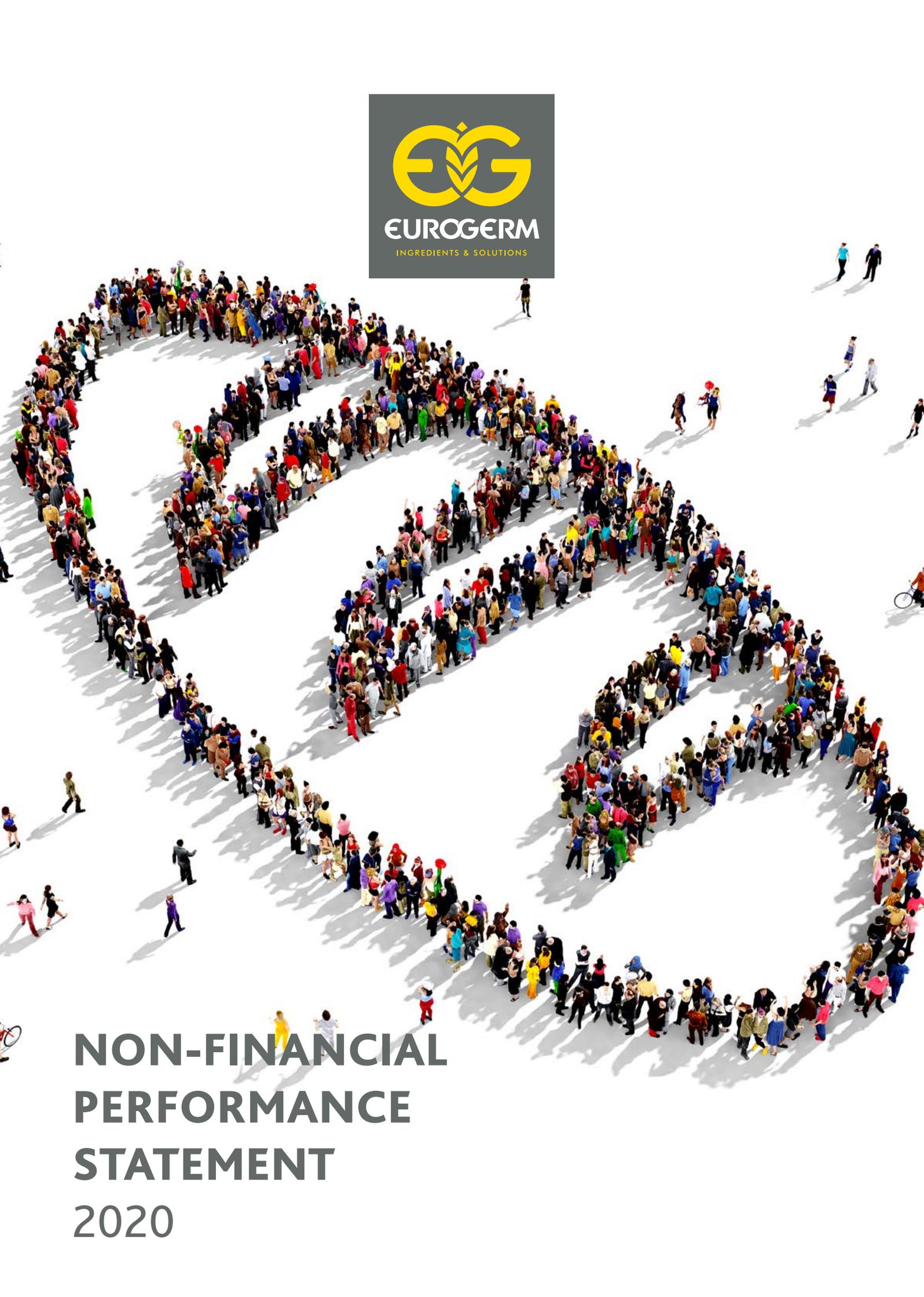




EUROGERM

INGREDIENTS & SOLUTIONS



**NON-FINANCIAL
PERFORMANCE
STATEMENT
2020**

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Editorial



Jean-Philippe GIRARD
CEO

We have long been convinced that business has a major role to play in achieving sustainable development goals and in avoiding risks to our collective future.

We are convinced that developing a sustainable and responsible approach brings undeniable benefits to the company, its employees, its customers, its region and all the stakeholders with whom it cooperates and moves forward,

For several years, EUROGERM has been committed to its Social and Societal Responsibility with the aim of NOURISHING A BETTER FUTURE.

We have been a signatory to the Global Compact since 2011 and support the principles of the UN Compact to advance our organization and CSR practices.

The experience of the last few years has shown that the new initiatives developed in our organisation have become a firm fixture, ensuring that we are seen as a reliable partner and better able to meet the challenges of the ever-changing markets in which we operate.

The development of our practices is a powerful catalyst for innovation in our products and expertise, and undoubtedly improves our brand image and enables us to penetrate the most demanding markets. It also increases the dedication and satisfaction of our customers and employees.

The appointment of a Group CSR Manager is a good opportunity to implement our policy and engage with our customers, employees, suppliers and partners.

The coming year should represent a new phase for the EUROGERM group, with the roll-out of a new business model, strengthened by the commitment of all our subsidiaries across international markets. More than ever, the real driver to SUCCEED TOGETHER will be our ambition to contribute to a positive economy that combines respect, sharing, experience, transparency, expertise, innovative solutions and performance.

Our values are core to our behaviour. Our Group's commitment is stronger than ever for the coming year, and we are united in our efforts to develop initiatives in this respect and keep building the performance and competitiveness of our company.

Assessment and outlook

2020 proved to be unprecedented in many ways. The EUROGERM Group, like most companies, had to contend with difficulties linked to the pandemic and constantly adapt.

As part of an essential sector, the agri-food industry, our business related to the wheat-flour-bread chain was relatively little impacted by the COVID-19 crisis, even though our sales associated with pastries/catering and the restaurant industry suffered the consequences of lockdown and closure of cafés, restaurants, schools, leisure and cultural venues. Our multi-sector offering, international network of subsidiaries, adaptability and innovation have been key to our resilience.

Our quality and food safety approach, which began in 1994, has enabled us to introduce drastic measures to protect our employees, our customers and our products. Our expertise in crisis situations, inherent to the food business to guarantee our customers and consumers safe and high quality products, has made it easier to deploy preventive procedures to anticipate any major health problem.

Like any crisis, bringing threats but also opportunities, the pandemic and its social distancing measures have forced us to come up with new ways of communicating, internally with our employees and subsidiaries, externally with our customers and suppliers. Digital and collaborative tools, technical and commercial webinars, tutorials and videos, product tasting boxes: a complete system to maintain the relationship and offer customised support.

In 2021, for the first time, we will publish our Extra-Financial Performance Statement (EFPS). Once again, what may appear to be a regulatory constraint is actually a tremendous opportunity to step up the deployment of our social, societal and environmental approach. A strategic analysis - Strengths/Weaknesses/Opportunities/Threats - was carried out in 2020, helping to identify the key areas and challenges of our CSR policy. On this basis, we have defined Group indicators that we shall present within a limited scope this year, with the aim of achieving a consolidated scope by 2022/2023.

This initial EFPD is a snapshot of our actions and commitments for 2020/2021, highlighting our progress and identifying areas for improvement in the coming years. Purchasing policy, human resources policy, business policy, environmental policy, sponsorship policy... all to be deployed within the Group to Nourish a better future.



The EUROGERM Group

Founded in 1989, quoted on the stock exchange, our Group is spread out around the world and today employs more than 480 staff globally, distributed between the French head office and the 15 subsidiaries present in Europe, Africa, the Americas and Asia.

Specialised in the development, manufacturing and marketing of creative ingredients and solutions for the wheat-flour-bread-patisserie sector, experts in crusty, soft, taste and texture, we share with our customers the same passion for bread, morning goods and patisserie.

Innovation, continuous improvement, responsible commitment, all priorities inspiring us on a daily basis to guarantee for our customers the highest level of products and service and customised support within a dynamic of shared success.

OUR VISION : FEED A BETTER FUTURE

We are convinced that each one of us, whether acting as individuals or as companies, has a role to play in responding to the major challenges of our time.

As for us, we wish to make a positive impact by developing ever healthier, more innovative and tastier products.

Attentive to provenance and the quality of ingredients, on a permanent quest for excellence, both at the level of processing as well as human relations, we are acting on a daily basis for the well-being of each and every one of us.



OUR AMBITION TOGETHER, WE ACHIEVE

Within the framework of the global growth in consumption of cereal-based foods due to demographic changes and differing patterns of consumption, building on our more than 30 years of expertise implementing solutions suitable for all stakeholders within the wheat-flour-bread-patisserie sector, our vocation is supporting our current customer base in their development as well as conquering new markets in France and the world.

This growth strategy rests on a two-pronged approach:

- Geographic expansion through the creation of sites abroad using a successfully piloted model in order to best meet local market needs and gain in terms of responsiveness, productivity and competitiveness.
- Diversification of our range of products and services destined for the cereals marketplace so that we are in the position to be able to meet any request in France and internationally.

OUR VALUES

BOLD

Innovation is born where knowledge meets the imagination: acquired over 30 years of existence, our knowledge is the fertile ground where brand-new ideas can grow, which then open up new paths and have a positive

ACTION

One of the reasons why our customers have so much confidence in us is our capacity to spring into action and implement solutions adapted to their economic challenges. Hand in hand with our teams and partners, we transform ideas into action to respond to real situations on the ground, to demands from our customers and to those from the customers of our customers.

RELIABILITY

Expertise is not only something simply accumulated over time but equally a question of having the appetite to learn, question, optimise, master and then bounce back to make out of it something better. Thanks to our deep knowledge of our own profession, we are able to support our customers in their quest for performance and value.

GENEROSITY

We love our profession and we always work with a smile on our face, in a spirit of constructive and caring dialogue. The experience is in itself precious; the shared experience is invaluable. It is what drives both our own growth and that of the whole company.

LISTEN

We are proud of being able to manage and anticipate special requests from every single one of our customers, from the smallest craft business to the large industrial producer. For us, the customer is king. Our capacity for listening and empathising affords us relationships built on confidence between ourselves and with all our partners

OUR MISSION

We develop, produce and market milling correctors, baking improvers, technical ingredients and sweet and savoury patisserie ingredients, to give improved consistency, quality and a higher added-value to products in the wheat-flour-bread-patisserie sector.

The systematic association of product and service allows us to offer our customers bespoke support, whatever their sector of activity.

Our sole objective: help our customers through our range of products/services to develop products that bring pleasure and satisfaction to consumers.



OUR QUALITY, FOOD SAFETY POLICY

Faced with perpetually changing market demands and those of consumers, ever more attentive to food security, with ever higher requirements across the whole food sector as regards the demands on finished products, the accreditation of food quality and/or security management systems is a prerequisite to give customers – and final consumers- assurance on the security, reliability and quality of products produced internationally within the industrial food sector. Within EUROGERM, a range of accreditations is in place to conform to local standards and market expectations: ISO 9001, ISO 22000, FSSC 22000, SQF...



OUR MARKETS

MILLING

Our « wheat-flour » expertise means we can support our customers through a tailored partnership including advice on wheat purchases and milling process, flour analysis and the supply of correctors suitable for differentiating and adding value to their production.

BAKERY-PATISSERIE

In industrial baking, our « flour-bread » expertise promotes innovation both in terms of extending product ranges towards new markets as well as using new baking technologies or in the characteristics of traditional products (sensory, nutritional).

AGRI-FOOD & DISTRIBUTION

Our expertise in « ingredients » allows us to provide targeted responses to agri-food industries, through the design and development of ranges of ingredients and solutions in phase with the new consumer trends (clean label, vegetarian, sustainable, delighting the senses....).

OUR INTERNATIONAL PRESENCE

International development is truly a strategy of sharing and exchange and forms a major part of our growth and diversification. Since 2012 Group export turnover has exceeded 50 % and this ratio is growing constantly.

Think global, eat local: embracing local food culture, that is how we promote our international development model that joins up people, cultures and different geographical locations. Opening up subsidiaries together with a local commercial and industrial partner means that our introduction is sure to succeed.

Our international deployment focuses on three major objectives:

- Proximity: Being present and active on the ground, close to our customers to become more responsive, productive and competitive.
- Transfer: Rolling out our expertise worldwide to satisfy market needs and prepare for the future, by adapting to regional technical and economic constraints.
- Positive impact: Create locally sustainable employment, support and promote balanced growth for each site.



OUR SUSTAINABILITY AND RESPONSIBILITY COMMITMENT

Our CSR approach gives practical expression to the Group's daily social, environmental and societal commitment. Since 2011, EUROGERM has been signatory to the Global Compact and its 10 principles related to human and labour rights, environmental protection and the fight against corruption. This commitment was the first step towards our CSR approach. As part of our global strategy, it encourages us to continuously improve our practices and measure the impact of our actions on people, the environment and society.

HUMAN RIGHTS

EUROGERM commits its subsidiaries, suppliers and partners to respect the principles of the Global Compact:

- EUROGERM requires its subsidiaries to share a common policy and ethical stance. To support Group growth sustainably, a chart for each subsidiary defines the governance principles and practices to be implemented.
- Within the framework of its policy of responsible purchasing and a code of ethics, EUROGERM involves and engages its suppliers and partners into showing respect themselves for human rights and the environment.

WORKERS RIGHTS

For EUROGERM, women and men are the promoters of its future and the artisans of the world of tomorrow:

- EUROGERM wants to anchor its practices and relationships in trust, respect, listening and dialogue with its staff, to bolster their skills, motivation and well-being.
- In this commitment to mutual respect, EUROGERM involves its staff as well as every single one of its stakeholders, suppliers, customers, partners, in the roll-out of CSR values.

ENVIRONMENTAL PROTECTION

Conscious that its activities have repercussions for the natural world, the EUROGERM Group is developing initiatives to reduce its environmental impact:

- Designing responsible product ranges, based on ingredients and solutions that respect the environment.
- Using innovative technologies that generate less greenhouse gas and consume less energy.
- Harnessing renewable energies and improving energy efficiency of its activities.
- Fighting against wastage and reducing/recycling waste generated by its activities.

FIGHT AGAINST CORRUPTION

EUROGERM applies through the whole Group a general policy based on Loyalty, Integrity and Ethics:

- All Group stakeholders commit to promoting products and services in an honest and loyal manner.
- All Group staff and stakeholders are committed to neither solicit nor accept any gift, payment or compensation that could be viewed as being corrupt.



OUR INGREDIENTS AND CUSTOMISED SOLUTIONS

THE INGREDIENTS PATHWAY

All the raw materials we produce or select gain their added value by following an Expert Pathway to become ingredients suited to each of our clients' field of application and guarantee quality, safety, price and performance. Thanks to the constant sourcing, development and listing of new, rigorously selected raw materials, our Ingredients range is constantly being expanded and now includes over 600 listings.



INNOVATION & TRENDS

Our capacity for innovation has become our brand image. Our customers know that they can have confidence in us and count on EUROGERM to imagine and develop their ingredients and creative solutions. Through its monitoring of products and markets, EUROGERM is able to inform customers on wheat-flour-bread-patisserie trends.

Our marketing and design teams push back boundaries and operate as a team to imagine future developments. These products can be seen in the "Collections" that we offer on a regular basis to our customers: true sources of inspiration, suggestions for new products, prototypes.

Each "Collection" presents a selection of products from our development work which meet consumer vision, market needs and production constraints: Innovation/Differentiation, Clean label, Sustainable/Responsible, Reformulation/Performance, Veggie/flexi, Nutrition/Health, Indulgence Sensory et Free from.

FORMULATION EXPERTISE

Core to our know-how, our formulation expertise is reflected in the understanding of the role of each ingredient and the synergies that occur between all the components of a recipe. EUROGERM has a database of more than 4,000 mixtures formulated for the wheat-flour-bread-pastry-meal industry.

After defining the customer's needs and parameters: countries, applications, flours, processes, etc., numerous application tests are carried out and practised according to the agreed process. They enable the adjustment of the functionalities, the dosages and the optimal combinations of ingredients to be used to design the most effective solution.

Substituting additives, switching to Clean Label, reducing salt, fat or sugar, optimising the cost price, increasing the nutritional value, providing new tastes, new textures, new colours, adapting to regulations... the objectives are numerous and sometimes dictated by market requirements.

Our scope of action extends from upstream, with knowledge and evaluation of the quality of wheat and flour from all over the world, to downstream, with a strong experience of applications in breadmaking, baking, snacking and pastry-making. We therefore develop different families of products to meet the new expectations of consumers.

OUR INGREDIENTS AND TECHNOLOGICAL SOLUTIONS

Pure enzymes, enzyme complexes, glutes, milling correctors, bread and sweet dough improvers... for targeted actions on flour performance, fermentation, protein network, freshness and texture of finished products.

OUR INGREDIENTS AND SENSORY SOLUTIONS

Malted and roasted flours, devitalised sourdoughs, inclusion mixes, premixes for special breads/confectionery/concepts, pastry/catering preparations... to optimise taste and colour, customise flours and bring originality to finished products with "texture and visual" markers.

OUR INGREDIENTS AND NUTRITIONAL SOLUTIONS

Fibres, wheat germ, proteins, preparations for nutritional concepts, vitamin/mineral mixtures... to create and customize our customers' nutritional products with marketing claims or arguments.

OUR SERVICES & SUPPORT OFFER

An integral part of EUROGERM's business and a natural extension of the product offering, our services consist of diagnostics, analyses, recommendations and technical advice. It is core to our customer relationship.

ANALYSES

To design the best solution, our teams, our research and analysis laboratories support all projects. Physical chemical analyses and quality controls, trials, enzymatic activity measurements, baking tests, microbiological tests, sensory analyses are the most effective tools at the service of your developments, integrated totally into our product offering.

ENGINEERING

EUROGERM places all its knowledge, its experience, its experts and partners at your disposal to support you as your markets and products evolve, from ideas to launch. Within the framework of the provision of tailored services, we share the management of bakery-morning goods-patisserie applications with our customers, and the synergies of formulation-recipe-process to help them to grow their businesses and make it possible for them to adapt and be trained, in order to feed a better future.

TECHNICAL ASSISTANCE

We offer you support throughout the whole development of your solution; it then goes far over and beyond with a technician traveling to and working with you at your production site. This assistance is most useful at the point of introducing a new product into the production line, changing a recipe or fabrication process...

PARTNERSHIPS

At the heart of the wheat-flour-bread-patisserie sector, EUROGERM is in contact with many professionals in the industry (equipment manufacturers, equipment suppliers, cooperatives, federations, institutions, journalists, investors...) so many stakeholders with whom we have woven ties and sometimes partner relations. Some subsidiaries are called upon to represent companies in their country and handle the sales of productions for professionals in the sector.



ARPEGES, EUROGERM'S EXPERTISE CENTRE

Our aims for you go far beyond our creativity and development of customised products. In ARPEGES, the EUROGERM Expertise Centre, our Group knowhow is concentrated on servicing your development and accompanying you as you achieve success in your projects and ambitions.

Motivated by experienced professionals from the flour-bread-patisserie sector and by the synergy of its four divisions, ARPEGES makes it possible for all project leaders to develop ideas into reality, thanks to the synergy of its four action areas.

- CO-DEVELOPMENT DIVISION, to increase your competitiveness
- TRAINING DIVISION, to improve performance
- INNOVATION DIVISION, to create markets of tomorrow
- INCENTIVE DIVISION, to develop your potential





Business model

Our mission is to support our clients in their development and to conquer new markets, while working to promote the nutrition and well-being of all. As a specialist in ingredients and creative solutions for the wheat, flour, bread, pastry and catering industry, we design responsible products that are ever healthier, more innovative and more delicious, and we work on a daily basis in line with our social, societal and environmental commitments to nourish a better future.

INDUSTRIAL CAPITAL 	11 production plants 3 France, 1 South Africa, 1 Brazil, 1 Spain, 1 United States 1 Morocco, 1 Mexico, 1 Peru, 1 Senegal	HUMAN CAPITAL 	+ 500 people FTE as of 31.12.20 Business lines: 80 within the group
INTELLECTUAL CAPITAL 	4 000 customised formulations A portfolio of over 100 registered brands	FINANCIAL CAPITAL 	Consolidated 2020 sales: € 113.4m 64 % export Listed on the Euronext Growth market Shareholders' equity: € 63.7m
LOCATIONS AND MARKETS 	Locations abroad: 15 subsidiaries presence in Europe, Americas, Africa, Middle- East, Asia	DIGITAL PRESENCE 	Corporate & subsidiary Websites Social networks: Facebook, LinkedIn, Instagram, Youtube 



CUSTOMISED SUPPORT FOR OUR CLIENTS IN FIVE KEY STAGES

1 DIAGNOSIS  <ul style="list-style-type: none"> • Physics-chemistry Laboratories • Testing facilities 	 Customised analyses
2 FORMULATION  Sourcing and design centres	 Milling correctors Bread improvers Mix and Premix Ingredients Solutions <small>(technological, sensory, nutritional)</small>
3 MANUFACTURE  <ul style="list-style-type: none"> • Production plants • Small packaging, allergen workshops 	 Mixing and packaging on demand
4 INSPECTION  Quality & Food Safety units	 HACCP Traceability Customer & supplier specifications
5 SERVICES & SUPPORT  <ul style="list-style-type: none"> • Sensory Assessment Centre • ARPEGES EXPERTISE CENTRE 	 Training and incentive Innovation & co-development Assistance on site Sale of laboratory and bakery equipment

EXPERTISE DEDICATED TO OUR OUR MARKETS

Bakery industry | Pastry shop/ready meals
 Food industry | Restaurant hotel distribution

VALUE CREATED

CLIENTS

- A multi-sector offering:
 Sales breakdown:
 Milling correctors and premixes 15 %
 Bread improvers and bread premixes 38 %
 Ingredients, pastry pre-products, concepts and miscellaneous 47 %
- **600** ingredients
- **4,000** customised formulations
- Well established abroad: sales in **81** countries
- **1/16th** of total workforce in R&D and design
- Expertise centre at ARPEGES with its **4 divisions**:
 Co-development | Training | Innovation | Incentive

EMPLOYEES

- **1.18 %** of capital owned by employees
- Integration and skills development programme
- Prevention of health and safety risks at work
 - Social protection and benefits
- EG SA: € 1,205 health spending per employee

SUPPLIERS

- Global sourcing:
795 raw materials sourced - 78 listed
- Forging partnerships

SHAREHOLDERS

- 2020 EBITDA: €11.9m

REGIONS

- Locally established via subsidiaries
- **5-theme sponsorship programme**:
 food aid, health, education, environment and regional integration

ENVIRONMENT

- Waste recovery
- Contributor to the circular economy
- Carbon footprint: commitment strengthened in 2021/2022



Mapping of our stakeholders



Our policy

Our CSR policy is based on our vision of Nourishing a better future, our Succeeding together ambition and our commitment to Taking responsibility for our future. Based on our values and commitments to our stakeholders, on analysis of our business risks and opportunities, this breaks down into three strategic areas and 12 major challenges.

OUR VALUES AND COMMITMENTS

 <p>BOLDNESS</p> <p>Develop innovative ideas to anticipate market developments</p>	 <p>GENEROSITY</p> <p>Sustainably sharing our experience and know-how</p>	 <p>ACTION</p> <p>Meet the expectations of our clients for responsible growth</p>	 <p>LISTENING</p> <p>Build and secure trusting relationships with our stakeholders</p>	 <p>RELIABILITY</p> <p>Support clients and employees in their efforts towards health/safety and performance</p>
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3 STRATEGIC THEMES AND 12 MAJOR CHALLENGES

THEME 1 – NOURISHING A BETTER FUTURE

To provide sustainable solutions to our customers, helping them to succeed in their markets by offering innovative, safe and responsible products and services.

OUR CHALLENGES

- 1.1 **Guaranteeing our customers products that are innovative and responsible**
- 1.2 Supporting our clients
- 1.3 Developing the customer experience
- 1.4 Strengthening our market position in France and abroad

THEME 2 - TAKING RESPONSIBILITY FOR OUR FUTURE

Affirming our responsible brand image by involving all stakeholders and taking initiatives to promote greater environmental and social responsibility.

OUR CHALLENGES

- 2.1 Environmental conservation
- 2.2 Deploying a responsible purchasing procedure
- 2.3 Ensuring responsible working relations and conditions
- 2.4 Contributing to local development

THEME 3 - SUCCEEDING TOGETHER

Improve the Group's performance by creating value-creating synergies with our subsidiaries. Introduce a more collaborative approach by establishing communication processes to share projects, values and successes.

OUR CHALLENGES

- 3.1 **EUROGERM group governance**
- 3.2 **Deployment of Group CSR**
- 3.3 Ensuring compliance with laws and regulatory obligations
- 3.4 Developing more effective shared communication

In bold: priority issues

Themes and objectives

1

NOURISH A BETTER FUTURE

provide sustainable solutions to our customers, helping them to succeed in their markets by offering innovative, safe and responsible products and services.



- 1.1 Guaranteeing our customers products that are high quality, innovative and responsible
- 1.2 Supporting our clients
- 1.3 Developing the customer experience
- 1.4 Strengthening our market position in France and abroad

1.1

Guaranteeing our customers products that are high quality, safe, innovative and responsible

From the ingredient to the complete on-site solution, we support each of our customers with a range of expert products and services to sustainably meet the most demanding requirements in terms of quality, safety and performance.

Our know-how is based on 4 guidelines:

- To meet the expectations and requirements of our customers and indirectly those of consumers with regard to product quality and safety
- Promote and develop our continuous improvement
- Respecting the interests and ensuring the safety of consumers
- Promoting product innovation

5*
Production subsidiaries under GFSI certification

4*
Production subsidiaries with non-GFSI quality systems : HACCP, ISO 9001, etc.

12.2 %
Sales of sustainable ranges¹ / total sales
¹organic, sector tracking, clean label

*Scope: Group



SAFE AND HIGH QUALITY PRODUCTS

• Deployment of food safety and quality management practices

The implementation of management systems such as ISO 9001 or ISO 22000 has evolved over the last few years in favour of certifications recognised by the GFSI* (FSSC 22000, SQF) which are more focused on Food Safety and the obligation of resources to guarantee the safety of the products placed on the market by EUROGERM and its subsidiaries.

• Business Continuity Plan (BCP)

A specific procedure provides for different scenarios so that we can react in the event of a crisis and thus minimise the impact on the group's production sites. The business continuity plan records the necessary adjustments to the organisation of commercial and technical units, including production.

• Safety of the food chain

A threat assessment according to the "Guide of recommendations for the protection of the food chain" has been carried out and updated to implement prevention measures in the most vulnerable areas of the company.

• Safety of goods for export

Preparation for AEO (Authorised Economic Operator) certification guaranteeing the safety of goods delivered for export.

PRODUCT INNOVATION

The industry has to adapt, and we help them to anticipate and respond to new and constantly changing consumer behaviour. Our collections, a showcase of know-how and new products, are published twice a year on themes in tune with market expectations: Snacking, Focus adaptation & inspiration for 2020, Better for you for the first half of 2021.

DEVELOPMENT AND PROMOTION OF ENVIRONMENTALLY FRIENDLY INGREDIENTS & SOLUTIONS

Certified organic product range

Range of products from traced sources

Range of cereal-based products grown according to the CRC® standard (Culture Raisonnée Contrôlée)

Additive-free product range (CLEAN LABEL)

Development of a range of fortifying products to improve nutrition and reduce or eliminate micro-nutrient deficiencies for developing countries

CERTIFICATION OF EUROGERM AND THOSE OF ITS SUBSIDIARIES WITH A PRODUCTION SITE (SINCE 2015)



EVOLUTION OF ORGANIC RANGE PRODUCT SALES (IN TONNES)



1.2

Supporting our clients

An integral part of EUROGERM's business, our customer support is the natural extension of our product offering. ARPEGES, EUROGERM's expertise centre, enables each client to carry out their projects thanks to the synergy between its 4 divisions.

The ARPEGES programme has three key objectives:

- Building new relationship and value creation models through co-development
- Strengthening bonds with our clients
- Promoting our services thanks to ARPEGES international

2021 objective

Qualiopi Certification



ARPEGES, EUROGERM'S EXPERTISE CENTRE

Focusing on expertise and know-how to support our clients and their development.

Our aim: help them progress and succeed in their markets by developing a trusting partnership of and progressing with them.

4 divisions group our support themes:

- Co-development
- Training
- Innovation
- Incentive

The challenges for ARPEGES are to enhance recipes, develop new ranges, create new products, develop skills, train and motivate teams.

With our training courses and the support of our expert training team, we provide a response adapted to each problem linked to the businesses of the sector: Enzyme training, Processes on industrial and craft lines, Quality control of wheat/flour, Sensory analysis, Performance of sales teams, etc.



arpeges co-development

Become more competitive

Position yourself in relation to the market
Identify new opportunities
Enhance your ranges



arpeges training

Improve performance

A job-specific approach to develop customised skills.



arpeges innovation

Create the markets of the future

Define new product concepts
Positioning products and targeting trends
Meeting the latest expectations of consumers



arpeges incentive

Develop potential

Motivate and improve team spirit
Create strong bonds with your employees
Sharing projects and a common language

1.3

Developing the customer experience

Consumption patterns are changing, new purchasing behaviours are emerging, supported by the development of innovative technologies. Since its inception, EUROGERM has included this aspect in the construction of a customised customer relationship, with two main objectives :

- Creating new experiences for our customers or the customers of our customers
- Develop digital solutions and new technologies for an innovative and distinctive service offer



With the introduction of health measures and physical distancing, 2020 was the catalyst for our digital transformation. Numerous projects have been set up to complement our existing services and support, to keep in touch with our customers, suppliers and employees and to support them despite the distance: development of international webinars, production of tutorials and videos, remote expert meetings, etc.

🎯 WEBINARS

New roles have developed and been made more professional within the Group in order to offer our clients quality webinars: scriptwriter, videographer, photographer, editor, presenter, etc., with the support of our trainers, technical experts and demonstrators.

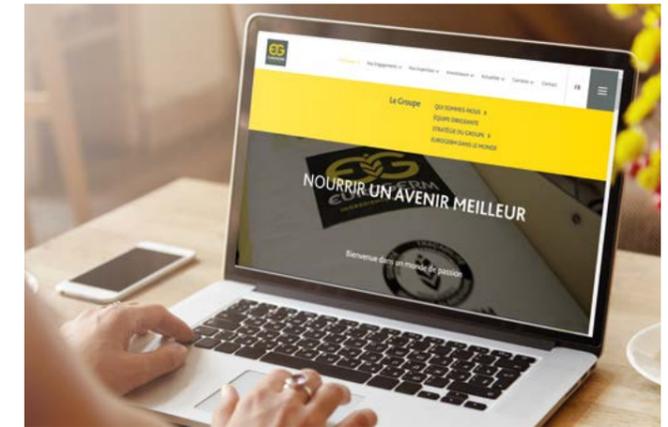


🎯 CORPORATE AND SUBSIDIARY WEBSITES

EUROGERM launched a corporate website in 2020, an essential tool for conveying the Group's expertise, its raison d'être, its values, its international scope, its CSR approach and its employer brand.

The new subsidiary sites will be rolled out during 2021.

A personal space allows our customers, mainly millers, to view their wheat and flour analysis results and new harvest news online.



🎯 ONLINE SALES

The shift in consumption patterns is leading to new consumer expectations, but also in the B-to-B sector. Since 2020, some subsidiaries have been offering online sales of a selection of their products.

🎯 360° VISIT

A visit to discover EUROGERM's expertise, to allow our customers, even those far away, to discover the EUROGERM Group's head office: test bakery, research/development and physics-chemical laboratories, sensory evaluation centre, production plant.

🎯 VIDEOS, TUTORIALS, INTERACTIVE MEDIA

Videos accompanying the product boxes sent to our customers, recipe tutorials in pictures, interactive catalogues and sales support, QR codes: creative ways to promote our ingredients and solutions.



1.4

Strengthening our market position in France and abroad

Supporting our clients, establishing ourselves in high-potential areas and deepening our knowledge of the markets with both a local and global approach are strategic to our development.

We have two key objectives:

- Develop our international presence to get closer to our customers
- Strengthen our group market intelligence for a better knowledge of the field and a relevant product/service offer



OUR MARKET POSITION

Strengthening our presence in the various markets is a priority. As part of our international expansion, an external growth programme is targeting priority sectors and regions. At the same time, to get closer to our clients, we are constantly developing customised systems and media to promote the dissemination and sharing of our expertise and know-how.

OVERVIEWS

Published each year, the harvest and world wheat overviews are based on an annual milling survey carried out in our laboratories and test bakeries and provide our customers with a quantitative and qualitative study of the harvest.

Our sensory analysis centre compiles thematic overviews mapping the market's products: special breads, sandwich loaves, buns, etc. according to geographical, sensory and marketing criteria.

GROUP MARKET INTELLIGENCE

Thanks to our subsidiaries around the world and based on the observations made in the various markets, we have identified and built 8 strategic development areas that integrate the consumer vision and allow us to target the solutions that best meet the current and future needs of our customers. Intelligence & innovation meetings are organised regularly within the Group to exchange, share and enrich our market knowledge.

MARKETING PRESENTATIONS

Based on internal product monitoring and via specialised databases, marketing presentations guide internal product development and provide our customers with a vision of market trends and innovations by key theme: clean label, organic, soft, veggie, etc.



2

TAKING RESPONSIBILITY FOR OUR FUTURE

Affirming our 'responsible' brand image by involving all stakeholders and taking initiatives to promote greater environmental and social responsibility.



- 2.1 Environmental conservation
- 2.2 Deploying a responsible purchasing procedure
- 2.3 Ensuring responsible working relations and conditions
- 2.4 Contributing to local development

2.1

Environmental conservation

EUROGERM is aware that its success is best shared if it is mindful of the impact of its actions on the environment.

With an eye to the impact of its decisions, actions and activities on natural systems, EUROGERM is developing initiatives to preserve the environment:

- Reducing our environmental impact and limiting our carbon footprint
- Deployment of a structured approach to minimise resource consumption
- Reducing and recovering our waste and bio-waste
- Contributing to the circular economy by reusing our bi-products and bio-waste

0.1 MWh
Electricity and gas consumed per tonne produced

0.1 M³
Water consumed per tonne produced

0.04 T
Total waste per tonne produced

39.19 %
Tonnage of recycled products / total waste tonnage

Scope: France, Spain, Brazil



CONTROLLING OUR CONSUMPTION AND OUR CARBON FOOTPRINT

USE OF RENEWABLE ENERGY

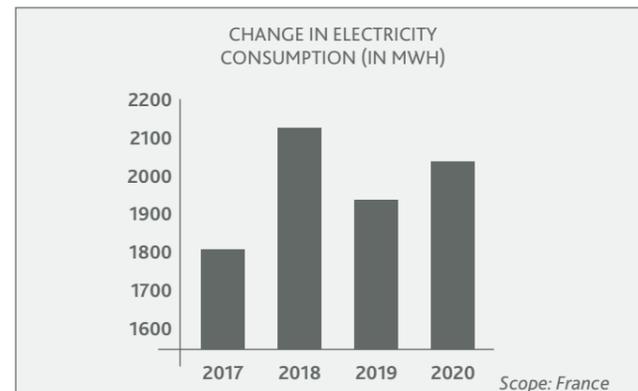
EUROGERM SA purchases 100 % of its electricity from renewable energy sources.

ENERGY AUDIT THE FIRST STEP IN CONTROLLING OUR CARBON FOOTPRINT

An energy audit of the business (every 4 years) identifies the distribution of energy costs by use, as well as ways of improving certain facilities:

- Replacing the lighting in the production areas with LED lighting enables intelligent lighting management and generates an estimated energy saving of 73,000 KW per year.
- The installation of a heat recovery circuit from the compressed air system provides immediate comfort in manufacturing areas that were not heated.

The energy audit carried out in 2020 prompted an action and investment plan to reduce our expenditure which will be implemented in 2021.



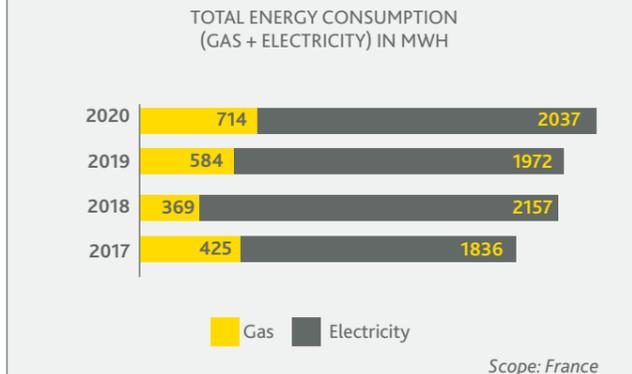
OUR PRIORITIES OVER 2021 - 2023

Introduce a system to monitor our energy consumption more accurately so that we can control and better manage our expenditure.

Define and implement additional resources, as well as more targeted indicators, to monitor and measure energy consumption and costs by type and by use (process, lighting, compressed air, heating, air conditioning, bakery, etc.)

Identify the most energy-consuming items to adjust systems, behaviour and equipment.

Establish a method to calculate our carbon footprint to better understand it and set up a targeted action plan.



IMPROVE OUR PRACTICES TO MINIMISE SCRAPS AND BETTER RECOVER OUR WASTE

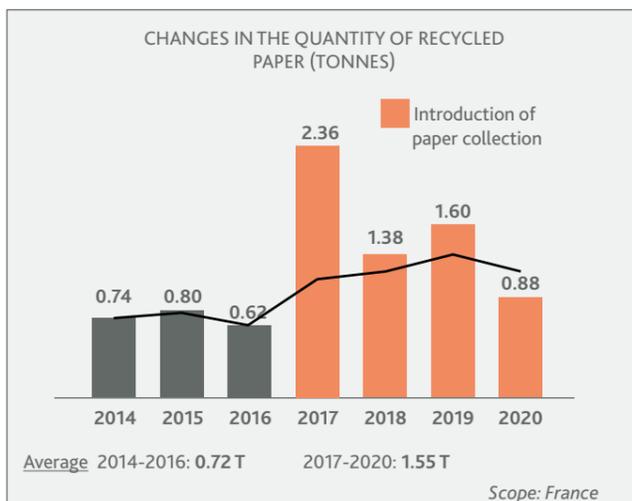
All waste is logged and accounted for by waste type.

The collection circuits for each of these types of waste are defined according to their nature (cardboard, big-bag, paper, plastic, wood, co-products, bio-waste, etc.)

Expert external service providers advise us in advance on the setting up of our waste policy and propose new solutions for the best possible recovery of this waste.

GENERAL MEASURES

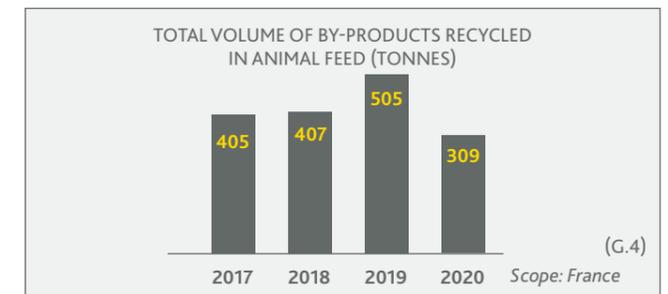
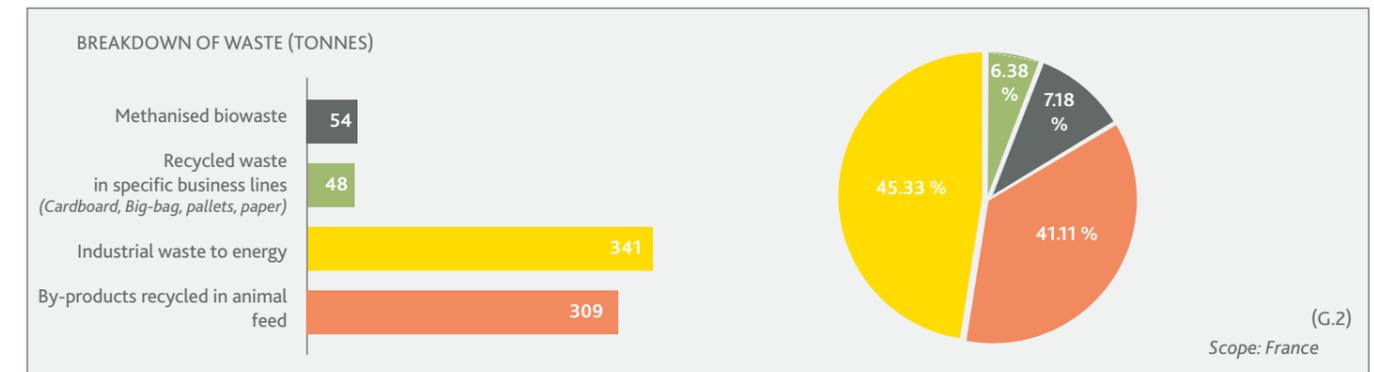
- Provision of specific cardboard office bins for employees to collect paper for recycling.
- Implementation of a dual screen on the main workstations to avoid printing paper while maintaining efficiency.



OUTCOME OF INDUSTRIAL WASTE AND CO-PRODUCTS

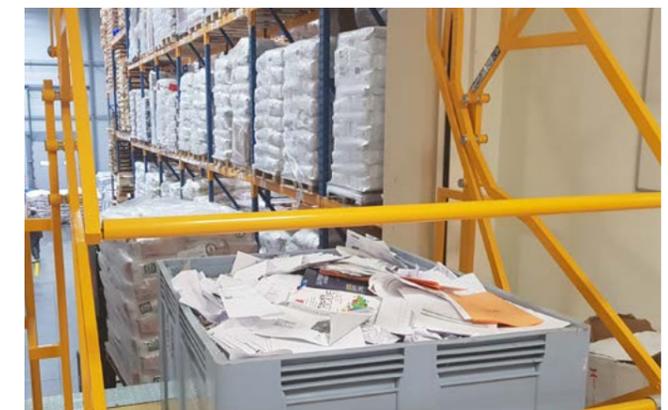
Analysing the main items generating waste and the causes of certain waste products enabled us to draw up an action plan and to identify areas for improvement:

- Reduction in the amount of waste collected per tonne of product produced (Figure G.1).
- Methanisation of samples and some biowaste from the bakery and laboratory to reduce the volume of waste incinerated (Figure G.3).
- Recycling of co-products from the rinsing of animal feed lines thanks to the introduction of a specific procedure: identification, reservation, storage, dispatch (Figure G.4).



OUR PRIORITIES

- Extend our analysis to all waste generating items
- Develop an action plan focusing on priority areas:
 - Packaging of our raw materials
 - Sampling policy
 - Rinsing products
 - Packaging policy
 - Stock management



2.2

Deploying a responsible purchasing procedure

As part of its Responsible Purchasing Policy, EUROGERM is committed to respecting human rights, labour rights and the environment with its suppliers and partners, following 4 priority objectives:

- More structured deployment of our responsible purchasing approach at Group level
- Sourcing new, more responsible raw materials
- Securing our supplies
- Engage and build lasting relationships with our suppliers and act together to promote CSR to create a virtuous circle

15.33 %

Responsible raw materials / total raw materials France, Spain, USA

26.36 %

Responsible raw materials / total raw materials France



KEY OBJECTIVE: TO INTRODUCE NEW COLLABORATIVE THINKING AND STRENGTHEN OUR IMAGE AS A RESPONSIBLE BRAND IN THE INDUSTRY

We build a relationship from the outset, taking a customer-centric view, to anticipate risks and better manage our relationships. We regularly communicate with key suppliers, in full transparency, on the interest and challenges of Social Responsibility in our respective strategies.

We are building knowledge of our suppliers and main raw materials, to increase our awareness of the societal and environmental impact of our purchases: measuring the "criticality" of raw materials, taking into account the practices applied by suppliers (cultivation, design and processes for obtaining products, manufacturing or recovery methods, logistics, etc.).

We involve the chain upstream via our suppliers (controlled growing conditions, composition, origin, health guarantees, etc.). A raw material referencing procedure including specific questionnaires is sent to our suppliers so that we can choose and validate the raw material taking into account the guarantees obtained.



INGREDIENTS FROM RESPONSIBLE SOURCES

Flours are at the heart of the EUROGERM process and are naturally key components in the manufacture of the technological, sensory and nutritional solutions offered by the Group.

As part of its purchasing policy, EUROGERMSA has been selecting wheat flours that comply with responsible specifications since 2018:

- Flour from sustainable wheat
 - Wheat grown in France
 - Sound farming practices
 - Traceability from field to mill
- Flour from wheat without insecticide storage treatment

Three silos have been erected to accommodate these flours and our recipes have been modified to incorporate them into the products manufactured at the two French sites.

Thanks to the sourcing of new ingredients in line with its sustainable purchasing policy, EUROGERM has a range of responsible ingredients to use in its solutions and for direct sale:

- Flours, roasted flours, devitalised yeast, flakes, semolina, cracked wheat, bran, made from soft wheat, durum wheat and rye from CRC® agriculture (*Culture Raisonnée Contrôlée*).
- Organic ingredients
- RSPO palm ingredients (Roundtable on Sustainable Palm Oil)
- Egg products from "barn-laid or free-range" eggs



2.3

Ensuring responsible working relations and conditions

It is men and women who are the champions of EUROGERM's future and who will shape the world. EUROGERM wants to root its practices and relationships in trust, respect, listening and discussion with its employees, to sustain their skills, their motivation and their well-being.

There are three main guidelines:

- Ensuring optimal conditions for listening and communicating with employees
- Recognising and developing the skills

of all employees to encourage their personal

their personal development and commitment

- Improving the health and safety of each employee at his or her workstation

15.7

Number of entries and exits/total number of staff

Europe region

30.7

Number of entries and exits/total number of staff

Americas region

16.59

Frequency rate of accidents at work

Scope: Group

00.58

Seriousness rate of accidents at work

Scope: Group

🎯 DIALOGUE

Our labour relations policy is based on the continuity of social dialogue. We have a social and economic committee (CSE).

In addition to the regular mandatory consultations, we communicate regularly on all the important subjects related to the life of the company.

EUROGERM promotes and encourages employees' expression in the workplace:

Regular information meetings to inform employees of the company's financial news, results and projects.

The Good Ideas Award: Generate and collect ideas and suggestions for improvement (workstation, prevention and staff safety, etc.) from employees. The best ideas are selected by a group of staff from different departments. They are awarded after their implementation (Gold, Silver and Bronze awards).

Employee satisfaction is a primary concern. To ensure our employees' continued motivation, we have discussions with each employee during the annual appraisal interviews.



🎯 PROFESSIONAL EQUALITY AND DIVERSITY

In 2011, EUROGERM embarked upon an approach that promotes the development of Gender Equality and Quality of Life in the Workplace through an action plan targeting the following three areas: Preventing discrimination in recruitment, internal promotion and professional equality.

The agreement signed in April 2020 and renewed for one year in 2021 is a new milestone in EUROGERM 's and the Staff Representatives' determination to make Professional Equality between Women and Men a fundamental theme, a factor for progress in the company and also a contribution to improving the Quality of Life at work.

Each of the parties reaffirms its commitment to respecting these principles, particularly with regard to access to employment, vocational training, the search for a balance between professional and private life, gender equality in employment and the elimination of pay gaps.

MEASURES TAKEN TO PROMOTE THE EMPLOYMENT AND INTEGRATION OF PEOPLE WITH DISABILITIES

Our disability policy is based on an action plan focusing on two areas:

- Job retention, with measures on adapting workstations, retraining and career management.
- Partnership with suitable and protected companies.

YEAR	2018	2019	2020
NEW HIRES	36	27	28
WOMEN / MEN HIRED	19 M 17 W	9 M 18 W	20 M 8 W
PERMANENT CONTRACTS	88 %	91 %	90 %
FIXED CONTRACTS	3 %	1 %	3 %
PRO APPRENTICE CONTRACTS	9 %	8 %	7 %

Scope: France

🎯 INTEGRATION, TRAINING AND DEVELOPMENT OF EMPLOYEES

• The induction plan for new employees

Special attention is paid to new EUROGERM recruits to ensure that they are well integrated:

- Setting up an induction programme and an appropriate integration plan, taking into account the position and needs of the new recruit.

Tour of the company and physical introduction of the new person to the staff, explaining his/her duties or tasks.

- Presentation card sent by email to all employees by their manager to make their welcome official.

- Integration kit: given to all new employees, it includes a "Welcome on board" booklet to introduce the company and its objectives.

- A "Feedback Report" given to new recruits allows us to gather their impressions, to improve their welcome and integration into the company.

- The "Newcomers' Day", organised once a year, is an opportunity for participants to meet, share and interact in a different setting. It is led by different players representing the company's business lines and allows the company to be discovered in a fun way (question and answer game), strengthening the bonds and knowledge of everyone involved.



• Training

As a progressive company, EUROGERM attaches great importance to the development of skills, the transfer of knowledge and versatility to increase the performance of its employees and guarantee their employability. In addition to the training plan, various initiatives have been taken to achieve this objective:

- Organisation in pairs within the different departments

- Collective training on shared themes: enthusiasm, social networks, safety, etc.

- Speakers on management, team building, interpersonal communication, etc.

• Specific interviews conducted at different key moments

- Interview at the mid-point of the employee's trial period

- Annual appraisal interview and professional interview:

All employees with more than two years' seniority have an interview aiming to give direction to their future, targeting the necessary training and defining professional projects in the light of their aspirations and skills.

- Support interview following any long absence to facilitate the reintegration of an employee in their job.



• A fair incentive scheme

- Monthly bonuses based on Quality, Food Safety and Personnel Safety results, using measurable criteria (cost of non-quality/sales; number of work accidents, etc.): a "weather report" is sent to all staff each month so that they are informed of results.

- Profit-sharing agreement and incentive agreement.

🎯 PROTECTION OF EMPLOYEES

• Employee health and safety management

Our aim is to continuously enhance and strengthen the organisation and resources to manage risks and improve the working conditions of staff, with the support of the CSE.

Conscious of the importance of staff awareness and training to understand, respect and prevent risks, we attach great importance to training and communication on the subject.

An occupational risk assessment is drawn up and updated regularly.

An annual prevention plan is established to improve certain risk situations.

Employees are made aware of physical and chemical risk prevention as soon as they join the company.

Specific training sessions are held regularly: Movements and postures, First aid at work.

• Resources are deployed to strengthen the protection of employees:

- Multi-skilling of operators to encourage job rotation and avoid repetitive movements.

- Automation of lines and installation of silos to reduce workstation fatigue and increase productivity.

- Dust extraction at weighing stations

- Personal Protective Equipment

- Reduced mechanical stress by limiting loads and using handling aids (robotic palletisers, lifting tables, etc.)

An HSSE manager is appointed to ensure the effectiveness of the risk assessment and the safety of employees within the company. They are systematically involved in a preventive approach and are associated with any multidisciplinary reflection on the prevention of occupational risks and the improvement of working conditions.

MILESTONES IN 2020

- Reduction of Musculoskeletal Disorders (MSD) with the assistance of the CARSAT ("TMS PRO initiative")

- Prevention plan focusing on the driving of forklift trucks and aerial work platforms as well as on chemical risks

- More than 50 % of the investment budget spent on staff safety improvements

🎯 SAFETY AND SECURITY

Security and safety of goods, persons and information

A threat assessment according to the "Guide of recommendations for the protection of the food chain" has been carried out and updated to implement prevention measures in the most vulnerable areas of the company:

- Crime Prevention Plan

- Intrusion testing to measure system defects (infrastructure, IT) and to be able to correct and improve critical situations

- Internal Audits



ENHANCING WORK/LIFE BALANCE

Taking parenthood into account

Work organisation and working conditions are structured around work activities and family responsibilities.

Flexibility in working hours and taking holidays

- Teleworking Charter replaced by an agreement in 2021 for regular, occasional and exceptional teleworking.
- Raising awareness among managers not to hold meetings before 8am and after 6pm.
- Right to Disconnect Charter.
- Donation of days off:

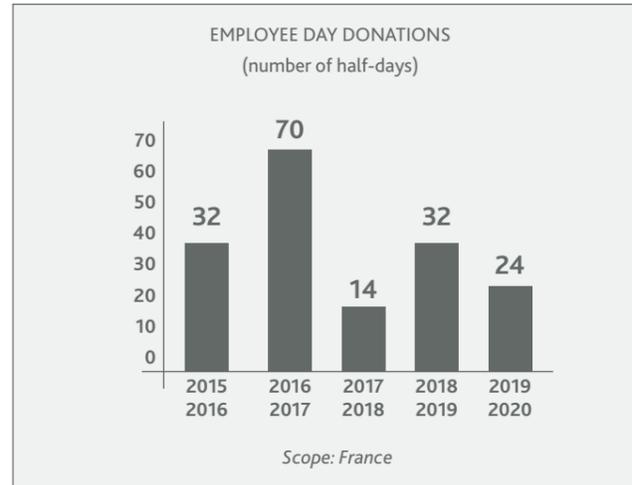
Any employee who volunteers may offer unused leave to another employee of the company who is caring for a seriously ill or disabled child or adult who requires demanding presence or care.

Three counters opened to day donation in 2020.

Daily life of employees

Partnership with Action Logement (help with renting, buying and carrying out work).

CESU payment for childcare.



Strengthening of actions, prevention and awareness campaigns for employees to enhance their health and well-being, in collaboration with the Social and Economic Committee (CSE), an essential player in the implementation of the Quality of Life at Work initiative:

- "Let's Talk Prevention", a tool designed to raise awareness among employees on issues such as health, working conditions, etc.
- Prevention and alert procedure for bullying, sexual harassment and gender-based harassment. Appointment of a harassment officer
- Free sessions with a psychologist.
- Employee provident and health insurance contracts (80 % of health costs covered by EUROGERM / family health insurance contract)
- Organisation of sports classes in the workplace (suspended in 2020 due to covid).



2.4

Contributing to local development

EUROGERM is aware of its societal role and takes joint action with its subsidiaries in sponsorship programmes and initiatives aimed at:

- Improving the living conditions and rights of the most vulnerable
- Working for the respect of biodiversity
- Contributing to the social and economic development of the regions
- Taking part in general interest initiatives: food aid and the prevention of food waste, education, health, biodiversity and regional integration

4.5 %
Actions
Food aid and the
prevention of food
waste / Total actions

20.5 %
Actions
Education / Total
actions

2.3 %
Actions
Health / Total actions

0.4 %
Actions
Biodiversity / Total
actions

54.7 %
Actions
Regional integration
/ Total actions

17.6 %
Actions
Miscellaneous / Total
actions

Scope: Group

FOOD AID

Prevention of food waste:

-Support for FONDALIM: a Burgundy-based charitable fund designed to increase and structure food aid from the agri-food industries for the most disadvantaged.

-Donation to the food bank of Bourgogne Franche-Comté.

• **Donation via Meunerie Française** to send flour to Beirut.

• **Donation via the Rosalie Rendu Association** to support farmers in Burkina Faso, Congo and Cameroon.



HEALTH

• **Odyssea:** participation of EUROGERM teams in the charity race in support of the fight against breast cancer

• **Lion's Club:** sick children's wish list

• **Covid 19:** financial donations, computer tablets and protective equipment to health care institutions (Dijon University Hospital, ambulances, etc.)

• Participation of EUROGERM employees in the Blood Donation Challenge

• **Caps for a new life:** at EUROGERM Iberia, collection of plastic caps that will be recycled to help children with serious health problems

• **Donation via the Rosalie Rendu Association** to help disabled children (Kenya), dependent people (France), dental care (Dominican Republic) and pandemic prevention (Ecuador)

BIODIVERSITY / ENVIRONMENT

• **Sponsorship of a beehive in Burgundy (40,000 bees)** with the association "Un toit pour les abeilles" (A roof for the bees) which works to safeguard and develop bee colonies.

• **Local producers' group:** EUROGERM SA offers its employees the possibility of having organic fruit and vegetables delivered to their workplace. The baskets delivered are made up of seasonal, local products, grown in keeping with natural cycles, to obtain more taste while limiting costs and pollution.

• **Protection of chimpanzees:** support for the Papaye France association, an organisation in Cameroon for the protection of orphaned chimpanzees who are victims of traffickers, and support for the Jane Goodall Organisation in Senegal.



REGIONAL INTEGRATION

• **Réseau Entreprendre:** Support for business creation and takeover in Burgundy/Franche-Comté.

• **New look job:** services to help vulnerable women in Dijon return to work.

• **Local sports clubs**

EDUCATION

ONE SUBSIDIARY, ONE SCHOOL

EUROGERM SA contributes to the economic development of third world countries by supporting education. The company carries out joint actions with its subsidiaries: financial donations, school supplies, clothes, toys, etc.

FRANCE

Granting of scholarships for access to higher education via the BSB Foundation (Burgundy School of Business)

EOSIS: sponsorship of One SME, One CE2 class, as part of an intervention scheme to make pupils aware of the business world.



SENEGAL

Sponsorship of a school and a nursery in Senegal in partnership with EUROGERM Senegal since 2011.

L'Empire des Enfants: an association that promotes better welfare for street children: care (food, medical coverage, clothing, etc.), family, school and professional reintegration.

PERU

Centre d'Aide aux Mineurs Abandonnés (CIMA): an association that takes in street children in LIMA.



BENIN

Bénévolat Bénin: association for the prevention of diseases in primary schools through hand washing.

EUROGERM's support has enabled:

- Training of volunteers and teachers on handwashing practices.
- To train and raise awareness of the practice and importance of handwashing among children aged 3 to 12 years in two schools in 2019 (2,000 pupils in total).

- To purchase and install 7 washing systems.

- Ensure the administrative and financial management of the project.

In 2020, hand-washing stations and hand hygiene education sessions were combined with prevention messages about the transmission of Covid-19 and the promotion of social distancing. The project covered the needs of 4 primary schools during the Covid-19 health crisis .



BOLIVIA

Ileri Huma: an association partnered with Unicef committed to global humanitarian efforts. The action in Bolivia made it possible to renovate a boarding school that had fallen into disrepair.

INTERNATIONAL

Rosalie Rendu: Several initiatives were supported in 2020, for training and apprenticeships in Cameroon, Nigeria, Democratic Republic of Congo.



3

SUCCESSING TOGETHER

Improve the Group's performance by creating value-creating synergies with our subsidiaries. Introduce a more collaborative approach by establishing communication processes to share projects, values and successes.



- 3.1 EUROGERM group governance
- 3.2 Deployment of Group CSR
- 3.3 Ensuring compliance with laws and regulatory obligations obligations
- 3.4 Developing more effective shared communication

3.1

EUROGERM group governance

EUROGERM expects its subsidiaries to practice the same policy and respect the same ethics, under the responsibility of its partners and operational managers.

Think global, eat local : creating technical synergies while respecting local food traditions is the main thrust of EUROGERM's approach at international level.

It focuses on four main actions:

- Create strategic and operational synergies to guide and support our subsidiaries in their development
- Pooling the group's resources and skills
- Harmonise certain practices and develop more collective initiatives
- Strengthen the transversal control of the group's performance



INTERNATIONAL POLICY

With the aim of sustaining EUROGERM's growth, a "subsidiary charter" defines the governance principles and practices to be implemented by the subsidiaries.

It ensures the commitment of all local players to respect human rights, labour rights and anti-corruption measures.

The charter, signed between the subsidiary and the EUROGERM group, sets out the framework for the partnership, the principles and rules for conducting business.

This charter reminds subsidiary managers of:

- Corporate governance rules
- Behaviour in relation to laws and regulations
- Commitments (reporting obligations, transparency, communication)

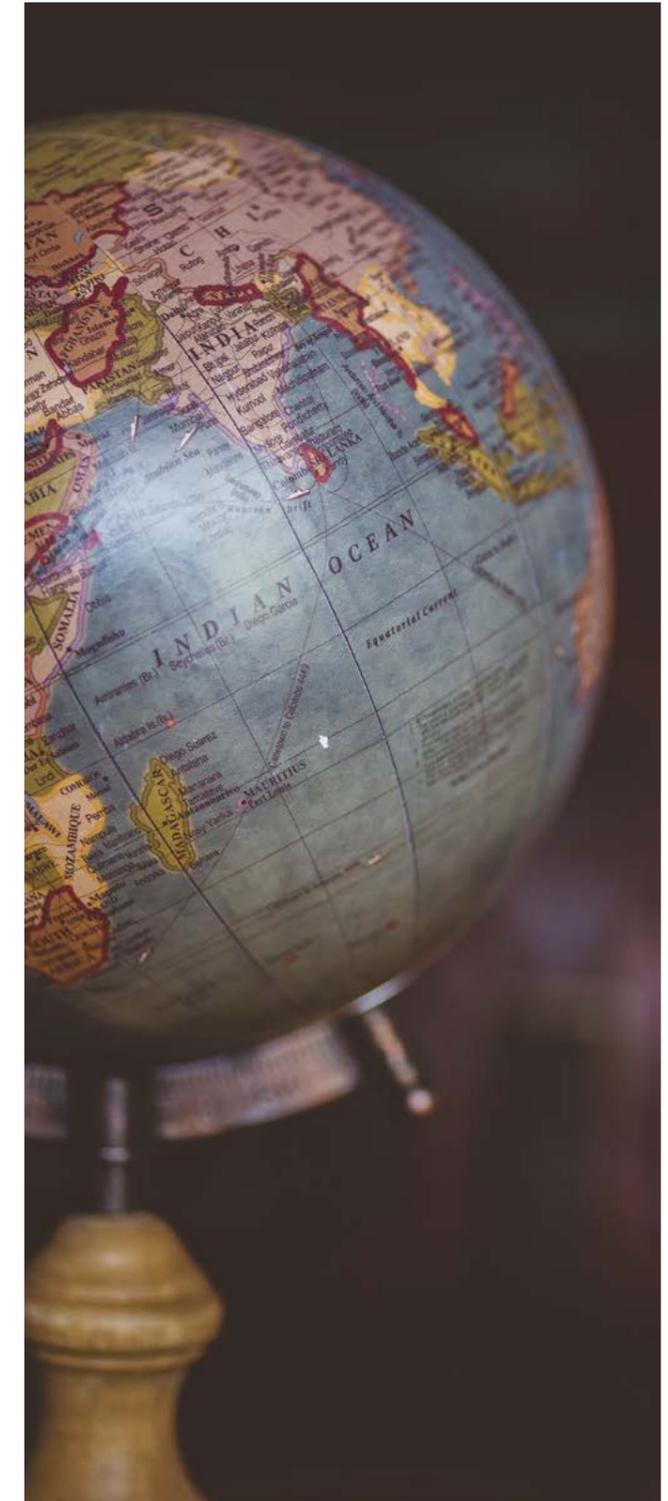
RECOMMENDATION PLAN

EUROGERM requires its subsidiaries to standardise the resources and practices implemented on the various sites, to safeguard the Group's brand image and the reputation of its products and services worldwide.

A recommendation plan is drawn up with each subsidiary and reviewed to define the actions and resources needed to achieve the objectives, through various local meetings.

Internal operational contacts are designated to support, implement and monitor practices locally.

Regular meetings are held to plan and monitor the various projects and improvement plans established.



3.2

Deployment of Group CSR

Social responsibility implies sharing values and implementing projects promoting Sustainable Development.

There are three main objectives:

- Provide visibility on our overall CSR approach and on the objectives and actions of the progress plan to better communicate our "Responsible" brand image
- Encourage the involvement and commitment of each employee/subsidiary in the research and implementation of CSR initiatives
- Deploying shared indicators across the group



🎯 APPOINTMENT OF A GROUP CSR MANAGER

EUROGERM is strengthening its commitment to society with the appointment of a Group CSR Manager.

At the heart of the company's global strategy, the CSR Manager's mission has two key components in terms of economic, social and environmental issues:

- The deployment of the CSR policy throughout the EUROGERM Group.
- Implementing and leading the associated action plan, taking into account the expectations of all stakeholders, suppliers, partners, customers, employees, etc.



🎯 COLLECTIVE OPERATION

To underpin its approach, in 2020 EUROGERM SA committed itself to a collective CSR operation.

With the support of a Regional Association with experts in CSR issues, this new initiative has several objectives for the company, including:

- To have the necessary tools and skills to steer and structure the CSR approach in the long term.
- Document the progress drivers and the CSR action plan for the next two years, taking into account the identified CSR challenges and the evolving needs of our stakeholders.

🎯 TRAINING, RAISING AWARENESS OF CSR ISSUES AMONG STAKEHOLDERS

Sustainable development objectives are part of the company's overall strategy. Projects within the scope of sustainable development initiatives are part of the improvement plans, discussed and reviewed at the Management Review twice a year.

A review of CSR objectives and Global Compact actions is communicated to employees, the Management Committee, sales teams and subsidiary managers during the JEEP (*Journées d'Echanges Et de Progrès* [Interaction and Progress Days]).

🎯 REPORTING

In order to evaluate the CSR practices of each subsidiary, an assessment questionnaire was introduced in September 2019 to measure the level of commitment of each subsidiary.

In 2021, RSE reporting was introduced at Group level. Key indicators are defined and collected for the main production subsidiaries to establish a shared vision of our results on a social, societal and environmental level and establish a global progress plan.

3.3

Ensuring compliance with laws and regulatory obligations

A code of ethics links the company's values, compliance with laws and regulations, and professional behaviour in our work.

There are two main areas of focus:

- Ensure that each member of the group respects obligations related to human and labour rights and anti-corruption measures.
- Expand our regulatory and legal monitoring to better anticipate developments and obligations likely to have an impact on our business lines.



🎯 GENERAL POLICY: LOYALTY & ETHICS

The group's stakeholders are committed to promoting products and services in an honest and fair manner.

All of the group's employees and stakeholders undertake not to solicit or accept any donation, payment or consideration with corruptive intent from our customers and suppliers.

🎯 SAPIN 2 LAW

A corruption prevention and detection system in line with the requirements of the Sapin 2 Law will be deployed during 2021. It will include training for all Group employees, with particular emphasis on training for those employees most at risk from corruption.

🎯 CODE OF ETHICS

A code of ethics will be drawn up in 2021 for the EUROGERM Group, in addition to the application of the Sapin 2 law.

Based on the values of the Universal Declaration of Human Rights and the International Labour Organization's declaration promoting environmental protection and the fight against corruption, the signatories -suppliers, traders and buyers- will pledge to respect the principles set out in this charter.

🎯 MONITORING

The aim for 2020-2022 is to extend our monitoring to broader areas of activity - food risks, waste, energy, the environment - to identify HSE (Health, Safety and Environment) monitoring needs in relation to our business lines and to define the drivers and processes for managing monitoring and compliance at Group level.

3.4

Developing more effective shared communication

The transparency of information, the exchange and sharing of knowledge and know-how, and the control of data are essential to sustain our expertise and encourage innovation.

Projects are in two priority areas:

- Upgrading our IT system and developing digital collaborative tools to exchange and share projects and information internally and externally
- Develop and implement communication schemes with all our stakeholders

🎯 JOURNÉES D'ÉCHANGES ET DE PROGRÈS (JEEP) [INTERACTION AND PROGRESS DAYS]

Organised once a year by the parent company, the JEEP brings together all the managers of the international subsidiaries. These days allow everyone to express themselves, interact and share new ideas, know-how and make joint decisions.

In 2020, e-JEEPs were held due to the health measures, allowing a wider audience from the subsidiaries to benefit from these exchange days.



🎯 COLLABORATIVE COMMUNICATION

Teams was deployed in 2020 at Group level to make it easier to share information, encourage collaborative work and allow easy remote connection.

Regular video conferences are organised to plan and monitor the various projects and performance improvement plans established with our partners and subsidiaries.

Technical and commercial webinars are offered to our customers throughout the year.

The number of events and meetings organised in this way has multiplied since March 2020 due to the deployment of teleworking and the protection measures linked to Covid-19.



🎯 SHARED DATABASES

The introduction of IT data-sharing facilities means that key management resources in the subsidiaries do not have to be duplicated. An additional subsidiary was granted access to these shared databases in 2020. This sharing enables:

- Harmonising and organising the updating of information on the raw materials used in the group's subsidiaries.
- Controlling product information designed in accordance with local regulations.



Appendices

REPORTING METHODOLOGY

The Extra-Financial Performance Declaration (EFPD) is being carried out for the first time for the period from 1 January 2020 to 31 December 2020, it follows the GRI 4 model and is in line with the AMF recommendations. It is established on the basis of a diagnosis corresponding to the ISO 26000 standard.

THE SCOPE

The scope of the extra-financial performance declaration is identical to the scope of the financially consolidated companies of the EUROGERM Group. However, companies that are less than 51 % controlled by EUROGERM or have less than two employees are not taken into account.

This year's EFPD 2020 focuses on the EUROGERM Group's headquarters and four subsidiaries (EUROGERM SA, EUROGERM Iberia, Estrali EUROGERM, EUROGERM Brasil, EUROGERM USA), which together account for more than 80 % of turnover.

GATHERING AND CHECKING INFORMATION

To carry out the CSR reporting for 2020, information was collected from the selected subsidiaries using a CSR questionnaire and an annual data collection tool.

To prioritise the consolidation of essential qualitative indicators and data, this collection covered all CSR-related subjects and more particularly those resulting from the risk and opportunity analysis.

The key information and data required to build the Group's DPEF 2020 are provided after verification, under the responsibility of the subsidiaries' Directors.

The checking of these data (after collection of the associated evidence) was centralised at the group's headquarters by the relevant support departments, which are responsible for consolidating the data.

CSR reporting as a whole is supervised by the Group's General and Financial Management.

This first EFPD supplements the annual reporting that has been published for many years in the context of the Global Compact, to show the EUROGERM Group's intention to make progress on its major challenges over the long term and to improve the Group's overall performance, through a targeted CSR strategy.

RISKS AND OPPORTUNITIES ANALYSIS

In 2020, the EUROGERM Group carried out an assessment of its risks and opportunities in terms of sustainable development thanks to collaborative work between EUROGERM's internal teams, the external firm PEPS Management and the CSR Committee.

Methodology used:

- For the EUROGERM Group headquarters and each subsidiary concerned, a CSR positioning test was carried out to establish a targeted progress plan.
- Stakeholder interviews were also conducted on the major CSR values and issues. Conducted by SHAN on the basis of an audit of the strategic committee and management, subsidiary directors, employees, clients and a panel of journalists from the financial and trade press.
- A SWOT analysis, as well as a complete ISO 26000 diagnosis (applying AFNOR methodology) was also carried out for EUROGERM SA, to identify the major CSR risks, opportunities

and challenges.

The identified risks and opportunities have also been confirmed by an external CSR audit carried out in March 2021 by PWC as part of an ESG Due Diligence audit.

The materiality matrix, based on this information and listening to stakeholders, is currently being drawn up.

THE MAIN RISKS, CHALLENGES AND OBJECTIVES OF THE DPEF 2020

- Consumer health risk: the major issue is to guarantee our customers high-quality, safe, innovative and responsible products. Regarding food quality and safety, we aim to have 100 % of our production units GSFI certified by 2023.
- Risk related to the failure to implement a global responsible purchasing policy at the Group level: the aim is to consolidate this policy with the structured deployment of a "responsible purchasing" charter by 2022 and to increase the proportion of raw materials or finished products from responsible sources.
- Risk linked to the lack of a uniform HR policy at Group level: the aim is to develop the "Employer Brand" and to take into account the improvement of health and safety at work.
- Risk linked to the failure to take environmental issues into account consistently, particularly in the following areas: recovery of waste and co-products, reduction of the carbon footprint. The aim is to consistently deploy an ambitious Group environmental policy to reduce our environmental impact and to move towards almost total recovery of the waste produced at EUROGERM SA in the first instance.
- CSR policy partially deployed, mainly at EUROGERM SA, with extension to the whole group targeted through a reinforced vision and governance.
- Business ethics risk: the objective is to implement a "Sapin 2" law for the Group by the end of 2021.
- Opportunity to contribute more widely to the development and well-being of local populations, in particular through the implementation of coordinated actions at Group level in relation to the business, nutrition and health.

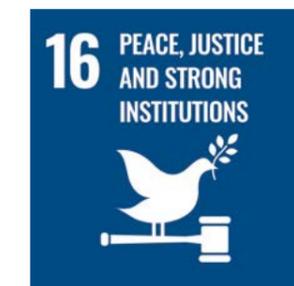
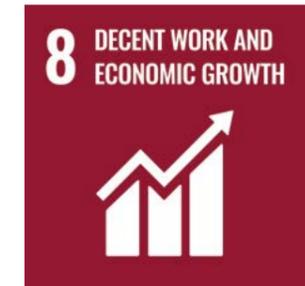
MANDATORY REQUIREMENTS AND THEMES L225-102-1

In accordance with the mandatory requirements and themes of L225-102-1, all the subjects have been dealt with at the very least in the Global Compact at EUROGERM headquarters, with the exception of the theme relating to animal welfare. Indeed, EUROGERM is not directly concerned by its business and/or its products, but it is mindful of this issue when purchasing raw materials, particularly through the implementation of a responsible purchasing policy.

RESPONSES TO THEMATIC REQUIREMENTS

Information category	Mandatory themes L225-102-1	Information from R225-105	EUROGERM comments
SOCIAL	Collective agreements concluded in the company	Review of collective agreements, including health and safety at work	In France, the collective agreements in force are: sharing of remuneration and added value 2020, telework agreement, participation agreement, profit-sharing agreement, 35-hour agreement, night work agreement, professional equality and quality of life at work, working time agreement, agreement on method of job classification. At the Group level, each subsidiary manager is responsible for meeting his or her obligations, based on local legal obligations. Work is underway to consolidate the data at Group level.
	Employees' working conditions	Work organisation: health and safety	Global compact response, relevant paragraph page 41
	Anti-discrimination actions	Anti-discrimination policy	Same applies to Global compact for France, Group HR policy taking this point into account and action plan in progress, paragraph concerned page 39
	Promote diversity	Anti-discrimination policy Measures taken to promote gender equality	Same applies to Global compact for France, Group HR policy taking this point into account and action plan in progress, paragraph concerned page 39
	Measures taken in favour of people with disabilities	Measures taken to promote the employment and integration of people with disabilities	Same applies to Global compact for France, Group HR policy taking this point into account and action plan in progress, paragraph concerned page 39
ENVIRONMENTAL	Impact on climate change of the company's business and the use of goods and services	Significant greenhouse gas emissions generated by the company's business, in particular through the use of the goods and services it produces: Voluntary medium- and long-term targets and resources implemented to achieve reduced greenhouse gas emissions	The significant greenhouse gas emissions generated by the company's activities are identified in France (energy audit and action plan), paragraph concerned page 34
	Circular economy	Circular economy	In France, waste management is a constant concern to actively contribute to the circular economy. To develop at Group level, we are currently compiling figures for the manufacturing units and for the existing reprocessing, recycling or reuse channels, paragraph concerned pages 34/35
	Prevention of food waste	Prevention of food waste actions	Initiatives to prevent food waste are mainly carried out through sponsorship in areas related to our business (see qualitative data page 44)
	Respecting animal welfare	Protection of biodiversity: measures taken to preserve or restore biodiversity	EUROGERM is not directly concerned by the issues related to animal welfare because of its business, but it keeps a close eye via its purchases of raw materials. (e.g. in France, preference is given to non-battery farmed eggs). Sponsorship initiatives are being taken for the protection of biodiversity, relevant paragraph page 44
	Responsible, fair and sustainable food		This is a priority issue and dealt with qualitatively and quantitatively on pages 24/25
SOCIETAL	Societal commitments to sustainable development		Our commitment to sustainable development has long been reflected in our membership of the Global Compact in France since 2011, the positioning and consideration of the of the SDGs in the Group's CSR strategy.

OUR PRIORITY SUSTAINABLE DEVELOPMENT GOALS (SDG)





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