equity between men and women.



HEALTH & SAFETY

Rogers is committed to provide a safe work environment for all its employees. The health and safety of employees is its top priority. All facilities follow both local legislation and corporate guidelines to achieve a culture of zero harm. Rogers benchmarks itself against the Occupational Safety and Health Administration (OSHA) standards. Local Health and Safety professionals collaborate with corporate Health and Safety resources and health care professionals to monitor and manage outcomes and build continuous improvement objectives that reduce risks.



COMMUNITY

Rogers is committed to provide support to the communities in which it operates. The Company has a donation policy that supports various local charities financially, for about \$250,000 per year, and through employee volunteering events. Targeted areas of support include underprivileged families, agricultural education, community welfare, preservation & safety and employee crisis. Rogers supports local charities such as “Le Chic-Resto-Pop” in Montreal and the “Union Gospel Mission” in Vancouver and also participates in fundraising to support good causes such as “Wigs 4 kids”.

Governance



Our Board of Directors are viewed as an integral part of our business. It brings individuals with diverse backgrounds and relevant experience to help the company operate successfully and uphold its values and reputation. The Board has overall responsibility for monitoring, evaluating and contributing to the strategic and operational direction of the business. This includes helping the business to be managed effectively in accordance with regulatory and legal requirements, and ensuring that it operates in an ethical and socially responsible manner while also maximizing short-term and long-term stakeholder value. The Board is further responsible for defining and overseeing the risk assessment and management process. Our full Board meets quarterly to review results and discuss strategic business issues. The Board is assisted in managing its responsibilities through specialized committees. These committees include: Audit, Human Resources and Compensation, Strategic Initiatives and ESG.

GOVERNANCE – KEY INDICATORS

Indicator	2021 Result	2020 Result	2019 Result
Board and Governance Information			
Percentage of independent Directors Rogers Sugar Inc (RSI) Parent	100%	100%	100%
Percentage of independent Directors Lantic Inc – Operating Company	50%	50%	50%
Separate Chair and CEO	Yes	Yes	Yes
Independent Chair	Yes	Yes	Yes
Annual Board evaluation process	Yes	Yes	Yes
Number of Board meetings held	6	8	5
Average meeting attendance	100%	100%	92%
Board Renewal and Diversity			
Annual election of Directors	Yes	Yes	Yes
Majority voting policy	Yes	Yes	Yes
Average age of Directors	61	60	59
Mandatory retirement age	Yes	Yes	Yes
Average Director tenure	11	10	9
% women on the Board (target above 30% by the fiscal 2022 Annual Meeting of Shareholders) ⁽¹⁾	17%	17%	17%
Board diversity policy	Yes	No	No
Shareholder Rights			
Say on Pay advisory vote	Yes	No	No

⁽¹⁾ Target will be reached at the end of June 2022.

GOVERNANCE – NEW THIS YEAR



CORPORATE DIVERSITY POLICY

BACKGROUND

On November 25, 2021, Rogers adopted a written Corporate Diversity Policy which aims at achieving and maintaining diversity (including gender diversity) on its Board of Directors and its Executive Management team.

The Environmental, Social and Governance Committee will consider such differences as part of its determination of the optimal composition of its Board, as well as its identification and nomination of candidates.

In all circumstances, appointments to the Board are based on merit, in the context of the skills, experience, education, independence and knowledge required of an effective Board, with due regard for the benefits of diversity.

BENEFITS OF BOARD DIVERSITY

Rogers acknowledges that a truly diverse Board will include and make good use of differences in the skills, competencies, knowledge, regional and industry experience, gender, race, and other differences between its members.

“ Rogers is committed to reaching a Board composition of at least 30% of women by the fiscal 2022 Annual Meeting of Shareholders and maintaining or improving this composition thereafter.”

M. Dallas H. Ross, Chairman



EXECUTIVE COMPENSATION

Rogers believes a fair and competitive compensation structure helps attract, retain and motivate qualified talent within the organization. The Human Resources and Compensation Committee has the responsibility of evaluating and making recommendations to the Board regarding the compensation of Rogers' executives which is comprised of a base salary as well as performance-based incentive plans. Non-executive management-level employees are also participants to the company's incentive plans. For all plan participants, a portion of the incentive payout is based on the achievement of health & safety targets.



WHISTLEBLOWING POLICY

Rogers has a Whistleblowing Policy which is an important mechanism to detect corrupt, illegal or other undesirable conduct. The Company strongly encourages employees to speak up through a dedicated hotline if they suspect or witness any matters of concern. The Audit sub-committee takes all reports made under this Policy seriously and will fully investigate each complaint.



CYBERSECURITY

Rogers seeks to be proactive in the area of cybersecurity. The Company faces various security threats, including cybersecurity threats to gain unauthorized access to sensitive information, to render data or systems unusable, or otherwise affect the Company's ability to operate. Rogers mitigates this risk by continually investing in appropriate information technology systems, infrastructure and security and training employees on a regular basis. This risk is monitored by the Audit Committee.



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