



NON-FINANCIAL PERFORMANCE REPORT

SEPTEMBER 2021 - AUGUST 2022

Editorial

Our cooperative's agricultural and agrifood sectors are undergoing profound changes. We can no longer speak of a crisis, but of a rupture and a change of era, and it is even more essential today to plan ahead in order to adapt as best as possible.

This 2021-2022 financial year has not run smoothly.

The beginning of 2022 was marked by three events that had a strong impact on us.

Firstly, there was unprecedented inflation, then the war in Ukraine, then a bird flu outbreak that was unexpectedly widespread as it affected all production areas in France.

Despite these uncertainties, we have risen to these challenges by adapting our approach to our activities, once again proving our resilience. This financial year highlighted the importance of our cooperative's values. Above all, it has demonstrated a wonderful human adventure and the solidarity of the teams, which allowed us to maintain our ambitions.

Climate change reminds us of the new constraints imposed on our activities and of our social responsibility to implement changes.

Our path is foretold and our CSR commitments will guide us.

We remain masters of our destiny and we declare our intentions and act in accordance with them.

The world of abundance is moving towards a more frugal future, but one involving better-quality products.

All our actions must have a positive impact on the world around us, and all our decisions are taken based on three inseparable elements: our social, economic and environmental impact.

Our three ambitions for nourishing and sustainable agriculture and a socially responsible ecosystem are more than ever our common thread, and we have succeeded in maintaining these commitments.

The agricultural transformation is underway in our regions, and more than 50,000 hectares of sustainably certified grain and vegetable production were developed over the year. The development of our activities in the energy sector (in particular through the solar panel projects carried out on our members farms) marks the beginning of our involvement in renewable energy production.

We are more aware than ever of the importance of our ecosystem and continue to meet the expectations of all our stakeholders. Our commitments are not only internal, and to meet these expectations, we have committed to impact financing along with three CSR commitments concerning the safety of our employees, animal welfare and the development of certified sustainable farmland.

Above all, this financial year turned out to be a great proof of Euralis's success, both from a human point of view and in terms of resilience, thanks to a sustainable economic model.



Christophe Congues
President



Philippe Saux
CEO

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PRESENTATION OF THE GROUP

Founded in 1936, Euralis is a pioneering and flexible food and agricultural cooperative group. It consists of three major areas of activity:

- THE AGRICULTURAL DIVISION
- THE SEED DIVISION (LIDEA)
- FOOD ACTIVITIES with duck gastronomy and delicatessen activities.

The Group is also developing partnership activities via the Participation and Development Division. Alongside farmers and food industry professionals, Euralis innovates, showcases and processes farmers' products in Southwest France. More generally, the cooperative's ambition is to help farmers build the agriculture of tomorrow, a sustainable and plural agriculture, in line with the expectations of society and consumers, which guarantees an income to those who practice it. It also aims to promote access to healthy, safe, high-quality food to as many people as possible, while also respecting the planet. Euralis contributes to the economic development and vitality of the regions where it operates, which forms an essential part of its DNA:



KEY FIGURES*



*All of the Group's activities

STRATEGIC AREAS

Euralis operates in a complex and changing ecosystem, marked during the year by the conflict in Ukraine, the effects of climate change, bird flu outbreaks, unprecedented inflation, and growing consumer expectations in terms of traceability, quality and sustainability.

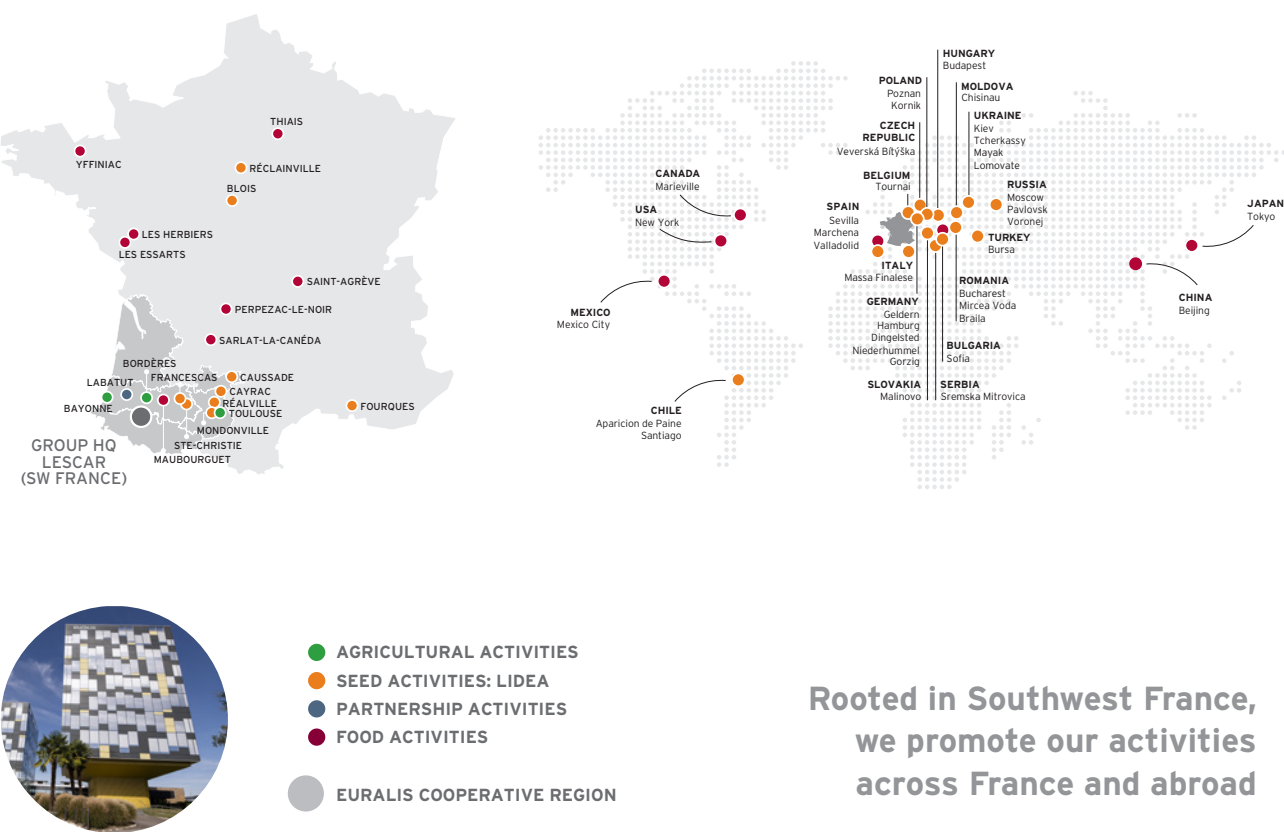
The strategic areas rolled out in this context focus on three vocations which remain unchanged:

- FOOD
- SOCIETY
- ENERGY PRODUCTION

The implementation of this strategy can obviously not take place without strongly considering Corporate Social Responsibility (CSR).



GEOGRAPHICAL PRESENCE



Rooted in Southwest France, we promote our activities across France and abroad

COOPERATIVE GOVERNANCE

The cooperative model differs from a traditional company in that it has two forms of governance: elective governance (board members) and executive governance (operational staff).

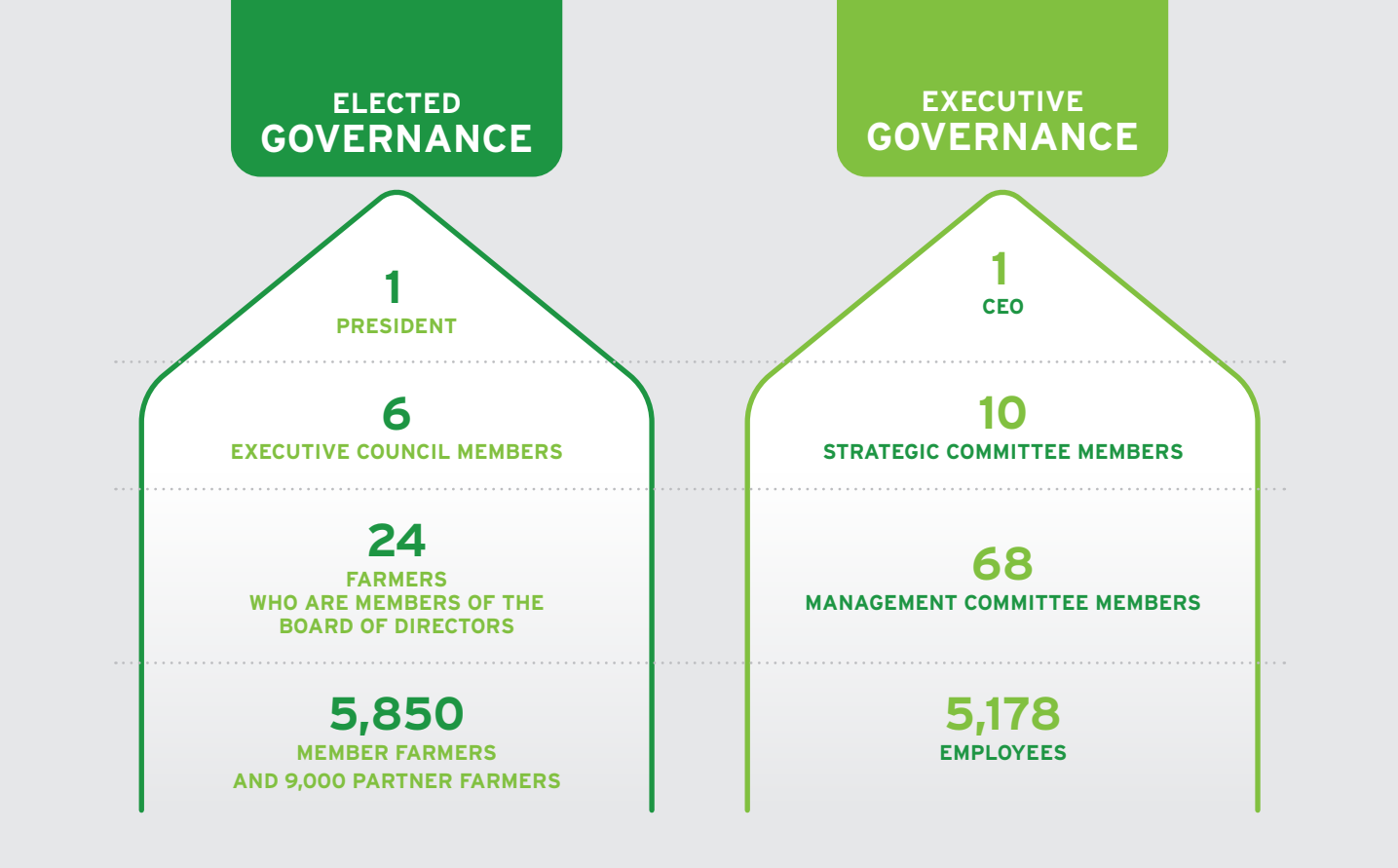
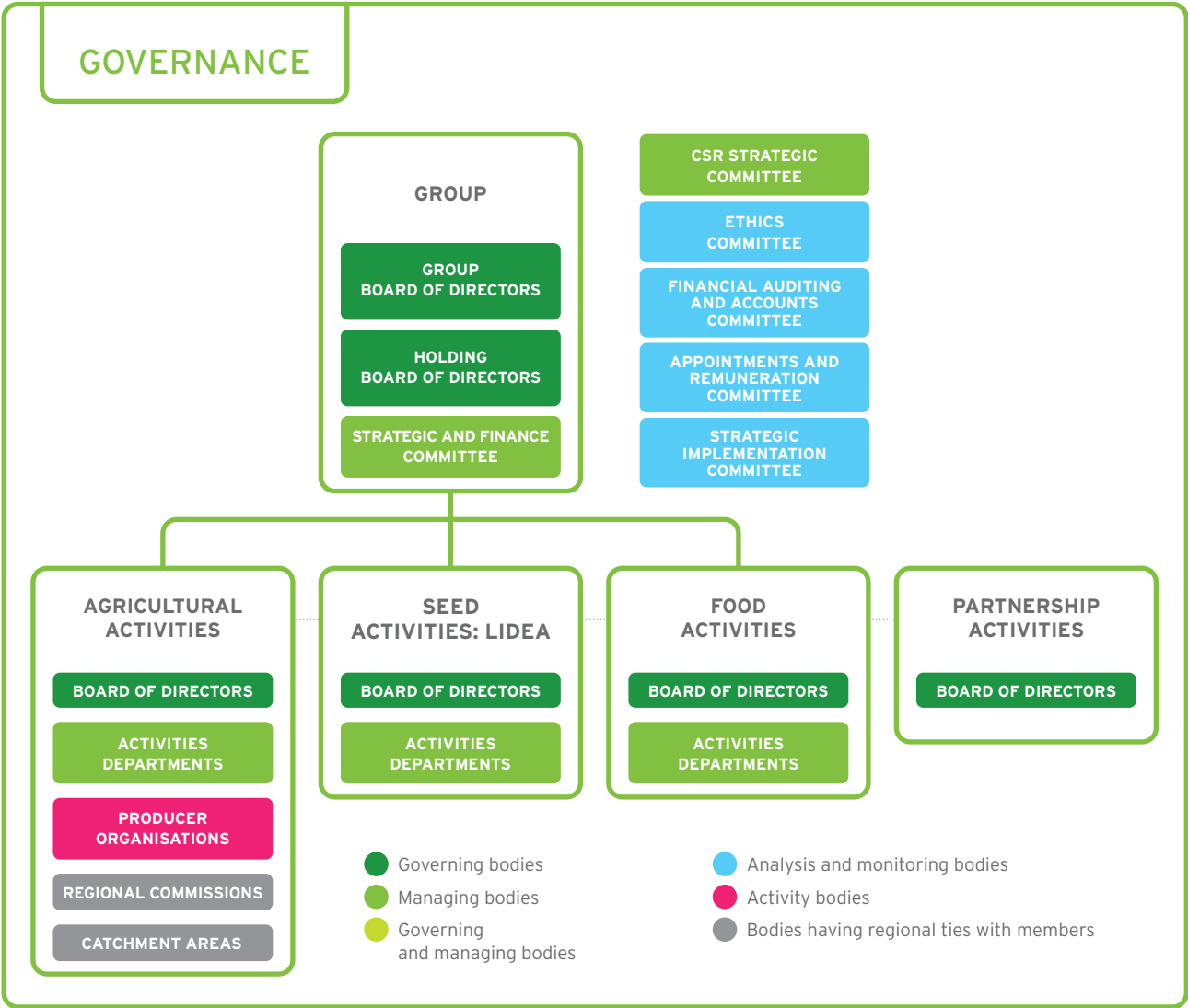
These two governance bodies are intrinsically linked and work together to ensure the smooth running of the cooperative group in the short, medium and long term. As a result, all Euralis board members are elected within their scope and must carry out the following tasks:

- undertake strategic and prospective thinking with a “cooperative group” vision;
- become involved in regional management;
- specialise in the context of delegations (Activities, Regions, etc.);
- manage according to their scope of action and mandates within the cooperative.



To succeed, several levers are used:

- constructing and deploying a multi-annual skills-development course in view of the cooperative’s challenges;
- multiplying governance areas close to the field, both at the regional level (geographical areas) and in terms of activities (vegetables, seeds, livestock, etc.), to have a good understanding of the needs and challenges faced by our member farmers;
- supporting operational staff at different levels of the organisation via committees.



CSR GOVERNANCE IN THE EURALIS GROUP

Euralis’s CSR Department directly reports to the Group’s Deputy CEO, an executive governance member in charge of the HR, Legal and Indirect Procurement Departments.

BOARD OF DIRECTORS

Validates CSR commitments and objectives

CSR STRATEGIC COMMITTEE

- Proposes CSR strategies to the Board of Directors and Strategic Committee
- Ensures the regular development and implementation of the CSR strategy

STRATEGIC COMMITTEE

- Validates and prioritises risks and opportunities
- Determines commitments
- Ensures the necessary means to implement the action plan and achieve our roadmap

CSR COORDINATION COMMITTEE

- Coordinates CSR strategies
- Shares and analyses CSR considerations and actions within activities
- Proposes the roll-out of the CSR strategy within activities
- Ensures that the defined roadmap is achieved

NFPR OPERATIONAL COMMITTEE

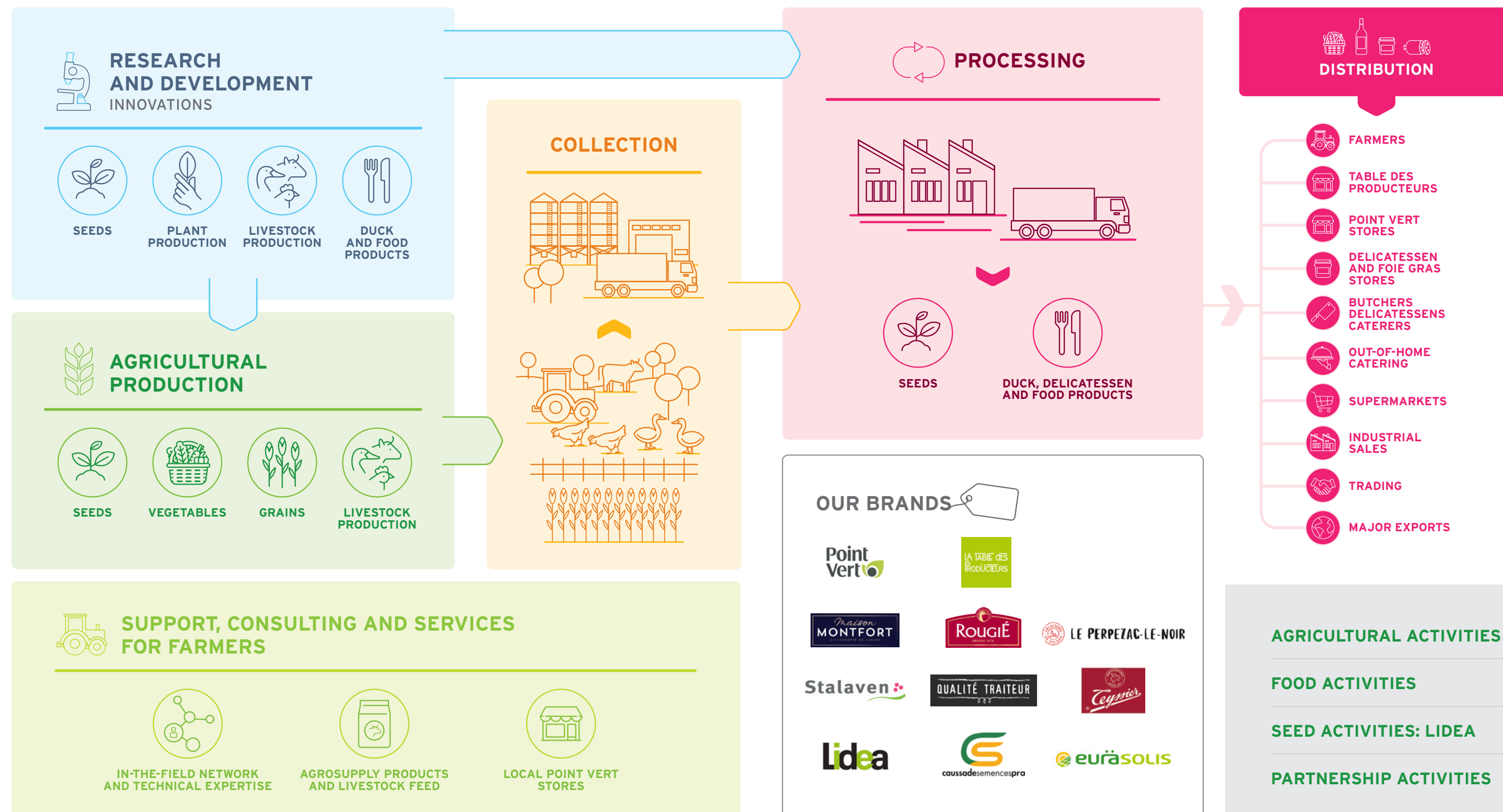
- Develops the NFPR and participates in the audit
- Creates scorecards that monitor CSR key performance indicators
- Sets the frequency of reporting within each activity

This organisation integrates executive and elected governance, thus helping Euralis to consolidate its CSR ambitions and define its objectives in terms of social, societal and environmental performance. Our strategy and indicators are presented in the NFPR reference document and are guaranteed annually by an independent third-party organisation.

OUR BUSINESS MODEL

BOTH UPSTREAM AND DOWNSTREAM

Euralis creates added value from farm to fork. From R&D (upstream) through processing to marketing (downstream), the value chain has a strong economic impact. Many stakeholders benefit, both directly and indirectly.



OUR BUSINESS MODEL

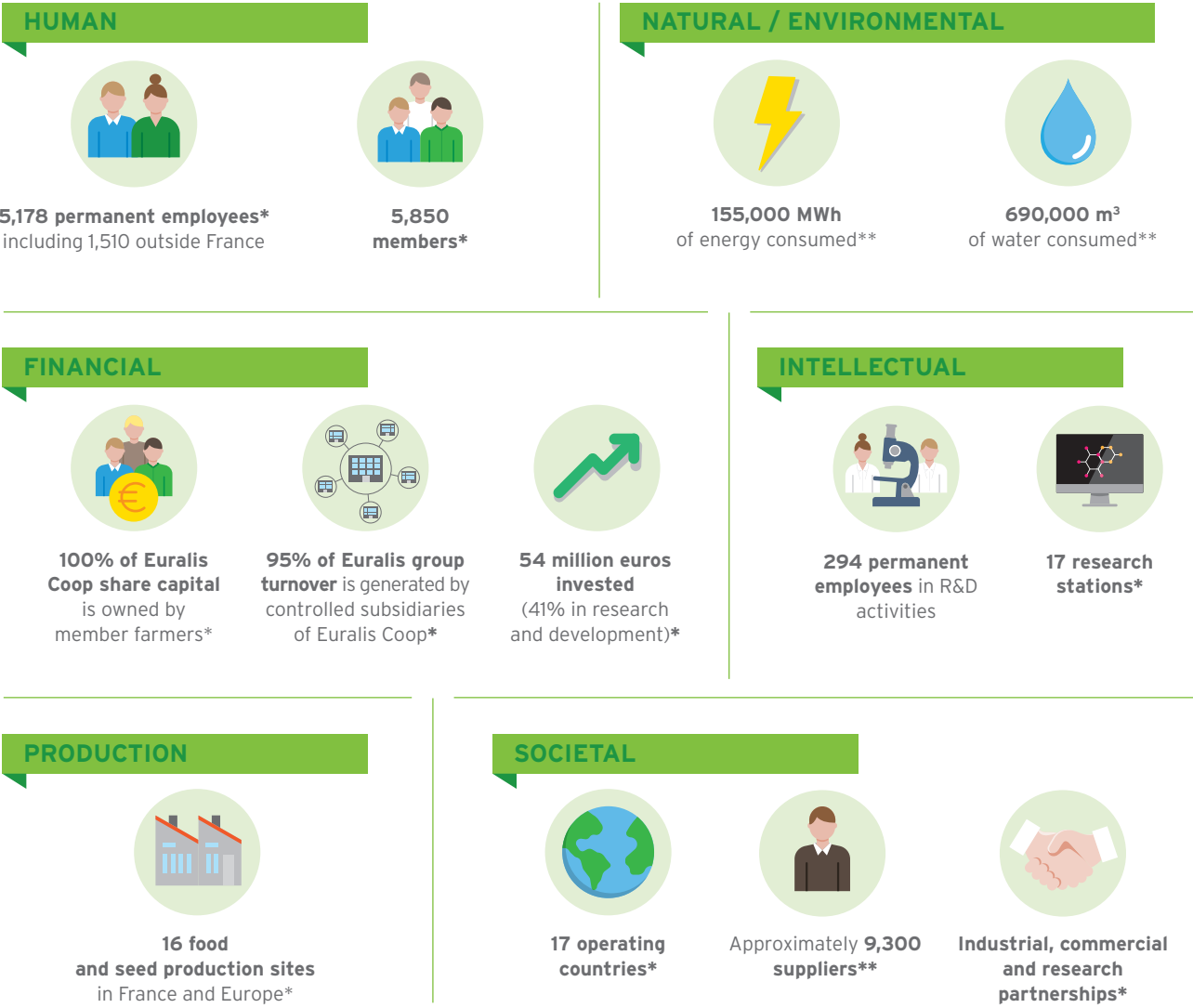
RESOURCES, IMPACTS AND VALUE CREATION

Euralis benefits from a wide range of resources (human, environmental, financial, intellectual, societal and production), which it uses to carry out its missions. With a strong impact on its territories, it also generates value, which it shares with all its stakeholders.

OUR RESOURCES



Euralis develops and creates products and services for the agricultural and food industries for the benefit of its members and customers. Concerned about the environment, our Group pays great attention to the resources it uses in its crops, livestock and production sites from farm to fork. It invests in its know-how and infrastructure to develop value-added sectors that meet the expectations of its customers and consumers. Finally, it relies on its community of members, farmers, employees and suppliers to ensure production in its many locations.

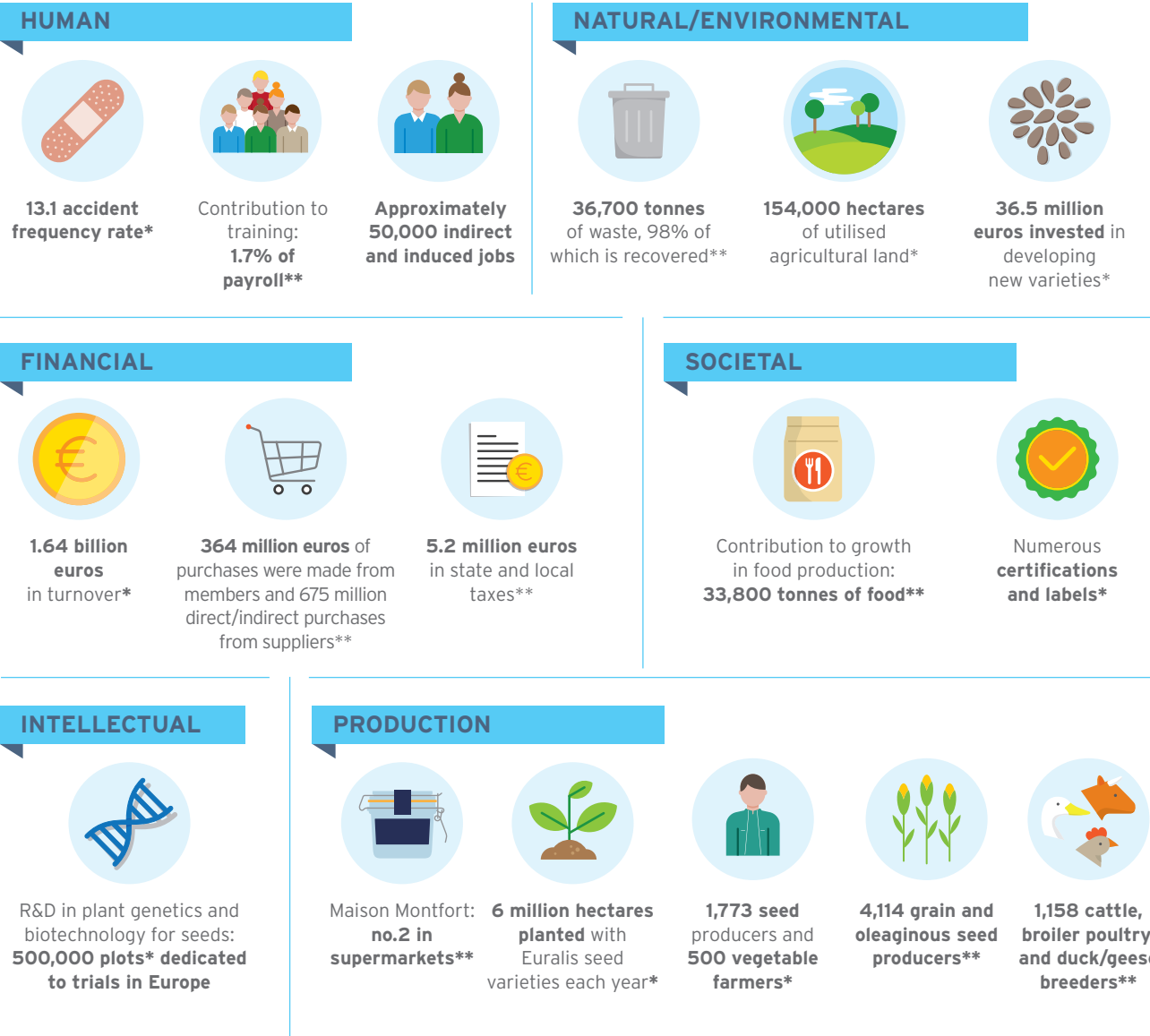


*All of the group's activities / ** in France

OUR IMPACT AND VALUE CREATION



With a turnover of 1.64 billion euros in the 2021-2022 financial year, our cooperative produces positive impacts throughout its value chain, which benefit our stakeholders (members, farmers, employees, suppliers and customers). It also contributes to the development of its territories and their economy through the direct and indirect employment it generates. However, its greatest contribution to society lies in its agricultural and agrifood production, which contributes to food resilience and the development of more sustainable practices in its activities, both upstream and downstream.



FINANCIAL

1.64 billion euros in turnover*

364 million euros of purchases were made from members and 675 million direct/indirect purchases from suppliers**

5.2 million euros in state and local taxes**

SOCIETAL

Contribution to growth in food production: 33,800 tonnes of food**

Numerous certifications and labels*

INTELLECTUAL

R&D in plant genetics and biotechnology for seeds: 500,000 plots* dedicated to trials in Europe

PRODUCTION

Maison Montfort: no.2 in supermarkets**

6 million hectares planted with Euralis seed varieties each year*

1,773 seed producers and 500 vegetable farmers*

4,114 grain and oleaginous seed producers**

1,158 cattle, broiler poultry, and duck/geese breeders**

*All of the group's activities / ** in France

AGRICULTURAL ACTIVITIES

Innovating and supporting farmers in high-performance, responsible sectors, particularly thanks to the choice of consulting.

620 €
MILLION EUROS
IN TURNOVER

603 
EMPLOYEES

OUR ACTIVITIES

- Vegetable sectors: grains, vegetables, seeds, kiwifruit.
- Livestock sectors: poultry, ducks & geese, cattle, animal feed.
- Energy sector: biofuels, solar energy, methanisation.
- Supporting farmers: consulting & services, farm supplies.
- Distribution: local Point Vert retail brand, livestock farming, gardening, pets, locally distributed food products.

OUR BRANDS



OUR CLIENTS: farmers for agrosupply products and services; consumers for gardening products, household goods, as well as regional food products distributed locally under the "Table des Producteurs" brand. Lastly, industrial clients who rely on our farmers' produce.

OUR COMPETITORS: cooperatives and wholesalers in Southwest France (for agrosupply and collection activities); gardening stores (for Point Vert, agrosupply and collection activities).

OUR PARTNERSHIPS: Bonduelle and Géant Vert

 **A MAJOR EUROPEAN OPERATOR ON THE MAIZE MARKET**

 **1 MILLION TONNES**
OF GRAINS AND OLEAGINOUS SEEDS SOLD

500 FARMERS
FROM SOUTHWEST FRANCE
LISTED IN "TABLE DES PRODUCTEURS" AISLES 

 **9,000 FARMERS**
INCLUDING MORE THAN 2,000 FARMERS
RECEIVING CONSULTING SERVICES

Data for the fiscal year - Scope: France and abroad

FOOD ACTIVITIES

Drawing on the complementarity of our duck foie gras activities and delicatessen activities.

430 €
MILLION EUROS
IN TURNOVER

2,157 
EMPLOYEES

OUR ACTIVITIES

- Breeding ducks for foie gras under 3 labels: French production, Sud-Ouest PGI and Label Rouge
- Processing of ducks and geese (foie gras, meat)
- Researching and developing duck gastronomy products.
- Multichannel selling in France and abroad.
- Selecting high-quality gastronomic products.
- Supporting consumers and maintaining close relations with chefs around the world to pass on our expertise.
- Production and distribution of whole processed product ranges from starter to dessert, with the utmost respect for traditional cooking methods.
- Dry-curing (dry-cured ham and sausages, etc.)
- Close ties with our clients, including butchers, delicatessens, caterers, bakeries, wine retailers and restaurants, etc.

OUR BRANDS



OUR CLIENTS: supermarkets for Maison Montfort, Qualité Traiteur and supermarket own-brands. Out-of-home catering industry professionals (distributors and chefs) for the Rougié and Stalaven brands. Delicatessens for the Rougié brand. Butchers, delicatessens and caterers for the Teyssier and Stalaven brands.

OUR COMPETITORS: the main agrosupply groups (cooperatives and independent structures).

 **A LEADING FOIE GRAS PRODUCER**

THE LEADING DISTRIBUTION NETWORK FOR LOCAL RETAILERS

SEED ACTIVITIES: LIDEA

Being the multi-species seed partner for high-performance farming

395 €
MILLION EUROS
IN TURNOVER

1,916 
EMPLOYEES

9% OF TURNOVER 
DEVOTED TO R&D

OUR ACTIVITIES

- Research and development in plant genetics and biotechnology.
- Production and sale of maize, sunflower, small grains, rapeseed, fodder, cover crops, soya, sorghum and pulses sold in 48 countries worldwide.

OUR BRANDS



OUR CLIENTS: farmers, distributors of agrosupply products (cooperatives and wholesalers), etc.

OUR COMPETITORS: French and international field seed companies.



 **A EUROPEAN LEADER**
FOR SEED PRODUCTION

17 RESEARCH STATIONS
IN EUROPE AND
SOUTH AMERICA

Data for the fiscal year - Scope: France and abroad

PARTNERSHIP ACTIVITIES

Helping our members develop their farms, diversify their production and safeguard their revenues via contract farming in high-growth markets.

152 €
MILLION EUROS
IN TURNOVER

OUR ACTIVITIES

Strategic partnerships in the fields of:

- livestock nutrition (Sanders Euralis);
- poultry production (LDC Ronsard);
- vegetable production (Seretram and Bonduelle);
- pork production (FIPSO);
- biofuels (Oceol);
- soybean crushing (Sojalim).

OUR PRODUCTS ARE SOLD UNDER THE BRANDS



OUR SCOPE:

- Developing our partnership activities
- Managing our minority interests
- Piloting our activities outside the cooperative region

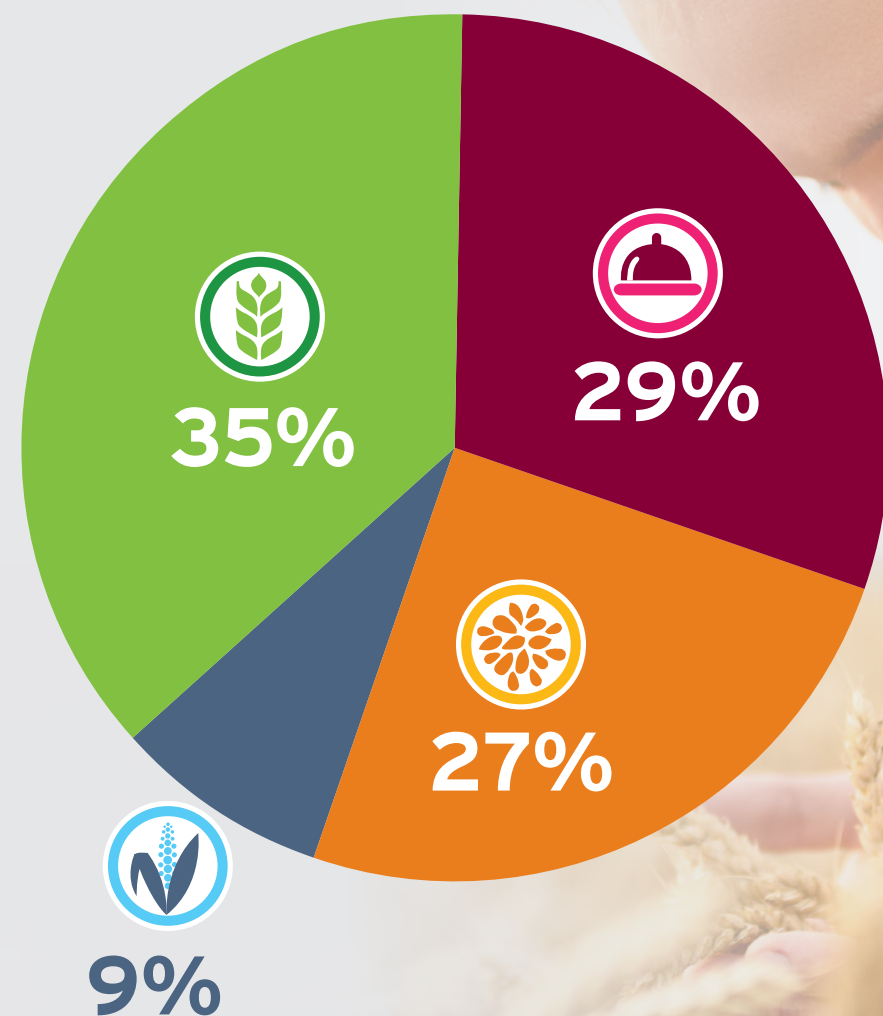


 **LEADING PRODUCER OF PROCESSED VEGETABLES IN SOUTHWEST FRANCE**

500 COOPERATIVE MEMBERS
PRODUCED SWEETCORN
AND GREEN VEGETABLES IN 2022
UNDER THE GÉANT VERT AND BONDUELLE BRANDS

26,828 TONNES
OF SOYBEANS
CRUSHED 

BREAKDOWN OF 2021-2022 TURNOVER for each division (%)



-  **AGRICULTURAL ACTIVITIES**
-  **FOOD ACTIVITIES**
-  **SEED ACTIVITIES: LIDEA**
-  **PARTNERSHIP ACTIVITIES**

Data for the fiscal year.
Scope: France and abroad

HIGHLIGHTS OF THE YEAR

For the third consecutive year, despite a turbulent context, the Group's gross turnover increased (+15%), as did its EBITDA. This increase can be explained by the rise in grain prices and volumes, market share gains for Maison Montfort and Rougié, and continued efforts to develop Lidea's growth.

- **SEPTEMBER:** opening of the Lidea seed factory in Romania
- **SEPTEMBER:** Teyssier celebrates its 150th anniversary
- **OCTOBER:** Euralis becomes a partner of the GERMEA research centre
- **NOVEMBER:** two health crises occur: COVID-19 and bird flu
- **DECEMBER:** recording of a very positive autumn collection
- **JANUARY:** implementation of a remote working charter for the Group in France
- **FEBRUARY:** outbreak of the Russia/Ukraine conflict and impact on our Lidea activities in Ukraine
- **MARCH:** the Group's products win 9 medals at the General Agricultural Competition

All of the transformation plans carried out by the teams over the last three years are starting to pay off and enabling the cooperative to hold up. International development remains a key challenge in view of globalised markets, competitors, customers and clients for Seeds and Foie Gras activities. The Agricultural Division successfully continued its transformation during the financial year by developing its consulting and services offer and associated sectors for farmers. Lidea, meanwhile, rolled out a spring campaign under the new Lidea and Caussade Semences Pro commercial brands for its second financial year. As for Seed activities, the year was marked by the conflict in Ukraine. Finally, the Food Division managed to maintain its positions in a turbulent market: the Rougié and Maison Montfort brands performed very well during the festive season while Stalaven and Qualité Traiteur continued their product quality strategy.



Natalia Albu,
Lidea Operations Director
in Romania

"In September 2021, Lidea opened its seed production and packaging plant in Braila, Romania. Within this unit, the entire packaging flow of multi-species seeds (maize, sunflower, small grains, rapeseed and soybeans) is controlled, from the reception of the seeds from farmers to their packaging. Satisfying customers by meeting quality, service and performance requirements is of paramount importance to us. Operational excellence is one of the key factors to Lidea's success; it is implemented every day in all plants, both in France and internationally."



CSR HIGHLIGHTS



Hélène Bernicot,
General Manager of Crédit Mutuel Arkéa

“Through its financing and investment activities, Crédit Mutuel Arkéa supports SMEs and larger companies with under 5,000 employees in developing in a wide variety of sectors such as industry, construction and public works, energy and the environment, transport, agrifood, etc. For example, we have been working for many years with the Euralis group, with whom we share common cooperative values. Crédit Mutuel Arkéa believes in a long-term vision of the world where it is a financial partner, putting its overall performance at the service of the real economy. Convinced that a company’s performance cannot be solely financial, but must also be global, Crédit Mutuel Arkéa applies this conviction to its own operations and its interactions with its stakeholders, particularly its clients. We are indeed convinced that CSR is a real lever for innovation and performance. Quality of governance, responsible management of resources, fighting against climate change, our attractiveness and employee retention are all factors that contribute to the sustainability of the company and its economic performance. Arkéa Banque Entreprise et Institutionnels uses a qualitative CSR analysis grid for its partners. This grid aims to assess the degree of CSR maturity (issues such as human capital, regional presence, the environment and stakeholder relations).”



OUR CHALLENGES AND CSR COMMITMENTS

A CONTINUOUS IMPROVEMENT PLAN HAS BEEN LAUNCHED, TAKING INTO ACCOUNT THE MAIN CHALLENGES OF OUR ACTIVITIES AND STAKEHOLDERS

Aiming to preserve and develop its growth and reputation, our cooperative has increased its risk management since 2014. Based on a methodical and repeatable approach, this process defines the nature of financial and non-financial risks and the level of exposure to these risks.



For our 2017-2018 Non-Financial Performance Report, the list of our risks and opportunities was completed via an initial analysis of our stakeholders' expectations. This work resulted in the identification and prioritisation of our Group's challenges, formalised in our materiality matrix.

As the cornerstone of our approach, the matrix is updated in the event of significant changes to the internal and external context.

Thus, in 2021, an initial review was undertaken following the transformation of our activities, in particular with our choice of consulting over the sale of plant protection products and the merger with the Caussade Semences Group.

In the same vein, and to account for the consequences of the conflict in Ukraine, an update of the Group's risk map was added this year to our analysis of our stakeholder expectations, which had been established in previous years. This update identifies the most significant societal challenges for both the Group and its stakeholders.

Our Non-Financial Performance Report (NFPR) consists of 7 crucial challenges and 3 major challenges.

These challenges, which are compiled in the "materiality matrix" are classified as:



intrinsic to the business model



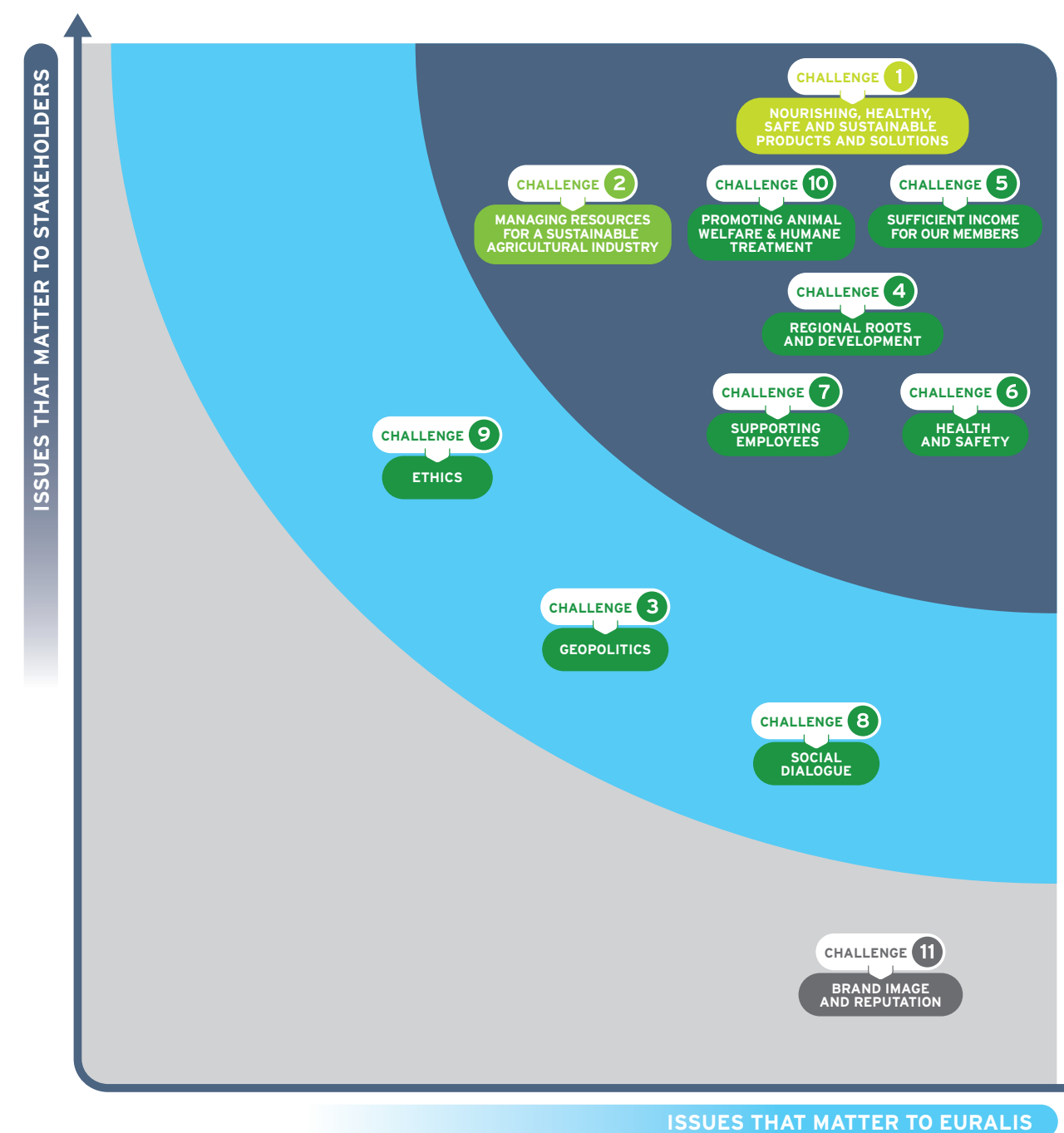
decisive in creating added value



which may constitute either a risk or an opportunity

It should be noted that while the "challenges to monitor" are mentioned at the end of this report, they are not described in detail.

EURALIS MATERIALITY MATRIX



legend

NOURISHING AGRICULTURE

SUSTAINABLE AGRICULTURE

A SOCIALLY RESPONSIBLE ECOSYSTEM



OUR COMMITMENTS FROM OUR CSR POLICY

At Euralis, we contribute to the development of nourishing, sustainable, long-lasting, healthy and affordable agriculture close to our regions. To do so, we are focusing on innovation and consulting.

Our actions help increase farmers' revenues and strengthen the performance of our activities. We are committed to producing renewable energy and decarbonising our activities in line with our ambitions for sustainable agriculture. We firmly believe that the diversity of our employees and members is an asset that stimulates innovation, strengthens the dynamism of our regions and contributes to the development of a socially responsible ecosystem.

Bolstered by its ambitions and conscious of the social, economic and environmental impacts of its activities, the Euralis cooperative group has defined **TEN PRIORITY AREAS** outlining the ten major and crucial challenges for Euralis and its stakeholders.

NOURISHING AGRICULTURE



CHALLENGE 1

CONTRIBUTING TO FOOD SOVEREIGNTY

Implementing our mission to feed people by producing crops and livestock, duck and delicatessen food products and developing protein-rich seed varieties.

OFFERING OUR CUSTOMERS HEALTHY, SAFE AND SUSTAINABLE PRODUCTS AND SOLUTIONS

Supplying consumers with healthy, safe and high-quality products: obtaining recognised certifications and labels for our activities (sites and products), as well as quality and origin labels certifying product quality and developing the organoleptic and nutritional properties of our products.

SUSTAINABLE AGRICULTURE



CHALLENGE 2

MANAGING RESOURCES (WATER, AIR, SOIL) FOR A SUSTAINABLE AGRICULTURAL INDUSTRY

Developing agricultural and industrial practices that respect the environment and resources: providing consulting for farmers, agroecology, research into new resistant crop varieties that require fewer input products and preserve natural resources and biodiversity.

LIMITING THE CARBON FOOTPRINT OF OUR ACTIVITIES AND DEVELOPING RENEWABLE AND DECARBONISED ENERGIES

Reducing our consumption, promoting the use of renewable energies and contributing to the development of low-carbon industries: energy conservation and efficiency, development of renewable energies at our sites, solar energy on our farms, agricultural production for biogas and biofuel, and sustainable mobility.

A SOCIALLY RESPONSIBLE ECOSYSTEM



CHALLENGES 3 and 4

INTEGRATING GEOPOLITICAL CHALLENGES AND PROMOTING THE DEVELOPMENT OF REGIONAL ROOTS

Creating value for all stakeholders in our regions and contributing to the economic, social and environmental development of our business areas by integrating geopolitical risks: creating direct and indirect jobs, developing industries, managing our regions, developing short circuits, operating our subsidiaries autonomously, developing a strategy regarding geopolitical risks, fighting against food waste and sponsoring sporting and cultural events.

CHALLENGE 5

GUARANTEEING SUFFICIENT REVENUES FOR OUR MEMBERS

Ensuring the long-term economic viability of our members' farms: developing contractual production, creating new sectors which offer additional market opportunities, as well as profitable and sustainable solutions for the future, implementing services and consulting and services and redistributing a proportion of our financial results.

CHALLENGE 6

GUARANTEEING THE HEALTH AND SAFETY OF ALL OF THE COOPERATIVE'S INTERNAL AND EXTERNAL KEY PLAYERS

Ensuring the health and safety of our employees and visitors to our sites thanks to a preventative and well-structured strategy: anticipating and analysing accidental and chronic risks, implementing prevention programmes, safety behaviour visits, ergonomic assessment of workstations, raising awareness and training employees and helping our farmers improve the safety of their farms.

CHALLENGES 7 and 8

SUPPORTING EMPLOYEES THROUGH THESE TRANSFORMATIONS AND PROMOTING SOCIAL DIALOGUE

Developing the skills of our employees to help them become active players in the Group's transformation towards new organisations and working methods and implementing and enhancing the Leadership Model, providing training, in-house mobility and social dialogue, with an emphasis on proximity and transparency. Giving our farmers the tools they need to enhance training and helping them manage their challenges.

CHALLENGE 9

PROMOTING OUR VALUES AND ETHICS WITHIN OUR SPHERE OF INFLUENCE

Developing responsible behaviour via the Group's ethics charter: preventing corruption and conflicts of interest, complying with regulations, human rights, confidentiality, promoting diversity and equal opportunities, and employees' rights to whistleblowing.

CHALLENGE 10

PROMOTING ANIMAL WELFARE AND HUMANE TREATMENT

Applying best practices in terms of animal welfare in our breeding and processing activities: Euralis's commitment to an animal welfare charter in the form of a 2025 roadmap, training programmes for breeders and technicians, environmental enrichment, access to outdoor grassy and wooded areas, internal inspections and third-party audits regarding our indicators.



KEY INDICATORS 2021-2022

78%

OF OUR FOOD AND
CROP PRODUCTION HAS
OBTAINED FOOD SAFETY
CERTIFICATION

last-year value: 79%

B23 objective: 80%

34%

OF HECTARES UNDER A
PRODUCTION CONTRACT
WITH FARMERS

(including the
seed production area)

last-year value: 30%

B23 objective: 50%

40%

OF HECTARES OF WAXY
MAIZE COLLECTED AND
ANALYSED WITH A HEALTH
RISK PREDICTION TOOL

(e.g. mycotoxins, bacteria, etc.)

last-year value: 40%

B23 objective: 45%



MAJOR AND CRUCIAL CHALLENGES

NOURISHING AGRICULTURE

Euralis has three main vocations, one of which is to provide food. The cooperative thus strives to produce healthy food that is affordable for all and meets satisfactory quality standards. It must also be in line with the increasing demands of consumers who are looking for transparency and traceable products with undeniable organoleptic qualities, and are also concerned about the impact of food production methods on the environment. These are all criteria that need to be considered more than ever before.

CHALLENGE 1

CONTRIBUTING TO FOOD SOVEREIGNTY AND OFFERING OUR CUSTOMERS AFFORDABLE, HEALTHY, SAFE AND SUSTAINABLE PRODUCTS

AGRICULTURAL PRODUCTS THAT CONTRIBUTE TO FOOD RESILIENCE

Euralis contributes to food sovereignty particularly through production destined for human and animal consumption. The Group is thus helping to meet the ever-increasing needs of the world's growing population. Over the 2021-2022 financial year, it produced 992,000 tonnes of livestock and crop production and 33,800 tonnes of foodstuffs.

These products are aimed at different types of customers depending on the distribution networks concerned: firstly, the general public, via our Point Vert sales outlets and large and medium-sized distribution networks; secondly, food industry professionals, including caterers, butchers, wholesalers and grocery stores; and lastly, key players in the agrifood and animal feed industry.

The Agricultural Division's desire to develop contractual plant production sectors strengthens our contribution to greater food resilience. Indeed, this mechanism guarantees that the grains and vegetables farmers produce are purchased at their fair value, mainly by agrifood industrialists. In the 2021-2022 financial year, 34% of our agricultural land was covered by a production contract.



KEY INDICATORS 2021-2022

99.7%

OF POULTRY LIVESTOCK
PRODUCTION IS
SQL-CERTIFIED*

last-year value: 100%

B23 objective: 100%

41%

OF LIVESTOCK
PRODUCTION (DUCKS AND
GEESSE) IS SQL-CERTIFIED*

last-year value: 31%

B23 objective: 34%

7%

OF LIVESTOCK
PRODUCTION (CATTLE) IS
SQL-CERTIFIED*

last-year value: 13%

B23 objective: 13%

2.6%

OF FOOD PRODUCTION
(DELICATESSEN MEAT) IS
SQL-CERTIFIED*

last-year value: 5%

B23 objective: 5%

17%

OF FOOD PRODUCTION
(DUCKS) IS SQL-CERTIFIED*

last-year value: 16%

B23 objective: 16%

*Sustainable Quality Labels

Lidea also contributes to food sovereignty via seed breeding and fully complies with the "France Relance" Protein Plan roadmap. The aim is to develop, among other things, crop varieties (soya, rapeseed, pulses, winter wheat, etc.) that are high in protein, produce higher yields, are resistant to diseases and capable of adapting to each climate zone.

SAFE, HIGH-QUALITY PRODUCTS

Euralis is committed to offering safe, high-quality products. From farm to fork, the approach is global and rigorous and aims to offer consumers products with high-quality organoleptic and nutritional properties. It is primarily through certification that we can guarantee the healthiness of our products.

At least 78% of our products have obtained food safety or product quality certification. Our food and agricultural production is covered by food safety certifications and recognitions; almost all of our food production is covered by GFSI (global food safety initiative) certification. The Agricultural Division's grain collection, storage and marketing practices are certified by the CSA-GTP (Charte de Sécurité Alimentaire - Good Trading Practice) label.

In the context of climate change, the growth of mycotoxin-producing fungi is a particular problem for waxy maize. To curb this phenomenon, using the Qualimètres evaluation tool and with the help of farmers, Euralis collects agronomic and climate data to evaluate risks and manages a monitoring plan. To date, 40% of the plots of waxy maize collected are covered by this tool.

In addition, the various brands of our Food Activities continue to favour France as much as possible when purchasing their raw materials. During the



*set of audit references for managing food quality and safety (processes and products), recognised by distributors.



Romain Baraban,
Head of Marketing at
Qualité Traiteur



“Our passion for good food goes hand in hand with our ability to adapt to consumer demands. Qualité Traiteur has therefore created the ‘6 Bon’ concept, 6 commitments to help everyone to eat better, with recipes made from high-quality, well-sourced ingredients. Recipes are regularly tested with consumers, with 2,500 testers approached each year via an independent research institute. This approach ensures that Qualité Traiteur has superior organoleptic properties for many of the brand’s emblematic recipes.”



year, the Qualité Traiteur brand worked hard to use a maximum of ingredients from our regions or ingredients with “logical origins”, when they are not available in France. This “origin” criterion complements the usual criteria of quality, reliability expertise and contributes to transparency and traceability.

These same brands, as well as the upstream part of our cooperative, are working on the recognition of high quality, healthy and sustainable products, via official quality signs and labels. Consequently, in total:

- **69% of livestock production (cattle, poultry and breeders) has obtained a Quality and Origin certification label** (Label Rouge, Agriculture Biologique (AB - Organic Agriculture), IGP canard à foie gras du Sud-Ouest (foie gras from Southwest France PGI)). It should be noted that nearly 100% of our poultry is produced under these labels while 41% of our ducks & geese are produced under the PGI label or Label Rouge certification and that 7% of our cattle sector has obtained Label Rouge or AB certification.
- **3% of our crop production** is grown under the AB label.
- **17% of food production in our Duck activity** is mainly PGI or Label Rouge certified, while 2.6% of the finished products of our Delicatessen Activity are certified under the PGI, Label Rouge or AB labels.

Food Activities, like Agricultural Activities, are developing their organic farming offers to meet the demands of their customers, with 3% of plant production, 2% of livestock production and 1.4% of food products concerned.

To meet the expectations of organic farmers and consumers, Lidea has selected varieties specifically adapted to their demands. An expert in organic farming for more than 15 years, it offers the French market more than 65 varieties, including 9 open field species, to meet all needs throughout the year.

Consumers have increased expectations in terms of traceability, food safety and more eco-friendly farming practices. In response, in partnership with its industrial clients, the cooperative is developing a precise set of specifications deployed on our members’ farms as part of its production plans. These specifications include tangible criteria to measure the sustainability of agricultural practices. Farmers are compensated according to their compliance with these criteria.

Euralis’s membership of the “Class-A Maize Charter” is proof of its desire to actively participate in a process of traceability and continuously improve the physical and sanitary quality of its maize.

For its part, the Maison Montfort brand is also working in favour of traceability through the “identified producer” label present on Grand Héritage products (for semi-cooked foie gras, sterilised Gascogne PGI foie gras, as well as Sud-Ouest PGI meats). The name of the breeder is indicated on each product and a QR Code links to a presentation of the duck industry and an interactive map of France with breeder profiles.

HIGH-QUALITY PRODUCTS THAT STAND OUT FROM THE COMPETITION

Stalaven continues to strive for superior quality and is still far ahead of the competition, recording consistently superior taste.

To maintain its high standards, Stalaven continues to have its products tested by a large panel of consumers via an independent research institute. The result: 37 products sold are recognised as superior to those of our competitors, with the aim of reaching 40 products by the end of 2023. At the 2022 General Agricultural Competition, Teyssier dry-cured sausages won gold, silver and bronze medals. The year 2022 was synonymous with major investments for Qualité Traiteur, which has launched eight individual prepared meals and earned absolute superiority over the competition. Qualité Traiteur called on the leading market research company IPSOS which consulted 3,500 consumers to ascertain the superiority of its eight new recipes from an organoleptic, nutritional and eco-design perspective.

Maison Montfort is now the second largest player in the foie gras market in supermarkets and has been the leading whole foie gras brand for seven years.

The brand won four medals at the 2022 General Agricultural Competition for Gascogne PGI and Label Rouge foie gras. It is now known by 50% of consumers. Its pillars are the Grand Héritage and Excellence ranges.

Rougié is a leading brand in the restaurant industry, a success based on a constant presence among chefs, through a network of culinary advisors, a foie gras school and the Jean Rougié Trophy, which has been rewarding young talents in French cuisine since 2010. It is also the founding partner of the Bocuse d’Or Winners Association.

HEALTHY, SUSTAINABLE AND LOCAL PRODUCTS

Consumers are increasingly looking for healthy and natural products, preferably sourced from responsible and sustainable agriculture. Euralis is committed to meeting these societal expectations.

Against the backdrop of a market decline of around 4% in 2022, Euralis is nevertheless maintaining its production plans established with Agribio and intends to do the same in 2023. The Euralis group has been committed to organic agriculture, particularly via Agribio, the leading organic cooperative union in Southwest France, which is specialised in the collection and sale of grains and oilseeds and represents a guaranteed market opportunity for farmers. Euralis also supports more than 400 farmers in Southwest France who have chosen to convert to organic agriculture. It also plays an active role in “Agriculture Biologique” (AB) certified production, with 10,000 hectares of oilseeds and seeds, 750 hectares of field vegetables and 179,000 birds and cows per year.

By supporting its farmers in the transition towards HEV (High Environmental Value) certification (a voluntary process that enables farmers to assess their practices in terms of respect for the environment), Euralis encourages the development of local and sustainable production.

As part of its long-standing partnership with Bonduelle, Euralis launched the production of pulses in 2022 for the next five years. The year 2022 was also marked by the certification of all our green vegetable and sweetcorn production under the Sustainable Agriculture Initiative (SAI). Thus, all of the production marketed under the Géant Vert and Bonduelle brands is now guaranteed by this international standard, which attests to a sustainable farming approach.

At the heart of Euralis’s Food Activities, reducing additives is now a constant priority. With regard to duck products, the year 2022 was marked by a



KEY INDICATOR
2021-2022

€9.7 M
TABLE DES PRODUCTEURS’
TURNOVER

last-year value: €10 M

B23 objective: €10.7 M





reduction in the salt content of confits and charcuterie terrines. Maison Montfort and Rougié have also eliminated nitrites from canned duck livers, and nitrites have also been removed from Maison Montfort smoked and dried duck breast. In terms of additives, we should mention the listing of wines without added sulphites used in the terrines and prepared meals of both brands. Similar efforts have been made in the Stalaven range, which now includes a 12-month Perpezac dry-cured ham produced without preservatives. Stalaven also announced the launch of a nitrite-free Espelette pepper pâté as of January 2023. For its part, Qualité Traiteur is pursuing its “tastes like homemade” approach by working with only the essential ingredients and limiting the use of additives. In addition, the eight new prepared dishes launched in 2022 have a Nutriscore of B, thanks to a salt content of less than 0.8g per 100g of finished product.

The Euralis cooperative opened its first local food aisles in select Point Vert stores in 2012, a pioneering decision at the time. Over the years, our range of products has greatly expanded (meat, fish, dairy products, wine, fruit & vegetables, etc.) and the number of listed producers has also increased. There are now 500 of them. Nevertheless, its vocation remains unchanged, with the aim meeting consumers’ expectations as best as possible by offering high-quality, traceable, local and seasonal products. A successful gamble, since consumer demand has increased as a result of the COVID-19 health crisis. In 2021-2022, the turnover of these local products reached 9.7 million euros.

SEED DEVELOPMENT FOR FOOD SOVEREIGNTY

The primary vocation of the seed business is to safeguard the global food chain. The war in Ukraine has brought back the risk of global famine. The supply of Lidea seeds (or seeds from other western seed companies) is crucial for the agricultural sector in Ukraine and Russia and therefore for the rest of the world. At Lidea, deliveries have continued as far as possible to support Ukrainian farmers, with the priority being to ensure the safety of our teams on site. Lidea employees were mobilised to support farmers in their spring sowing campaign, but also to sow the seed multiplication plan to meet the needs of producers in 2023. Of course we remain concerned about developments, but we are mindful of our responsibility as a key link in the global food chain.

Our company has given itself the means to direct its research towards protein-rich plant varieties (soya, rapeseed, pulses). Our main objective is to find new solutions to evaluate soybean, rapeseed and pulse varieties and to help producers achieve the highest level of customer satisfaction.

The aim of Lidea’s R&D is to offer seed ranges and customised services that satisfy environmental regulations and members’ expectations, while ensuring the economic profitability of their farms.

Through permanent innovation, our company aims to continue to supply production sectors in France and

Europe and contribute to food sovereignty. Since 1975, Euralis Semences’ soybean research has continued to market better varieties offering higher yields and more protein for every climate zone in Europe. Did you know that Lidea has the largest soybean portfolio in Europe? And that we have soybean varieties ranging from Very Early (000) to Late (III)? In 2022, our soya R&D network expanded to 50 sites across Europe.

The objective of Lidea’s research is to continue to increase the yield and protein content of non-GMO soybeans adapted to mid-temperate to cold climates while achieving good lodging and disease tolerance. The teams are working on varieties with protein levels above 46%.

Lidea and Top Semences are among the leading players in researching and creating seed varieties, and marketing pulses. During the year, the two entities combined their breeding activities into a single company dedicated to the development of new varieties of chickpeas, lentils and dried beans. This pooling responds in particular to consumer demands in terms of nutritional requirements and ethical and environmental concerns.

To meet the growing needs of the populations of the African continent, Lidea has positioned itself as a privileged partner to develop efficient and sustainable agriculture. As the first link in the chain, Lidea also helps farmers to structure food chains: the varieties proposed are adapted to Africa’s soil and climate conditions and secure production in the context of climate change.



Climate change, seed treatment regulations, weeds and bird and insect attacks can affect the development of maize at its most vulnerable growing stages. To limit these impacts, Lidea has created the Boost&Go solution which has the advantage of preserving the genetic potential of maize during its early stages of development. This innovation thus contributes to safe and high-quality production.

Julien Chedeville,
Export Sales Engineer for Lidea

“The African continent has experienced strong demographic growth over the past decade and will account for more than 25% of the world’s population by 2050. As the first link in the food chain, seeds have a key role to play in the development of efficient and sustainable agriculture. That’s why Lidea designs and offers customised and sustainable multi-species seed solutions with added value for African producers. For this purpose, we find market outlets and structure sectors for animal feed (poultry, fish, livestock) and food for human consumption. One of the specificities of Lidea seeds lies in the fact that they are early-ripening, which makes it possible to secure crop cycles in the increasingly challenging context of climate change.”



KEY INDICATORS 2021-2022

-9.3%

REDUCTION IN THE USE
OF PLANT PROTECTION
PRODUCTS
(IN TFI) IN
EURALIS FARMS
VERSUS 2021

B23 objective:
-5% compared to 2021

61%

RATIO OF CULTIVATED
AREAS (IN HECTARES)
OF FARMERS RECEIVING
ANNUAL CONSULTING
(TRANSITION TO
TO AGROECOLOGY)

last-year value: 30%

B23 objective: 30%

30.9%

OF THE PRODUCTION FROM
EURALIS FARMS IS SOLD
DOWNSTREAM ACCORDING
TO SUSTAINABLE
PRODUCTION STANDARDS
(2BSVS, SAI, NF, ETC.)

last-year value: 27.9%

B23 objective: 30.8%

SUSTAINABLE AGRICULTURE

CHALLENGE 2

MANAGING RESOURCES (WATER, AIR, SOIL) FOR A SUSTAINABLE AGRICULTURAL INDUSTRY, LIMITING THE CARBON FOOTPRINT OF OUR ACTIVITIES AND DEVELOPING LOW-CARBON AND RENEWABLE ENERGY

The agricultural sector faces many challenges. As the world's population continues to grow and the preservation of the environment and natural resources is more crucial than ever, it must produce in accordance with quality and diversity standards. Naturally, Euralis must adapt and modify its agricultural and industrial practices to move towards greater sustainability. This involves preserving natural resources, and it is also a way to meet the growing demands of consumers. To achieve this, the cooperative offers farmers consulting and services and supports them throughout these transitions. It is strongly committed to producing renewable energy and reducing its carbon emissions.

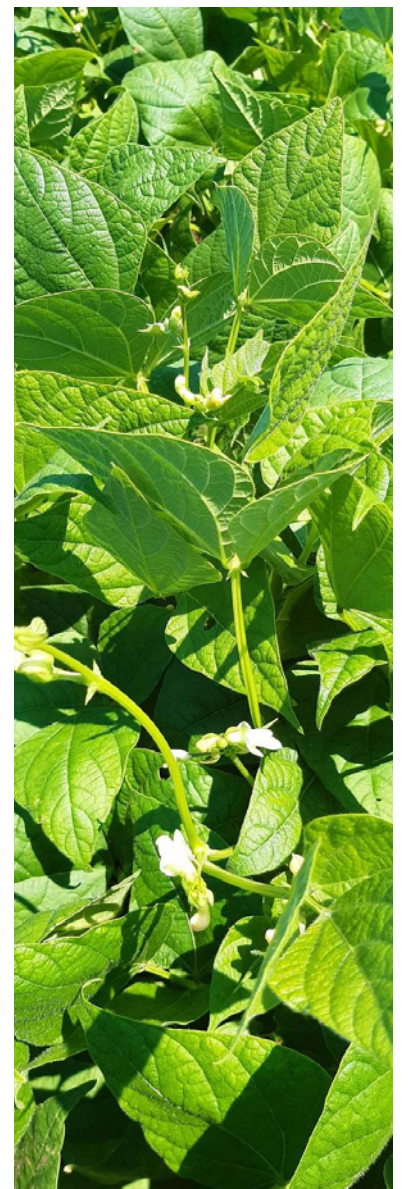


Agroecology

SUSTAINABLE AGRICULTURAL OPTIMISING SUSTAINABLE AGRICULTURAL PRACTICES

Faced with the social and environmental challenges of the agricultural sector, Euralis's strategy is to support farmers in shifting towards sustainable agricultural practices, in particular by limiting input products. In this context and to meet the expectations of its customers, Euralis is increasing the skills of its 37 advisers and developing its consulting service for farmers, which is now structured along three lines: technical, regulatory and economic. This combined consulting and services offer is gradual and extends to the implementation of work on farms and solutions for the agroecological transition. Many farmers have put their trust in Euralis's expertise. Their annual consulting consolidates the implementation of more eco-friendly practices. In the 2021-2022 financial year, 61% of the cultivated areas of Euralis farms were covered by annual consulting.

Euralis wanted to overhaul its OPTI'AG tool to bring together all high-precision farming solutions, i.e. the controlled use of input products (including nitrogen) and controlled irrigation. Through a technological package including connected tools such as weather stations, ground probes, field sensors, drones and satellite images, OPTI'AG's long-term objective is to offer consultants and farmers decision-making solutions adapted to each farm. This service, but also (and above all) the consulting carried out by our consultants at farms throughout the year, has paid off: compared to our reference year 2020-2021 (the year Euralis chose consulting), we have observed a 9.3% drop in the use of plant protection products at Euralis farms.



HIGH ENVIRONMENTAL VALUE STRATEGY

HEV environmental certification is a voluntary and progressive process that requires compliance with criteria relating to the protection of biodiversity, a plant protection strategy, fertilisation management and water resource management. At the farm level, it certifies compliance with the environmental performance thresholds established in these four areas. For several years now, Euralis has supported its farmers in this ethical approach. In France, HEV is continuing to expand, with nearly 25,000 farms certified (a number higher than the objectives set by the French Ministry of Agriculture). The last farms to join the scheme were field crop and mixed farms. At Euralis, there are 11 official HEV-certified farms. Five farms are also currently transitioning to HEV while awaiting their certification audits. As part of the support provided to its clients, the Agricultural Division confirms its ambition to support 50 new farms in 2023.

SUSTAINABLE AGRICULTURE INITIATIVE (SAI)

To improve the sustainable practices of its members, Euralis has integrated the Sustainable Agriculture Initiative (SAI) which covers the three CSR pillars: environmental protection, economic management and social management. Euralis has taken part in this approach by offering the 5,000 farmers concerned appropriate in-the-field and consulting solutions. The evaluation of this approach by a third-party organisation resulted in Euralis being awarded a silver medal for 97.5% of its field crop and vegetable operations.



DEVELOPING BIOCONTROL PRODUCTS

Euralis is working on techniques to limit the use of plant protection products. A range of biostimulants, based, in particular, on micro-organisms and plant hormones, now facilitates the implementation of alternative technical solutions. This range is currently being deployed in the field. At the same time, Euralis is innovating to implement new biosolutions regarding soil activation and regeneration. Future projects include soil pest control, carbon storage and adaptation to water stress.

REGENERATIVE AGRICULTURE

Euralis has become a member of the “Pour Une Agriculture du Vivant” collective (PADV - For a Living Agriculture). Constituted as an association, this cooperative movement’s main mission is to accelerate the food and agricultural transition by developing sectors for agro-ecological products. In this context, the cooperative is continuing its collaboration with the whisky producer Irish Distiller (a subsidiary of the Pernod-Ricard group) for the sustainable production of whisky from grain maize in Southwest France with advisors and farmers trained in this living soil agriculture. For the 2022 season, some twenty maize producers will benefit from a premium ranging from €5 to €15/tonne depending on the criteria defined by the PADV reference framework. In total, more than 6,000 tonnes of maize will be produced according to the principles of regenerative agriculture. In the medium term, the aim is to capitalise on these production techniques to develop plant sectors.

All of these actions reinforce the development of agroecological practices within our cooperative while encouraging the rise in production according to sustainable standards. During the 2021-2022 financial year, 30.9% of the production from Euralis farms was thus enhanced and sold downstream according to sustainable standards (NF, 2BSvs, SAI, etc.).



SUSTAINABLE SEED RESEARCH AND DEVELOPMENT

Lidea strives to guarantee the economic viability of farms while contending with demographic, societal, environmental and climate-related challenges. The aim is to ensure a sufficient level of high-quality production that respects both the environment and consumer expectations. This consists of supplying new high-performance genetics adapted to these expectations and offering agricultural solutions and practices that meet farmers’ needs. For several years, Lidea has been strongly committed to researching new seed varieties which require fewer input products and are more resistant to water stress and diseases, while favouring varieties that produce good yields and are high in protein and oil.

Here are a few examples of our sustainable practices:

DEVELOPMENT OF VARIETIES AND SPECIES WHICH ARE RESISTANT TO WATER STRESS AND DISEASES OR REQUIRE FEWER INPUT PRODUCTS

Lidea is developing the grains of the future, including sorghum. It has lower water and input requirements than other crops and offers similar (or even better) food properties compared to grains used in Europe for animal feed, human food and bioenergy. Lidea is also a 50% shareholder in EUROSORGH, Europe’s leading research programme. Rapeseed is another grain of the future, for which Lidea has developed Lidea Protect, an innovative ready-to-sow solution that optimises the yields of rapeseed crops by protecting them from insect attacks (pollen beetles) and reducing the need for plant protection treatments. The ES Capello Symbio solution also ensures the profitability of rapeseed: these selected companion plants fix nitrogen from the air and feed on it before releasing it for the main crop.

RESISTANCE TO SUNFLOWER MILDEW

Downy mildew is a devastating fungal pathogen that is present in all sunflower-growing countries. Thanks to its international research, Lidea is able to follow the rapid evolution of downy mildew, detect new genes that are resistant to this parasite, test gene combinations that are effective against it and know the quantitative tolerance of its parental lines. Lidea offers a range of Mildew Master sunflowers adapted to the specificities of all geographical areas, for the sustainable management of the pest over time. In case of extreme infestation or very virulent strains, Lidea has expanded its offer with the Mildew Master Premium varieties, which provides new anti-mildew gene pyramiding combined with maximum quantitative tolerance.

COVER CROPS

Plant cover is an agronomic, environmental and social tool chosen by farmers according to their crop rotation and priorities. Its virtues include limiting soil compaction and soil temperature, improving soil properties, promoting microbial activity, recycling nutrients and controlling weeds (unwanted plants) and pest populations. Some of them also contribute to the production of fodder for animals, biomass for bioenergy and nitrogen for crops. They also play a major environmental role by improving water, soil and air quality, preserving biodiversity, helping to maintain populations of foragers and crop auxiliaries and providing shelter and food for wildlife. They also allow carbon



KEY INDICATOR 2021-2022

9.2%
OF LIDEA’S TURNOVER IS
INVESTED IN DEVELOPING
VARIETIES THAT ARE
RESISTANT TO
WATER STRESS,
ETC.

2020-2021: 9.7%
B23 objective: 10%





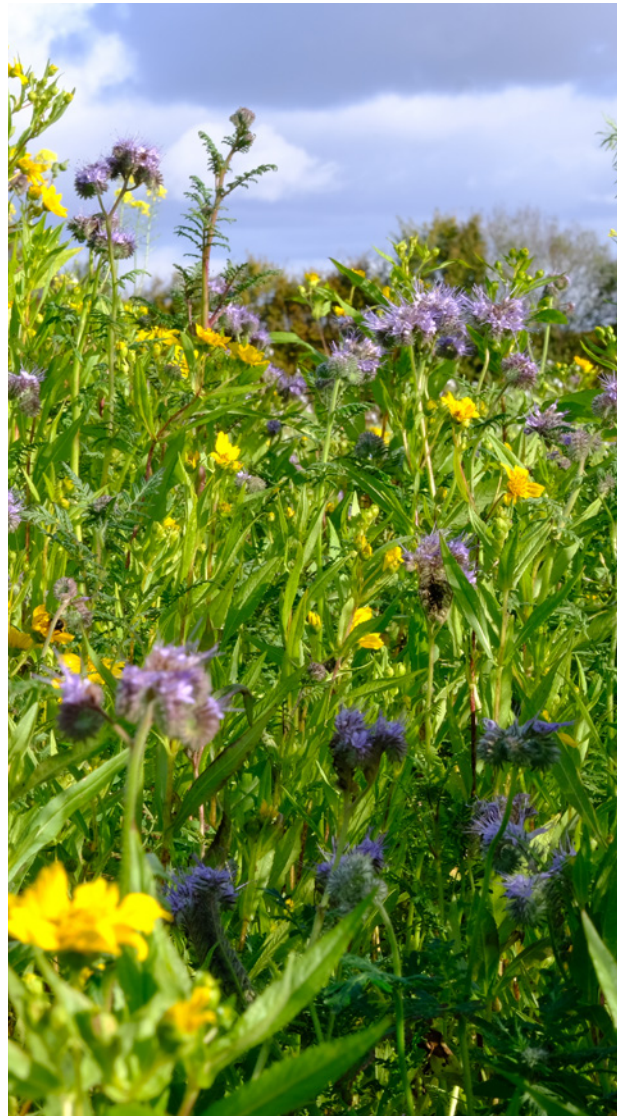
Alain Baque,
Head of Innovation & New Trends,
Client Satisfaction
at Lidea



"Lidea supports European farmers and distributors in the low-carbon transition of field crop farms. Lidea offers solutions adapted to the storage of carbon in soils and the reduction of greenhouse gas emissions: cover crops, companion plants and seed mixes rich in pulses. The objective is to give farmers the possibility of certifying and then selling the carbon credits obtained on the voluntary carbon market. Lidea also focuses on environmental co-benefits, for example insect-trapping rapeseed varieties to avoid insecticide treatments, the non-GMO selected soy range, etc."



to be sequestered in the soil and are an important lever for reducing greenhouse gas (GHG) emissions that cause global warming. Lidea has been able to raise the level of performance expected from cover crops by giving these leading products a specific use, from soil disinfection to the production of fodder or methane, to the protection of foragers and crop auxiliaries, etc.



COMPANION PLANTS

To limit the use of inputs, Lidea has also developed companion plants. To control oilseed rape (OSR) beetles, farmers can, for example, mix two OSR varieties (ES Capello and ES Alicia) and add these carefully selected companion plants. Fenugreek and bitter vetch in particular are two pulses that have the advantage of forming a symbiotic association with certain species of bacteria, allowing them to fix nitrogen from the air and feed on it before releasing it into the main ES Capello crop. Other advantages of these companion plants are that they are compatible with the use of simple seeders, help to reduce weeds, increase the nitrogen content of the soil and improve the soil structure, thus reducing erosion.

Preserving and restoring diversity is one of Euralis's priorities.

AGROFORESTRY

As part of its project to develop efficient and responsible sectors, Euralis is exploring new financing methods for the implementation of ecological practices by farmers. To this end, Euralis joined the "Ici On Sème" collective in 2021, in partnership with PUR PROJET, and has financed two agroforestry projects involving more than 800 trees within its poultry sector, aiming to add greenery to farms and improve animal welfare. Euralis provides comprehensive support for the technical feasibility and implementation of species. In 2022, Euralis continued its partnership with new poultry agroforestry projects and extended it to its kiwifruit sector for the financing of hedges to protect plots. The objective for Euralis is to find local financing partners so that these projects become important regional projects.

POLLINATION

Pollination of sunflowers in the field improves the yield (up to two quintals per hectare) and increases the oil content of sunflowers. However, about 30% of it depends on the action of pollinating insects. In addition, in the context of seed production, the germination capacity of sunflower seeds can be increased by 10% depending on the genetics, thanks to pollinators. This is why Lidea actively collaborates with beekeepers and recommends installing two to three beehives per hectare of sunflowers to boost pollination.

PRESERVING VARIETAL DIVERSITY AND LIMITING THE IMPACT ON WILD FAUNA AND FLORA

The Euralis group contributes to biodiversity in the regions where it operates. Firstly, since it ensures the diversity of cultivated species (grains, vegetables, fruits, etc.) and reared livestock (cattle, poultry, ducks, geese, etc.). Secondly, because it supports farmers in the agricultural transition, by encouraging them to change their practices (using fewer inputs, but more efficiently, using biocontrol products, developing cover crops, etc.).

Similarly, farms under 2BSvs certification (for the production of biomass for biofuel) favour the preservation of land with high biodiversity value: only land already classified as arable on 1 January 2008 can be used for this purpose and protected Natura 2000 areas are excluded.

Thanks to these initiatives, the Group helps to preserve the environment and limit its impact on ecosystems.



Hélène Clemencat,
Sunflower Technical Manager
Lidea

"Field pollination improves the sunflower yields and significantly increases their oil content. The figures speak for themselves: up to 2 quintals per hectare can be gained and, in seed production, the germination capacity of sunflower seeds can be improved by 10% depending on the genetics. This is why Lidea advises its farmers to install two to three beehives per hectare, at the edge of the field, to accelerate this pollination phenomenon: insects contribute up to 95% in seed production (and 30% in sunflower grown for consumption)."





KEY INDICATOR 2021-2022

15.7%
OF THE VEGETABLE AND
SEED
CONTRACTUAL
PRODUCTION AREA
BENEFIT FROM
IRRIGATION CONTROL

B23 objective: 60%

Water resources

In light of climate change and its consequences (periods of drought, heavy localised rainfall, etc.), controlling water resources in all our activities is a major challenge for our cooperative. Thus, the preservation and management of this resource are at the heart of our concerns.

Since farming activities cannot take place without water, the challenge for Euralis and its members is to find solutions that will reduce quantitative dependence on water, but also develop farming practices that minimise impacts on water resources while sustainably preserving water supplies.

Our first lever is to act at the source:

- **by developing new seed varieties that are more resistant to water stress** and favouring water-efficient species and varieties (see Sustainable Seed Research and Development in the Agroecology chapter).
- **by accelerating irrigation control** to provide the right quantities at the right time for the different stages of the plant's development.

Thus, as part of its offer and in order to control the water consumption of our crops, the Agricultural Division proposes, in partnership with the company TerraNIS, the implementation of a decision-making tool aimed at optimising irrigation, combined with connected tools (weather stations and rain gauges). It also offers soil moisture monitoring probes, particularly for specialised crops.

We aim to provide the plant with what it needs, when it needs it. This aspect is one of the key criteria of our Gaïa contract.

Our aim is to increase water management at our farms by developing our offers and services. Today, 15.7% of the vegetable and seed contractual production area benefits from irrigation control.



Thierry Cauhape,
Head of Specialist Production
at Euralis's Agricultural Division



"In response to General Mills's request, we developed an irrigation tool specifically designed for sweetcorn production. The start-up TerraNIS helped us to design an innovative and economical solution that uses satellite imaging and which, thanks to a high-performance forecasting algorithm, complements conventional water balances. Tested in the 2020 campaign on about ten plots, this solution is now used on nearly 10% of the total production plan and its development will continue. For farmers, it's an opportunity to apply the right amount of water in the right place, and to measure the reality of the plot's behaviour."

Furthermore, for several years, we have been working with unions and the Water Agency within the framework of regional action plans (RAP) for our region. The agronomic programmes under study focus on input products that help to limit our environmental impact, in particular with underground water reserves. The development of more eco-friendly agricultural practices (see the "Agroecology" chapter) limits the use of synthetic fertilisers and herbicides which may have a long-term impact on the natural environment.

Like the upstream activities of our cooperative, our industrial sites, in particular the food industry, act on a daily basis to ensure the rational use of water resources and safe runoff water.

Concrete actions are deployed to reduce the amount of water consumed in our production processes and limit polluting runoff. All of our facilities have equipment that treats or pre-treats our wastewater before it is released as runoff, and improvements to our processes are being implemented to reduce our environmental impact. Thus, this year, within the Duck activity, numerous initiatives have been taken in this direction, such as the reuse of wastewater from our autoclaves and the recovery of rinsing, re-drying and cooling water from packaging machines, etc.



Managing waste

The pressure on the planet's exhaustible resources is significant. We seek to reduce our waste as much as possible, then to recover the maximum amount of waste generated, while minimising its impact at each stage of production. These practices limit the consumption of natural resources and contribute to their preservation.

WASTE RECOVERY FIRST AND FOREMOST

Our first contribution in this area is to sort, recycle and recover our waste and co-products generated at our industrial sites. This practice, which has been in place for several decades, reduces the amount of end waste produced by our activities. In the 2020-2021 financial year, 98% of waste and co-products (i.e. nearly 37,000 tonnes) underwent material or energy recovery.

The primary objective is to generate as little waste as possible; the remaining waste must then be recovered. The result obtained is the culmination of a perpetual search for new sectors and a long-standing effort to favour material recovery over energy recovery, then to favour energy recovery over any other form of treatment.

Our operations reduce the production and impact of waste in our manufacturing processes or in the development of our packaging wherever possible. Substantial action has been taken to reduce the waste of raw materials, packaging and end products at the source in our facilities. In addition, the recovery sectors that receive the waste from our processes guarantee treatment in compliance with environmental regulations, thus limiting their impact and giving them a second life. The same is true for hazardous waste, which is carefully managed by



KEY INDICATOR 2021-2022

98%
RECOVERY RATE OF WASTE
AND CO-PRODUCTS

last-year value: 97%
B23 objective: 98%

dedicated and certified sectors guaranteeing treatments adapted to their specific characteristics. A total of 162 tonnes of hazardous waste was diverted to this type of outlet this year.

Finally, as a key player in the agricultural sector, and in order to offer its farmers new outlets for their runoff and co-products, Euralis is participating in a project to install a local biogas plant in Béarn, Southwest France. The Group is also continuing its studies into the feasibility of processing its co-products and runoff from its livestock farms.

ECO-FRIENDLY
PACKAGING

Eco-designed packaging is now the rule. Consequently, 800 of the 1,000 tonnes of packaging are now recycled. The remaining 200 tonnes are mainly plastic. The work currently being carried out on packaging for raw products (livers and duck breasts) will enable 40 tonnes to be recycled in the short term. Maison Montfort is taking its eco-design approach even further by using cloth packaging that can be reused by consumers. Hot stamping and printing techniques used on packaging have been replaced with other printing techniques that reduce greenhouse gas emissions without compromising on visual quality. This strategy will help us stand out from our competitors.

For its part, the Qualité Traiteur brand is working on more eco-friendly packaging. In particular, it has developed single-material packaging for its gratin range (trays made entirely of wood from France).



Energy efficiency
and sustainable mobility

ENERGY MANAGEMENT

The Energy Department is responsible for managing Euralis's energy expenditure, with the aim of reducing it as much as possible by using three levers: controlling consumption, optimising purchases and producing renewable energy in order to offset carbon expenditure. Management is completing the roll-out of a monitoring tool to track energy. It has also set up a purchase monitoring system that allows the impact of market fluctuations on expenditure to be measured directly.

SOLAR ENERGY



The Energy Department has carried out an inventory of the Group's properties and plots. This potential is currently 275,000 m2 and 40 hectares on the ground. The overall investment is around 60 million euros. Risk mitigation studies will now begin, and the financing plan will be completed, so that implementation may start in late 2023. One of the objectives is to use these actions to cover 20% of the consumption of industrial sites. The Maubourguet and Les Herbiers projects were redesigned to take into account the changing legislative context in response to the energy crisis.

For its part, the Eurasolis sector has deployed its first support offer for solar power plant projects on agricultural buildings. Thirty farm cases have been opened, representing 10 peak megawatts, and over 400 farmers have shown interest.



KEY INDICATORS
2021-2022

ANNUAL ENERGY
CONSUMPTION (GAS,
ELECTRICITY AND
PROPANE)

155,000 KWH

2020-2021: 171,460 KWh

B23 objective: 138,000 KWh

Eventually, the cooperative's carbon footprint will be measured, as well as the percentage of renewable energy in our energy mix.

SOLAR POWER INSTALLED
BY EURALIS IN FARMERS'
FARMS IN MWH

0 MWH

last-year value: 0 MWh

B23 objective: 7 MWh





ENERGY EFFICIENCY

With energy efficiency in mind, we have taken another step towards decarbonising our activities, thanks to a study co-financed by Ademe aimed at installing a biomass boiler and geothermal probes at the Lescar site. The long-term objective is to decarbonise up to 30% of the site's energy expenditure. The master plan for the Yffiniac site has been redesigned. The cost of the studies for these two sites exceeds 70,000 euros. On the other hand, the implementation of the Optimerg'us project relating to the drying activities of the Agricultural Division is continuing, aiming to reduce consumption by 10% (compared to the reference consumption with corrected moisture content). This target was achieved for the fifth consecutive year.

SUSTAINABLE MOBILITY

Euralis's sustainable mobility objective involves two major areas: the greening of the fleet of lorries and light vehicles, on the one hand; and the optimisation of the transport of agricultural products during collections, on the other hand. With regard to its HGV fleet, Euralis has ordered 17 hooklifts, vehicles that are 100% compatible with Oléo 100 fuel and which will be converted gradually. The car fleet is continuing its decarbonisation process with low-emission vehicles, of French make or manufactured in Europe, converted to hybrid and electric technologies manufactured in France or Europe. The President of Euralis has set the tone by opting for a 100% electric vehicle in August 2022. The 2022 financial year also saw the installation of six charging stations at the Lescar headquarters, with the aim of expanding their installation at other sites. Other electric vehicles are also planned, particularly for car-sharing. Regarding collection and transport, efforts to optimise flows date back to 2011, with convincing results: 180,000 tonnes of fresh maize were sent directly to silo dryers (compared to 140,000 tonnes in 2020). In this respect, the traditional pooling in place with Maïsadour has paid off, leading to discussions on extending the collaboration to other cooperatives.

BIOFUEL

Our main contribution to the development of renewable energy production is the supply of 130,000 tonnes of maize (from areas dedicated to ploughing since 2008) to the bioethanol production unit located in the Lacq industrial site. Thanks to this partnership with Océol, Euralis is contributing to the rise of renewable energies in Southwest France.

A SOCIALLY RESPONSIBLE ECOSYSTEM

Within the Euralis Group, safety is an absolute priority: the aim is to guarantee a safe working environment for everyone. The diversity of employees and farmers is a strong commitment of governance: as a real asset, it contributes effectively to innovation and makes our regions more dynamic. The Group's other priorities are training team members throughout their career and maintaining good social dialogue.

CHALLENGES **3** and **4**

PROMOTING THE DEVELOPMENT OF REGIONAL ROOTS

The cooperative is traditionally rooted in Southwest France. The group has a strong economic impact in the region and strives to create added value for all its stakeholders, primarily its member farmers.

Regional development

A KEY REGIONAL PLAYER

The Euralis cooperative is one of the main employers in the various regions where it operates, both in France and internationally. In total, it has 5,178 employees, including 3,824 in France. These employees are divided between the Group's headquarters in Lescar, the production sites, warehouses, silos and Point Vert stores across Southwest France. If we include member farmers, this represents a community of nearly 11,000 people. In addition to these direct jobs, there are also indirect and induced jobs (approximately 50,000 if we consider our entire value chain, including nearly 2,300 service providers and temporary workers at our sites).

In France, recruitment needs remain significant and regular. All the Activities therefore collaborate with various employment structures (the Pôle Emploi job centre, temporary employment agencies, Mission Locale, etc.) to fill all their posts as efficiently as possible. For the Delicatessen and Duck activities, it is particularly important to meet the demand for seasonal workers during the run-up to the festive season. Lidea and the Agricultural Division also look for seasonal workers during collections.

For the 2021-2022 financial year, 253 trainees and work-study students from our regions (*grandes écoles*, universities, vocational and agricultural high schools, secondary schools, etc.) joined the cooperative's workforce. The trainees alone represent 119 different institutions (schools and training centres). Euralis is also a partner of 25 national establishments including AgroParisTech, ESA in Angers, ENSAT in Toulouse, Purpan Engineering School, Kedge Business School, ESC Pau Business School, EM Normandie,

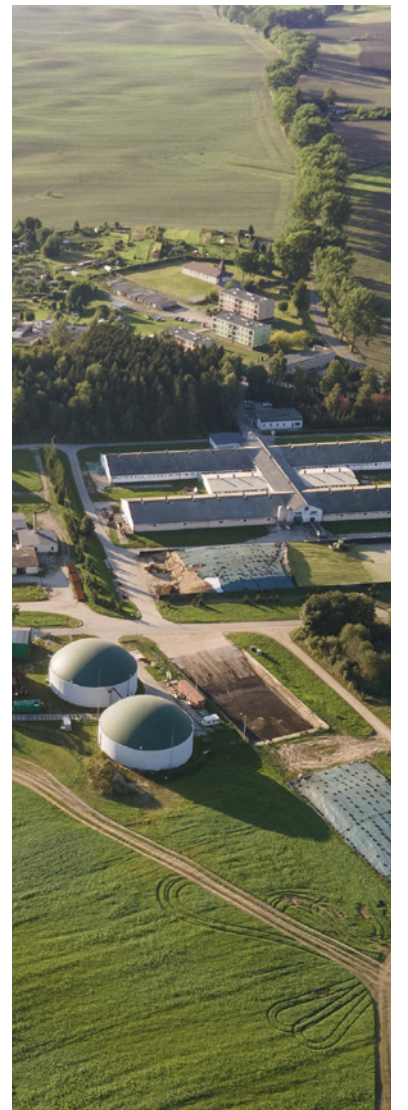


**KEY INDICATOR
2021-2022**

53%
OF TURNOVER FROM
PRODUCTION
IN SOUTHWEST FRANCE IS
DISTRIBUTED LOCALLY

last-year value: 53%

B23 objective: 50%





as well as universities and vocational, technical, agricultural and hospitality schools.

In addition, the Euralis Group contributes to the economic development of local service providers, subcontractors, suppliers and partners it works with. Member purchases represent 364 million euros, while non-member purchases amount to 675 million euros. Indirect purchases during the year amounted to 200 million euros.

Euralis also delivered 130,000 tonnes of maize to the BSO plant in Lacq over the past financial year. This maize, which is used to produce bioethanol, provides a guaranteed outlet for farmers. Another partner, Sojalim, offers contracts to organic and traditional soya producers in the context of selecting animal feed (109,454 tonnes delivered in 2021-2022). Finally, in our cooperative region, some of our Point Vert stores have local food aisles (meat, cheese, wine, vegetables, etc.). These food aisles (offered under the brand name "La Table des Producteurs") list more than 500 producers from Southwest France and represent turnover of 9.7 million euros.

The Agricultural Division is continuing to deploy its range of consulting and services to farmers to help them change their practices and shift towards sustainable, multifaceted agriculture. During the year, an increasing number of operators subscribed to these offers (2,000 in total). In addition, to accelerate the transition towards sustainable practices while ensuring farmers' operations, Euralis's Agricultural Division is focusing on the co-construction of sustainable sectors with its industrial clients. This involves agreeing on specifications, committing to respect them by signing a production contract and guaranteeing a premium on the volumes produced, which is an essential added

value to cover the risks taken by producers. Our aim is to contractualise 70% of crop production by 2025.

Euralis's board members are responsible for managing the regions assigned to them. Six regional commissions and nine business lines are run by members of the Executive Council, the Board of Directors and by Area Managers of the Agricultural Division. Managing regions also involves the Section Assemblies and Activity General Assemblies, held at the start and end of each year respectively, representing another highlight for the cooperative and its members.

In addition, as a key player in its regions, Euralis helps young farmers take over farms by facilitating the intergenerational transmission and creating an activity, as well as offering consulting and services to support farmers by signing an installation charter. All of these measures play a key role in agricultural maintenance and development in our regions.

SPORTING AND CULTURAL PARTNERSHIPS

In France, the Group and its brands (Maison Montfort and Lidea) sponsor various emblematic sports clubs in the regions where it operates (in the Pyrénées-Atlantiques department): Section Paloise, EBPLO (Élan Béarnais Pau Lacq Orthez), Billère Handball, Pau FC and even the Concours 5 Étoiles. Displaying logos on players' uniforms or in stadiums and sports halls or organising specific events after matches are all opportunities to raise the visibility of the brands involved and to support the

clubs. We also sponsor two international football teams: the Ukrainian teams Chayka (Sagunivka) and Mayak (Khudyaky).

Through its social and economic committee, certain employees in France and their families can take advantage of sports club benefits. To promote sport and physical education, sports associations have been set up to provide access to many sports: running, basketball, football, tennis, yoga, hiking, etc.

The cooperative also provides financial support to the OPPB (Orchestre de Pau Pays de Béarn), which regularly offers employees based in Lescar concert tickets, sometimes followed by dinner. Euralis chooses its partners according to the values they share with the Group, in particular proximity, openness and simplicity.

Circular economy

In France, near some of our Food Activities production sites, factory outlets sell the Group's brands at attractive prices to the general public. Some of our Point Vert stores also have local food aisles. These aisles celebrated their 10th anniversary this year: when they were first launched in 2012, Euralis was a forerunner in this market for local, traceable, healthy and seasonal products. They now offer a wide variety of products (cheese, meat, dairy products, fish, ice cream, fruit and vegetables, etc.) and provide 500 producers with a guaranteed market outlet. In the 2021-2022 financial year, Table des Producteurs activities recorded a turnover of 9.7 million euros.

The cooperative is traditionally rooted in Southwest France, and it strives to develop local outlets and sectors. The majority of our agriculture (livestock and crops) and food products are produced and distributed locally in Southwest France* (our cooperative's home region). Thus, 53% of the turnover of these products from Southwest France is generated by customers based in our region, proof of our effectiveness in developing local market outlets for our products.

The Qualité Traiteur brand (through its industrial site in Yffiniac, Brittany) tries to source its ingredients locally wherever possible.

Lastly, Euralis is committed to fighting against food waste. Rigorous management of its production and stocks thus makes it possible to limit the destruction of products that are non-compliant or whose expiry date has been reached. Our end-of-life products are regularly sold off in our foie gras stores or through staff sales. Similarly, donations are made to food bank organisations (Banque Alimentaire, Restos du Cœur or Secours Populaire food banks) to manage surpluses or unsold goods in the regions where we operate. In total, 82 tonnes of foodstuffs have been distributed to these associations, mainly delicatessen products (fresh products with a short shelf life).



Bruno Traverse,
General Director of
Euralis Gastronomie

"Maison Montfort organised 10 match sponsorships during the season with Section Paloise, Élan Béarnais, Pau FC and BHB. These initiatives have provided significant visibility by reaching the public in stadiums (18,300 supporters per match for rugby and 7,700 for basketball) and on social media (more than 500,000 people across all campaigns). In addition, several million viewers followed the matches via TV broadcasts. Our objective is to further increase the reputation of Maison Montfort, a brand rooted in the Southwest yet found throughout France."



TAKING ACCOUNT OF GEOPOLITICAL CHALLENGES

Euralis takes geopolitical challenges into account in each of its developments. One of the key rules defined in Euralis's strategy is that the company shall not invest in a geographical area prohibited by the French government.

Euralis has a strategic nourishing vocation and fully assumes this commitment, assessing the risks of exposure for its employees and assets each time it decides to set up in a new country.

The current geopolitical challenge for Euralis lies mainly with Lidéa, where operations at its subsidiaries in Ukraine and Russia have been disrupted since the beginning of the conflict there. However, these countries are not under a ban from the French government in the seed and grain sector.

As a result, Euralis continues to fulfil its vocation as a food producer, which is essential for maintaining food sovereignty both locally and in dependent countries in the Middle East, North Africa and parts of Asia and Europe.

It is worth noting that the Russian authorities made one concession in the conflict: they agreed to set up a humanitarian corridor to allow the export of grains to the countries dependent on these commodities. This compromise is proof of the importance of Euralis's role as a food provider in this strategic area.

To account for all geopolitical risks, Euralis is taking concrete action. The cooperative is investing in the countries where it is established to enable the local economy to function independently. This strategy aligns with Euralis's ethical duty and is accompanied by a hard-line stance on financial rules.

With a presence in France and abroad, Euralis favours the local economy for each of its subsidiaries. This applies to human resources as well as to procurement needs and market development. This organisation promotes the Group's strength and resilience by avoiding dependence on a single player.

Euralis's solutions are recognised for their excellent quality across all its activities. The use of labels and certifications for our products allows us to access value-added markets. Clients recognise the quality of the Group's solutions and products, even entering into exclusive contracts. This is particularly the case for sectors co-created with downstream industrial clients. For example, the Bonduelle group has decided to work exclusively with Euralis and its farmers for the production of pulses. This is a mark of confidence the cooperative can take pride in and which gives it the assurance of a sustainable market and a guaranteed outlet, independently of major geopolitical crises and possible embargoes.

Euralis is also working to improve the autonomy of its activities. Firstly, locally, in Ukraine and Russia for example, the Group controls the production area and tools, and the search for very high-quality seeds that adapt to regional challenges.



Secondly, the Group is positioning itself in certain target markets, including energy, local financing and sourcing to limit its dependence. Energy is a good example: installing solar panels on the Group's buildings allows the cooperative to meet its needs independently and limit the impact of reduced availability and rising prices.

Our network of sites and the local presence of our teams are also an asset in our relations with politicians and local authorities, with whom links of trust are forged which are necessary for a good understanding of local issues and potential risks.

Another advantage is that the Group's internal experts are an essential resource for monitoring and anticipating market developments. From grain prices to energy prices to consumption trends, all are mobilised to minimise or avoid the potential adverse effects of geopolitical risks.

Finally, management frameworks are established to secure commitments through hedging (commodities, energy, foreign exchange, interest rates, etc.) and to limit the risks on the markets in which Euralis operates.

CHALLENGE 5

GUARANTEEING SUFFICIENT REVENUES FOR OUR MEMBERS

The Euralis cooperative does everything possible to guarantee satisfactory incomes for its members. Euralis is committed to ensuring the viability and profitability of its members' farms.

To do so, our cooperative is forging partnerships with certain clients, which allows it to pay farmers a fair wage and maintain high-quality production, alongside visibility in terms of market opportunities for several years. The latest example to date: the renewal of our historic partnership with Bonduelle.

Always on the lookout for new opportunities, the cooperative is dedicated to creating new, local, value-added sectors. This year, a partnership agreement was signed with the SCAAP Kiwifruits cooperative based in the Landes, whose objective is to contribute to the development of local kiwi production.

Contractual production with high added value

In this context, Euralis offers its members contractual production (maize, seeds, vegetables, ducks and geese, cattle, etc.), which enables them to safeguard revenues and market opportunities.

In the plant sector, Euralis is focusing on new vegetables (lentils, dried beans, chickpeas) in partnership with the Bonduelle factory. A potato sector has also been launched with industry players in Southwest France, as well as in organic field crops. There are also attractive new certifications, such as Agri Éthique-labelled wheat at the Suire milling company, Biochine flax at the Cauvin oil mill, and soy, which is still certified, at the Nutrition & Santé group.

Twenty thousand hectares of spring crops are under contract:

- waxy maize for starch-producing clients;
- maize for the Ossau-Iraty cheese sector;
- soybeans for animal feed and human consumption.

Two thousand hectares of autumn crops are also under contract:

- NFV30-001 wheat (French agricultural production charter);
- biscuit wheat;
- malt barley.

Finally, the cooperative relies on so-called "regenerative agriculture". Euralis is a member of the PADV (*Pour une Agriculture du Vivant* or For a Living Agriculture) initiative, whose mission is to accelerate the agroecological transition through agroecological product sectors. Euralis has also developed a sustainable contract known as "Gaïa" (private standard). It adds value to the tonnes of maize and soybeans from producers who participate in the environmental and societal effort based on agroecological and environmental benchmark criteria.



KEY INDICATOR
2021-2022

€860K
REDISTRIBUTED
TO MEMBERS
IN 2021/2022
Figure validated
by the GA in February 2022

last-year value: €862K
B23 objective:
7% of paid-up share capital





Philippe Joseph,
Member farmer



"I subscribed to Gaïa to enhance and diversify my maize production. It is also a way to guarantee my income. This approach is only natural as I have been committed to sustainable practices for several years now. I therefore already met the criteria of the Gaïa specifications: This commitment is an intermediate step before committing to regenerative agriculture, which I would like to test. As a farmer, I feel I have a duty to fight against global warming, to move towards low-carbon energy, and, more broadly, to meet societal expectations."

Laurent Dubain,
Managing Director of Euralis's
Agricultural Division



"To accelerate the transition to sustainable practices while ensuring the long-term viability of agricultural operations, Euralis's Agricultural Division is focusing on the co-construction of sustainable sectors with its downstream clients. When farmers decide to join one of these sectors, we submit a set of specifications that they must respect. The production contract they sign with us guarantees a premium on the volumes produced and safeguards their revenue. This is at the heart of the mission of an agricultural cooperative."



In this context, our cooperative is forging partnerships with strategic clients downstream, which allows it to pay farmers a fair wage and maintain high-quality production and visibility in terms of market opportunities for several years. The latest example to date: the renewal of our historic partnership with Bonduelle.

Always on the lookout for new opportunities, the cooperative is dedicated to creating new, local, value-added sectors. One year ago, a partnership agreement was signed with the SCAAP Kiwifruits cooperative based in the Landes, whose objective is to contribute to the development of local kiwi production.

Overall, for all sectors combined, an additional 25% of areas were contractualised for the 2022 season, which should bring the percentage of crop areas in value-added sectors to 43%.

The TAF, MAF, CAP Soya, bulk on-site contracts and three-year maize contracts help to increase food autonomy at livestock farms to reduce costs and increase margins.

THE KIWI SECTOR: A PERENNIAL CROP WITH HIGH ADDED VALUE

In partnership with the SCAAP Kiwifruit de France cooperative, Euralis supports farmers in Southwest France in carrying out an orchard farming project. This efficient and sustainable sector provides farms with a perennial and profitable crop. The cooperative, meanwhile, offers personalised support.



**Anne-Laure
and Gilles Arramon,**
Member farmers

"We chose to go into kiwifruit production because it is a sustainable business and increases the resilience of our operations. We are supported in this diversification project by SCAAP Kiwifruits de France and Euralis. We used a feasibility study that we co-drafted with Euralis to establish our business forecast. It is very important for us to safeguard the whole project."

Energy sector:

One year ago, the cooperative committed to producing renewable energy to meet climate-related challenges and provide additional income for farmers.

Energy production opportunities (including the installation of solar power generators on existing roofs and/or new buildings) are being rolled out at our farms (see section on "The Energy sector: renewable and low-carbon energy").





Our consulting offer

Finally, Euralis is supporting its members by offering them personalised consulting and services to enhance the agro-environmental transition, which is an essential lever to safeguard and increase their revenues. By promoting virtuous agricultural practices (particularly those which use fewer input products) and personalised consulting, our cooperative thus contributes to the profitability of its farms.

Euralis has chosen consulting and sectors within the framework of the Egalim Law. This is reflected in the development of consulting and services for farmers, with two main objectives: on the one hand, supporting farmers in the transition towards sustainable, multifaceted and profitable agriculture, which is more efficient and uses fewer input products, and on the other hand, prioritising long-term sectors. This new offer has been developed over the past financial year, with turnover up 8%. In total, over 2,000 farmers have signed up to one of our proposed services. This strategy requires being attuned to markets, anticipating consumer expectations to satisfy demand and safeguarding market opportunities for farmers; i.e. producing what we have previously sold. Consequently, we are ramping up the development of a transparent, stringent set of specifications and planning contracts with downstream industries. Our aim is to contractualise 70% of crop production by 2025.

Dividends

In line with its cooperative model, part of Euralis's financial results are distributed to members in the form of dividends. The amount allocated this year was €860K.

CHALLENGE 6

GUARANTEEING THE HEALTH AND SAFETY OF ALL THE COOPERATIVE'S INTERNAL AND EXTERNAL KEY PLAYERS

Opposed to any form of injury or deterioration in health at work and anxious to achieve its ambition of zero accidents, Euralis has made safety its top priority. An ambitious and preventive policy is thus implemented in each of the activities in order to guarantee a safe working environment for all those who interact with it (employees, member farmers, service providers, subcontractors, etc.). Our approach is based on participation in continuous improvement, accountability and the development of a shared culture.



Accountability and structuring our approach

One of the principles set out in our comprehensive safety policy is to make all employees, whatever their hierarchical level, responsible for their own safety and that of their colleagues. To support this requirement, numerous progress initiatives have been structured and deployed within our activities, some of them going as far as certification. Four of our ISO 45001-certified Lidea sites (one in France, one in Spain and two in Ukraine) have retained this certification this year.



KEY INDICATOR
2021-2022

13.1
FREQUENCY RATE
OF ACCIDENTS
WITH SICK LEAVE

last-year value: 11.8
B23 objective: 10.9



Christophe Lemoine,
Sales Director at
Lidea France

"The pride of our company lies in the men and women who work for Lidea. As such, we must take care of them and ensure that they operate safely. That's why I think the Safety Week we organised for the first time throughout the Group this year was essential. But safety is a value that must exist every day and be promoted throughout the year."

As a sign of its priority commitment, Safety Days and Weeks are organised in our cooperative's many sectors of activity. The aim of these events is to raise awareness of good practices, but also to unite our teams so that they are more responsible and active in occupational health and safety every day.

Thus, as part of the “3S” day, all the employees at Stalaven Teyssier Boutot devoted a whole day to thematic workshops focusing on health and safety.

During the financial year, Lidea created its Safety Week, during which all the teams of all the subsidiaries had access to activities and training programmes on prevention, health and safety at work (working postures and movements, chemical risks, road safety, etc.). Every day of the week, educational videos and employee testimonials were posted.

In the same spirit, a Safety Week was also launched in our Point Vert stores, with the aim of getting 100% of the teams involved in risk prevention through daily activities and practical exercises.

Raising awareness and training employees

Raising awareness and skills among employees is key to risk management, with a dual objective: to consolidate operational know-how in terms of safety, but also to create a shared culture and vision regarding this crucial issue.

As proof of this investment, over the course of 2021, 2,363 trainees completed a total of more than 16,000 hours of training on various topics (protection and prevention rules to be followed in a given situation, proactive behaviour to be adopted when dealing with risks, etc.). This is a way of making them aware of potential everyday dangers.

In addition to the development actions carried out, which have a strong operational component (such as the operation of machines or equipment), fundamental actions are implemented. For example, Lidea continued to roll out its training programme for managers, entitled “Managing Prevention”. This year, 45 managers were trained on this topic. The goal is to equip them to account for organisational and human factors to better understand the keys to prevention, the causes of accidents and a positive safety approach.

As safety is a key issue to be addressed on arrival at our sites, “safety check-ins” are organised when employees take up their posts to facilitate their integration. This is an essential and systematic activity carried out with the help of a booklet, an induction video and face-to-face sessions, which describe our activities, the associated risks and the rules to follow to avoid accidents at work.

Initial training in occupational risk assessment was provided to our farmers, with the aim of promoting our



safety initiative within our sphere of influence. This action will strengthen their methodology regarding one of the pillars of continuous improvement, namely, identifying and prioritising risks at their farms.

Team-building and improving working conditions

To get everyone on board and make all employees take an active role in their own safety and that of their colleagues, Safety Behaviour Visits are carried out in the field within our activities. The principle of this system is based on observation and then discussions between colleagues concerning the practices observed and the changes that need to be made to promote safer behaviour. The idea is to raise awareness of the dangers to which everyone is exposed, and then to take action by committing to reducing dangerous situations that may occur every day. More than 2,000 safety behaviour visits were carried out during the 2021-2022 financial year, to promote a different posture in our cooperative's various activities.

Manual handling is the leading cause of accidents in all our agricultural, food and commercial activities and is the subject of a vast programme of actions to limit the frequency of accidents. To improve working conditions, numerous technical, organisational and human initiatives are being implemented.

The first is to adapt workstations and make them ergonomic to facilitate the daily life of employees. The best example of this is the modernisation of the Les Herbiers production facility, which has benefited from a large-scale project involving numerous ergonomic improvements to its various workshops. The Group's other sites and activities are also worth mentioning: facilities and equipment have been added to facilitate the work of employees.

In addition, to prepare the body for physical activity, warm-up and stretching exercises at the start of the job continue to be provided. These rituals within the food industry make it possible to limit the risks associated with manual handling and repetitive movements, which are major risk factors in the jobs performed.



KEY INDICATORS 2021-2022

54%

OF MANAGERIAL
POSITIONS (PEOPLE
WITH HIERARCHICAL
RESPONSIBILITIES) WERE
FILLED INTERNALLY

last-year value: 59%

B23 objective: 60%

17%

OF TRAINING
PROGRAMMES RESULT IN A
DIPLOMA OR CERTIFICATE

last-year value: 7%

B23 objective: 14%

CHALLENGES 7 and 8

SUPPORTING EMPLOYEES THROUGHOUT THESE TRANSFORMATIONS AND PROMOTING SOCIAL DIALOGUE



Changing organisations

The group's organisations have continued their structuring activities.

PURSUING THE CONSTRUCTION OF LIDEA

While this is the second year of Lidea's existence, for many countries it is the first time that all employees have been brought together under a single entity. This is particularly the case in France: created on 1 September 2021, Lidea France now includes all Lidea employees under a single status. Employment contracts are thus all governed by a single set of rules (working time rules and measures, social benefits, extension of the profit-sharing agreement, etc.). The new social dialogue structure was also introduced in September, with a single SEC and three local committees. Harmonisation has continued with the alignment of vehicle allocation policies, as well as the application of the Group's classification of executive positions and a performance bonus for all employees concerned.

Following the escalation of the conflict between Ukraine and Russia, the HR teams made every effort to move our international employees based in Russia and Ukraine to safety, to help our Ukrainian colleagues who wished to do so settle in neighbouring countries, and help the teams reorganise their activities wherever possible.

THE CHOICE OF CONSULTING: THE CONTINUED TRANSFORMATION OF THE AGRICULTURAL DIVISION'S ACTIVITIES

Following the choice of consulting made by the Euralis cooperative and to ensure the profitability of each of its activities, work is being carried out to reinvent the economic models. Sales of plant protection products have thus been grouped together under two companies: EVV and Distrialis. Both companies were placed in trust on 1 December 2021, closed their first full financial year on 31 August 2022 and are currently seeking potential partners to ensure their viability.

The Agricultural Division is continuing its transformation to provide consulting and services to farmers. This financial year has confirmed the relevance of the strategic orientations and measures that have been taken, despite a market context that has been severely disrupted by the Ukrainian crisis and drought.

Supporting farmers in the transition towards efficient and responsible sectors has been strengthened thanks to an increase in consulting services, with 94,000 hectares under production contracts and 2,000 agronomic consulting services. This is also reflected in the division's commitment to renewable energies through the creation of its EURASOLIS solar sector.

The division has great ambitions. To succeed, it relies on the professionalism of the teams and the commitment of the group and ensures that it has the appropriate skills. Euralis is therefore investing heavily in employee development with the Anticipation approach (more than €1.3 million invested between 2021 and 2023). The creation of specific training programmes for the various professions is underway.



Philippe Dulucq,
Farm advisor
at Euralis's
Agricultural Division

"Since Euralis chose to provide consulting services, we have changed the way we do our job as technicians and modified our stance accordingly. We were supported in this and benefited from an extensive training plan over several months. I completed face-to-face and e-learning modules, and was coached on-site with farmers. The topics covered were varied: agronomy, farm management, negotiation techniques, etc. Receiving training this way allows us to have a 360° view of the farms and to advise farmers better."





DUCK ACTIVITIES HAVE BEEN SIGNIFICANTLY IMPACTED BY LONG-TERM FURLOUGH SCHEMES

The foie gras duck sector suffered a double outbreak of bird flu this year, with, for the first time, both Southwest France and Western France affected simultaneously. The outbreak also affected hatcheries, making a return to production more difficult. The furlough measures already in place since the health crisis were renewed and deployed for the first time at the Herbiers site. An extensive training programme was carried out during this period of under-activity.



THE PROJECT TO COMBINE THE DUCK FOIE GRAS ACTIVITIES OF THE EURALIS AND MAÏSADOUR COOPERATIVE GROUPS

A project has also been launched to bring together our industrial production, processing and marketing activities in the duck foie gras, sausage-making and direct sales sectors with the corresponding activities at Maïsadour.

In a difficult economic, health and regulatory context, this project would enable the two cooperative groups to create a key player capable of meeting the challenges of processing and upgrading the sector by investing in its brands, asserting its position in the world of gastronomy and continuing to invest in biosafety and animal welfare to meet the growing expectations of consumers.

Maïsadour and Euralis could thus have the necessary resources to meet these challenges and better seize the opportunities offered by the upturn in demand for duck foie gras, growth in the sausage business, sustained growth in direct sales and potential international developments.

THE CONTINUED TRANSFORMATION OF OUR DELICATESSEN ACTIVITIES

Stalaven is continuing the transformation of its activities initiated in 2019 as well as its product quality strategy, both of which have proven to be successful.

This year was particularly marked by the commitment and solidarity of the teams in overcoming the many external challenges facing the company. The lack of raw materials and soaring prices required new agility and the implementation of specific units to enable our Delicatessen Activities to maintain high-quality products and remain profitable. The new working time agreements signed with our social partners and put in place have provided the activities with the necessary flexibility.

Roll-out of the remote working charter

As planned at the end of the previous year, the remote working charter was rolled out in January 2022. This charter opened up remote working to all eligible positions, whatever their status, allowing up to 50% of activities to be completed remotely. This percentage is due to the fact that we strongly believe in the social role of the company, which should remain the main place of work.

More than 500 Group employees have signed the charter and benefit from regular remote working for part of their time. On average, almost 40% of activities (i.e. two days per week) are completed remotely.

Employees and managers play a key role in the group's transformation

THE LEADERSHIP MODEL AS A MEANS TO ACHIEVE OUR AMBITIONS

The group's Leadership Model is based on five key pillars:

- giving meaning;
- implementing strategic thinking;
- developing the teams;
- being client-oriented;
- having a results-oriented approach.

It defines the behaviour and key skills expected by the Group's managers and leaders to improve economic performance, develop a shared culture, and support the leaders of tomorrow.

This is the core of the Group's managerial culture; as such, the Group's traditional managerial training courses (Gammes, Arpège and Diapason) were reworked during the financial year and organised around these five levers, as were the more cross-functional training courses such as "Tutorat" (tutoring), "Conduite de réunion" (meeting management) and "Recrutement" (recruitment), accompanied by their toolkits (guides, candidate evaluation sheet, etc.).

The pillars of the Leadership Model are also used as a basis for assessing our talent and as a guideline for career committees. The objectives of managers, but also the future objectives of all employees, will be defined according to these pillars.

Euralis Gastronomie and Lidea have also deployed training courses specific to the Leadership Model. The



rapid establishment of a common managerial culture is essential in the construction of Lidea, resulting from the merger of two companies with different management styles and corporate cultures.

ATTRACTING AND RETAINING TALENT

All areas faced labour shortages and recruitment difficulties for all types of positions. These phenomena were particularly observed in the seasonal workforce. The competitive environment and the location of our sites, which are relatively far from major urban centres, have led us to deploy major recruitment campaigns to attract and retain candidates via social media, but also through the implementation of “job dating” recruitment sessions to showcase the company (Stalaven site in Yffiniac) and in-depth cooperation with temporary employment agencies, among other actions.

VOCATIONAL TRAINING AS A MEANS OF BUILDING LOYALTY

Vocational training helps support change while training for the jobs of today and tomorrow. Euralis deployed an unprecedented skills development plan during the year, focusing on two points:

- **Job training**, based on training offers structured by job type and level of expertise, which have been developed over the last two years by our Campus team in collaboration with operational and HR staff within their perimeter.
- **Support in new ways of working**, with, for example, the roll-out of remote work training for all remote workers and hybrid management training to support managers in overseeing remote work. The project management methodology was also reviewed at the Group level, and the training courses were completely reworked in order to be deployed on a large scale, particularly for this first year within the Holding Division, with the aim of contributing to the introduction of a project management methodology common to all the Group’s players.

To enable employees who are least familiar with digital tools to familiarise themselves with digital technology, a digital culture training course has been deployed at two of our industrial sites. It is one of the means used to develop employability and foster autonomy at a personal level.

With 4,435 trainees trained in 2021 (including 747 certification and qualification courses), the Group is continuing to strengthen its in-house expertise and skills.

THE AGRICULTURAL DIVISION’S ANTICIPATION PROJECT

The exceptional training programme initiated in 2020 to support the changes in the Agricultural Division’s activities is continuing and has even been extended.

The challenge is to remain a key player in these changes and to prepare for them by developing employees’ skills. These skills are levers for our activities and should enable the staff of the Agricultural Division to provide farmers with high value-added consulting and services.



More than 60 employees were brought together for workshops organised by “job family” and led by the Purpan School of Engineering. These workshops made it possible to highlight the challenges, action plans and areas of development to be initiated for the division’s 11 major job types.

The primary focus was on activities directly related to farmers. In 2021-2022, an agroecology course was designed to meet the environmental and economic challenges facing farmers and Euralis. This foundation consists of six days of training with a strong focus on practice and experimentation, which are organised directly at our members’ farms. Forty advisors and twenty technicians are currently being trained under the scheme.

The anticipation of future job needs also concerns Point Vert store activities. In this way, some forty managers have embarked on a course on running a shop, comprising more than 150 hours of training.

This anticipatory approach will continue in 2023, with the aim of providing broader support for the division’s other activities.

The managerial cycle interviews supporting employee-manager relations.

The management cycle is the foundation of our human and social policy. It is based on interviews that are essential for employee-manager relations:

- Conducted by the manager, the **Annual Development and Performance Review (ADPR)** makes it possible to set and evaluate the objectives of each employee. It also helps define training needs, assess the impact of the training carried out and express development aspirations.
- **The mid-year interview** helps to fine-tune or reorient objectives.
- **The compensation review interview** carried out at the end of the compensation review makes it possible to explain the salary development choices and to evaluate the other compensation elements (performance bonus, profit-sharing, additional pension, etc.).





Christelle Pournès,
Director of Global Compensation
and HR



"Euralis encourages the internal mobility of its employees through a dedicated policy and appropriate measures. Every week, we advertise job vacancies throughout the Group via the Mobil'us system. For example, the employee review enables us to identify employees who are likely to progress in their career and to determine how to support them in successfully assuming their future responsibilities. We are convinced of the need to develop our teams. Firstly, because it is a source of motivation, and secondly, because our organisations are constantly changing and resources must be adapted accordingly. We need to be able to have the right resources at the right time. 54% of managerial positions are currently filled internally."



PROMOTING INTERNAL MOBILITY

Euralis has made internal mobility one of the levers of its human and social policy. Vacancies are published internally, via a mobility portal which was modernised last year, allowing employees to apply for a vacancy in a few clicks once logged in, thus allowing them to play an active role in their career. For "offline" employees, internal vacancies are advertised on bulletin boards.



A RESPONSIBLE REMUNERATION POLICY

Euralis is committed to defining a fair and motivating remuneration system for its employees and relies on a solid, comprehensive, harmonised and reassuring base to support employees every day, both now and in the future.

There were several key developments in the 2021-2022 financial year:

- Steadily rising inflation in several of the countries in which Euralis (and in particular Lidea) operates has necessitated increased vigilance regarding salary levels and the implementation of measures to support purchasing power, from January 2022 onwards (Turkey in particular).
- In France, the mandatory annual negotiations resulted in the signature of an agreement on all our perimeters, putting in place good level salary revaluations that make it possible to support wage increases and conventional grids. In the Agricultural Division and Headquarters, the budget was divided between salary increases and the introduction of a value-sharing bonus.

- Following two more complicated years, a major campaign was launched to train managers to talk about remuneration matters (Diapason training). Some of the sessions were carried out internally by the Group's remuneration teams. These highly productive sessions allowed for a great deal of interaction between the Group's teams and field managers and a good understanding of the issues at heart.
- The Delicatessen area has defined a classification of industrial jobs and has started to roll it out for blue-collar jobs. This makes it possible to position jobs correctly and recognise the contribution of each individual at the right level.
- The Agricultural Division, Lidea and Headquarters have renegotiated their profit-sharing agreements for this year. At Euralis, profit-sharing helps drive collective performance. The criteria of our agreements are economic, but also social and operational. For the first time, a CSR criterion was introduced into the Holding division's profit-sharing agreement, with the development of a scorecard to monitor the approach.
- The war in Ukraine has resulted in the relocation of some of our Ukrainian employees outside the country. They therefore found themselves in very complicated social and economic situations. To assist them, Lidea, with the support of the Group's teams, set up housing assistance (help in finding accommodation, temporary financial support for double renting), a complementary health insurance scheme to ensure access to good quality healthcare in the host countries, and, for the lowest salaries, support for the cost of living.



SOCIAL DIALOGUE

Following the amendment to the agreement on the representation of elected representatives in governance bodies signed in 2021, five elected representatives now sit on the cooperative's Board of Directors, in a single body, to ensure the representation of the Group's five activities.

An employee director now sits on the Board of Directors of Euralis Holding.

In addition, professional elections were organised within the Agricultural, Lidéa and Holding perimeters. Almost 1,500 employees were called to vote. We are proud of our 70% participation rate, which is an indicator of the good dynamics of our social dialogue.



KEY INDICATORS 2021-2022

27

THE NUMBER OF
ARRANGEMENTS AND
AGREEMENTS BEYOND
COLLECTIVE BARGAINING
AND REGULATIONS

last-year value: 27

B23 objective: 27

251

THE NUMBER OF
MEETINGS WITH EMPLOYEE
REPRESENTATIVES

last-year value: 308

B23 objective: 116



KEY INDICATORS 2021-2022

25%
OF
MANAGEMENT
COMMITTEES, EURALIS'S
EXECUTIVE GOVERNANCE
BODIES, ARE MADE UP OF
WOMEN

8.3%
OF EURALIS BOARD
MEMBERS ARE WOMEN

last-year value: 10%
B23 objective: 13%

**80/100
TO 93/100**
GENDER
EQUALITY INDEX

last-year value:
from 71/100 to 89/100
B23 objective:
85/100 minimum

CHALLENGE 9

PROMOTING OUR VALUES AND ETHICS WITHIN OUR SPHERE OF INFLUENCE

2022 saw the creation of the Governance and Compliance Department.



In the spring of 2022, the Euralis cooperative group decided to create the Governance and Compliance Department to meet the following challenges:

SUPPORTING BOARD MEMBERS IN THE PERFORMANCE OF THEIR DUTIES, ENSURING THE EFFECTIVENESS OF DECISION-MAKING PROCESSES WITHIN THE GOVERNANCE BODIES:

- coordinating the actions of the different governance bodies by ensuring that the elements necessary for decision-making are in place;
- ensuring the development of board members' skills within the framework of an established plan.

ENSURING THAT THE COMPANY COMPLIES WITH THE ETHICAL PRINCIPLES DEFINED WITHIN THE EURALIS GROUP AND WITH APPLICABLE REGULATIONS:

- develop an ethical culture and manage the handling of ethics alerts;
- determine the compliance programme with the multidisciplinary teams (Finance, Purchasing, HR, IS, etc.) based on risk mapping.

The Governance and Compliance Department reports functionally to General Management and its objectives are to propose the Group's policies and

procedures in terms of ethics and compliance and to support their implementation at all levels.

It leads the network of Risk Managers and Data Privacy Managers of the various Euralis Group entities.

An update was carried out on corruption risks (see Sapin II law) during the financial year. This will enable us to strengthen our prevention system and take corrective action whenever necessary.

PERSONAL DATA PROTECTION

The Group continues to strengthen its GDPR compliance as part of a global scheme led by our five Data Protection Officers (DPOs) since 2018. This year, our GDPR strategy has been equipped with a common software that allows us to group all our processing registers and our documentary database, to monitor all compliance actions and to manage the various obligations in the event of a personal data breach.

Internationally, some 30 new data protection officers have been appointed and trained in our European subsidiaries. They complement our network of 70 French relays.

In addition to compliance actions for our existing processing operations, our relays and DPOs are involved in new projects to ensure the compliance of the new processes and tools deployed (privacy by design initiative).



In 2021-2022:

Euralis has not notified any personal data breach by the CNIL;

all requests for access, rectification and deletion were processed within the time limits set by law;

Euralis has not been subject to any formal notices or convictions for breach of privacy.



PILOTING OUR ETHICS STRATEGY: MANAGING ALERTS AND CONDUCTING INTERNAL INVESTIGATIONS

Euralis provides all its employees in France and abroad, as well as any other person carrying out an activity within the company, with an alert system via a secure internet platform that complies with the legal requirements of the Sapin II law.

Alerts are received and processed via the platform; the Group's ethics team ensures their effectiveness.

During the year, 19 alerts (compared to 7 the previous year) were reported to the ethics team, 12 of which were international. All were or are subject to investigations, in compliance with the principles of integrity, objectivity, impartiality and confidentiality.

This increase can be partly explained by the communication efforts made this year.

COMMUNICATION AND TRANSMISSION OF OUR ETHICS CHARTER AND ALERT SYSTEM

The financial year was marked by the widespread distribution of the ethics charter via an email sent by General Management to all employees in France and abroad. This email included a summarised version of the ethics charter and a mandatory questionnaire.

The ethics team was thus able to monitor the proper dissemination of the charter and the response rate to the questionnaire, not hesitating to send out reminders if necessary.

This action was in addition to the actions already undertaken: Management Committee meeting, poster campaign, etc.

For employees who do not have a work email address or computer, the ethics charter and alert system were communicated via the TV screens in break rooms.

To facilitate access to the alert system, a QR code was created and distributed (poster, TV screen, flyers).

A RESPONSIBLE COOPERATIVE COMMITTED TO FIGHTING AGAINST ALL FORMS OF DISCRIMINATION

The group is made up of 42% women. Nevertheless, some areas have fewer women than others. For example, this percentage is only 33% in the Agricultural Division, 38% in Lidea and 39% in the Delicatessen Activities. On the other hand, the population of the Duck Activities and the Holding Company is predominantly female.

The rate of women employees is not the same across statuses: it is 52% among white-collar workers, 42% among blue-collar workers, supervisors and technicians and 40% among managers.

In high-level jobs, the rate of women decreases with age and level of responsibility: it is 48% at the first level of management, but only 25% at Management Committee level. The number of women in management bodies is increasing, but is still far from the target set by the Group's Board of Directors, which has committed to reaching a rate of 45% of women in management bodies by 2030.

Raising awareness of this issue must be accompanied by a profound and continuous cultural change at all levels of the company. It must support women in their professional choices, reinforce the notion of a work-life balance for all, while changing ways of thinking and preconceptions. All our human and social policy measures are geared to this end.

Our gender equity index is at a good level in all areas.

DIVERSITY AND DISABLED STAFF

As a fair and responsible company, Euralis fights against all forms of discrimination every day, whether during recruitment or throughout its employees' careers. Concerned about the integration of people with disabilities, our Group has been taking action for several years by offering not only workstation adjustments to facilitate their daily work, but also adjustments to company vehicles for our sales teams.

RESPECT FOR HUMAN DIGNITY

Euralis advocates respect for human dignity. As such, sexual harassment and sexism of whatever nature are subject to a zero-tolerance policy.

RESPONSIBLE PROCUREMENT, A PROCESS TAKING FORM Examples of indirect procurement initiatives

Sourcing locally

Local sourcing of selected supplies, such as personal protective equipment: boots and eventually masks and headgear, will be manufactured in France to meet our needs in France.

Mobility

Absence of vehicles with an ecological malus in the Car policy, greening of the light vehicle and truck fleet (purchase of trucks running on B100 biofuel in the Agricultural Division and purchase negotiations underway for electric trucks at the Maubourguet site).

The energy transformation of our sites

Eco-friendly investments, including energy efficiency and energy recovery at several of our industrial sites.

Selecting suppliers

Integration of CSR criteria in selecting our suppliers in our calls for tender, in particular for IT equipment.



Alexandra Lesne,
Governance & Compliance Manager
Euralis



"The Governance and Compliance Department was created in spring 2022. Its mission is to ensure that the Euralis Cooperative Group acts in accordance with the regulations in force (Sapin II law, ethics) as well as its own rules/standards and codes of conduct (ethics charter, responsible procurement charter, etc.) in France and internationally, to guarantee the safety of operations and preserve the Group's reputation."



KEY INDICATORS 2021-2022

100%

OF FARMS OFFER
OUTDOOR SPACE
TO ALL ANIMALS

last-year value: 100%

B23 objective: 100%

31%

OF ABATTOIRS ARE
AUDITED
ACCORDING TO AN ANIMAL
WELFARE REFERENCE
FRAMEWORK

last-year value: 25%

B23 objective: 31%

36.3%

OF PRODUCERS ARE
PALMIG CONFIANCE-
CERTIFIED

last-year value: 33%

B23 objective: 40%

CHALLENGE 10

PROMOTE ANIMAL WELFARE AND HUMANE TREATMENT

The Animal Welfare Charter guides Euralis in its actions to promote the humane treatment and welfare of animals in all its sectors (ducks & geese, poultry and cattle). A Steering Committee led by the CSR Director and sponsored by Sébastien Doat, Euralis Board Member and Animal Welfare officer on the CSR Strategic Committee, meets every two months to monitor regulatory and CSR developments, as well as the Euralis action plan defined until 2025.

This approach is in line with our commitment to promote sustainable livestock farming and the growing expectations of consumers, who demand responsible livestock farming models and are concerned with animal welfare and biodiversity.



According to the WOA (World Organisation for Animal Health) Terrestrial Code, animal welfare means “the physical and mental condition of an animal in relation to the conditions in which it lives and dies”. The WOA’s animal welfare guidelines also refer to the five universally recognised fundamental freedoms set out in 1965 to describe the rights of animals under human care:

- freedom from hunger, thirst and malnutrition
- freedom from physical discomfort
- freedom from pain, injury and disease
- freedom to express normal patterns of behaviour
- freedom from fear and distress

The Euralis Group undertakes to comply with animal welfare regulations and to step up its efforts to improve production conditions, whatever the sector. It pays attention to the feeding, health, management and living spaces of the animals.

Together with all stakeholders, it is also considering the development of new, more sustainable farming models, with the “one health” objective, i.e. that

animal welfare should be coupled with the aim to improve farming conditions for farmers and allow them to maintain fair remuneration.

Euralis wishes to maintain the viability of livestock sectors within its activities to develop employment and ensure a high-quality and sustainable food supply in its regions.

Euralis ensures the humane treatment of animals in all its sectors throughout the production chain, from birth to slaughter. For more than 15 years, Euralis has developed its livestock sectors under official quality labels (Label Rouge, PGI and Organic certifications). In 1997, for the first time, Euralis created added value for its duck meat and foie gras by certifying them under the Southwest France PGI (protected geographical indication) label.

Since this first initiative, Euralis has been committed to the development of high-quality sectors.

AN APPROACH THAT STRENGTHENS PRODUCTION UNDER RECOGNISED QUALITY LABELS

With more than 99% of its production Label Rouge or PGI-certified, the Agricultural Division is continuing to develop its broiler poultry sector and is strengthening its positioning in products with recognised quality labels. The poultry sector has 166 breeders and 4.2 million Label Rouge birds, of which 179,000 are produced organically. In the duck & geese sector, 430 producers in Southwest and Western France are committed to an animal welfare continuous improvement plan through official quality certifications and labels.

In the cattle sector, 562 farmers entrust their animals to partner abattoirs.

Beyond livestock farming, animal welfare requirements have been integrated into our purchasing contracts for animal products used in the group’s Delicatessen Activities.

ASSESSMENT STANDARDS FOR ANIMAL CARE AND WELFARE

Since 2014, we have monitored animal welfare in duck and geese production via audits and Palmig Confiance certification, validated by a third-party inspection body. This reference system was developed by the CIFOG interprofessional organisation to recognise the successful combination of biosafety demands, which are necessary for ensuring the longevity of activities and respecting animal welfare. The percentage of farms that are certified according to this reference system increased from 33% to 36.5% in the last financial year.

In the other animal sectors, the implementation of animal welfare indicators began in 2020 and continued, particularly for broiler poultry, in accordance with the Group’s animal welfare charter commitment, with internal evaluation grids based on criteria taken from the guidelines recommended by the ITAVI (EBENE).

Euralis Cattle has applied the Boviwell reference system, a tool for measuring animal welfare on beef and dairy farms. Co-constructed with the sectors and economic players in consultation with Animal Welfare NGOs, this tool is adapted from the European Welfare Quality® scientific reference framework. At Euralis, the standard is expected to be rolled out for 1,800 animals, i.e. 12% of the activity. The standard covers several topics: animal welfare during transport, loading and unloading of animals, storage conditions, as well as hygiene and safety.





ABATTOIR AUDITS

During the 2021-2022 financial year, the Les Herbiers abattoir in the Vendée region was audited to verify animal welfare requirements defined by the OABA, the same as the one organised at the Maubourguet abattoir the previous year. An improvement action plan enables Euralis to pursue its ambitions in the slaughtering sector in accordance with its roadmap and animal welfare charter.

The BOVIWELL standard was evaluated to prepare an audit programme for 2023.



EXPRESSION OF NORMAL PATTERNS OF BEHAVIOUR

→ LIGHT CYCLES

The Euralis poultry and cattle sectors raise livestock entirely in daylight, with an emphasis on natural cycles; for the duck & geese sector, parts of farms may be placed under artificial light during the animal's life cycle. Euralis wanted to continue its efforts to optimise the beneficial effects of light on the animals. The aim is to provide the animals with the most natural conditions possible.

To investigate this subject further and in the absence of scientific literature, Euralis engineers conducted an internal study on the effect of the day/night cycle on ducks & geese by examining the animals' behaviour.

The results did not show that a light cycle with a dark period for one third of the day were beneficial to breeding and fattening. On the contrary, the behaviour of fattened animals was worse and they responded to interactions with greater nervousness. Further studies on animal behaviour are required to conclude the benefits of the natural light cycle. Euralis observes its animals, and their behaviour is the best evaluation criterion for good husbandry.

→ RUNS AND AGROFORESTRY

To enable our farm animals to express natural patterns of behaviour, Euralis is committed to ensuring that all animals raised in its three sectors have access to outdoor space.

As for Label Rouge broiler poultry, all runs are already grassy and wooded (hedges and trees). To increase biodiversity, Euralis has spent over two years committing its farmers to large-scale agroforestry programmes. In 2021, Euralis joined the "Ici On Sème" group's "PUR Projet" initiative, which brings together

companies, farmers and cooperatives to implement agroforestry projects in Southwest France. As part of this initiative, the group raises awareness among member farmers and puts them in contact with the PUR Projet's team of agronomists. Two member poultry breeders took part in the pilot project and benefited from technical and financial support. The pilot sites have planted over 880 tree seedlings, each contributing to a massive increase in biodiversity in the area.

To get a good idea of the scope of these actions, here is a reminder of the current standards:

According to Label Rouge specifications, the requirement is one tree or shrub per 150 birds, i.e. 30 trees/400 m².

With PUR Projet, for the first two farms, 800 trees and shrubs were planted on each farm, which is 9.5 times the Label Rouge standard.

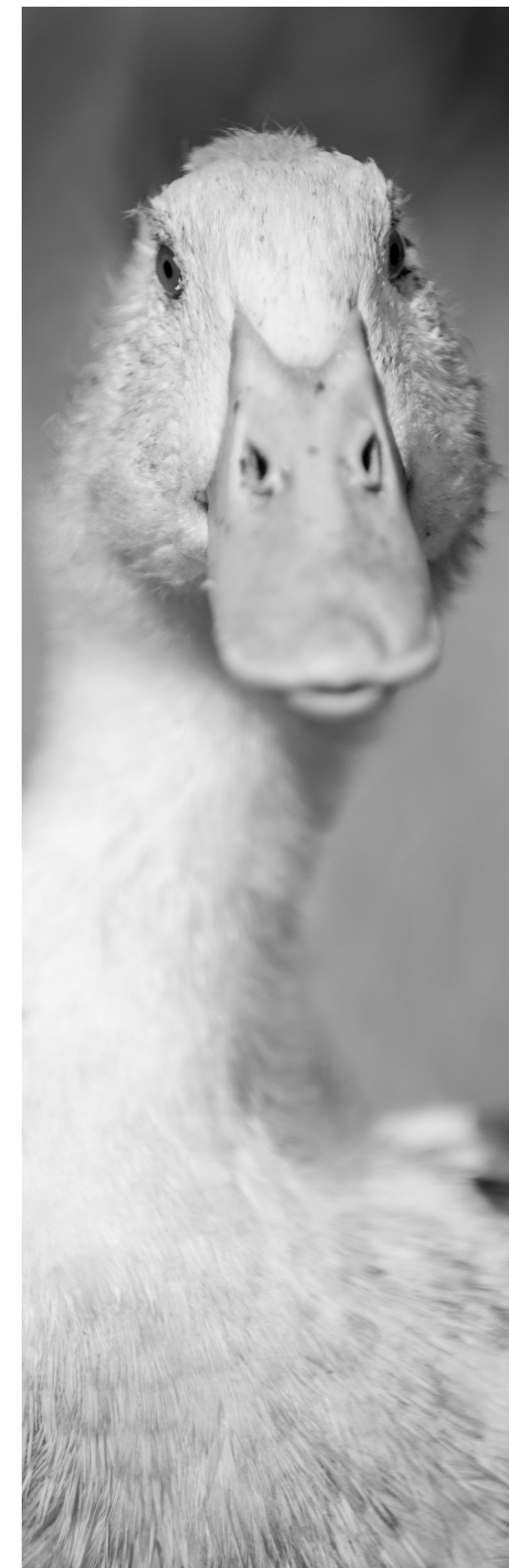
For duck & geese farms, agroforestry continues to develop under the impetus of Euralis. Eleven additional sites were developed in Southwest France, covering 83 hectares, with the planting of 4,150 plants on runs and 272 metres of hedges.

As a result, more than 79% of the agroforestry plan for this year was completed.



DEMEDICALISATION

Euralis always advocates for avoiding medication by encouraging good breeding practices and alternatives to antibiotics. The Group also supports farmers in developing alternatives to antibiotics and helps them to promote their products in response to consumer expectations, through "no antibiotics" claims; if the animals require medical care and the use of antibiotics is unavoidable, animal welfare respects this and the products are then marketed outside the "no antibiotics" circuits.





ANIMAL WELFARE TRAINING

In January 2020, the French government committed to appointing an animal welfare officer in each farm, with specific and mandatory training on these issues. This measure has been effective since 1 January 2022, in accordance with the announced schedule. Its application is specified by a decree, and the duck & geese and poultry sectors have drawn up a programme and timetable to organise this training, which will take place in the next financial year.

DEVELOPING SUSTAINABLE INGREDIENTS FOR ANIMAL FEED

Euralis encourages its members to produce sustainable grains and oilseeds, such as GMO-free (<0.9%) soybeans from France and maize with SAI certification (sustainable reference system). These products meet Euralis's ambitions "for sustainable agriculture" in light of climate challenges, by reducing Euralis's impact on the environment.

Euralis's special partnership with the feed producer SANDERS favours the development of high-quality formulas linked to improved animal nutrition and environmental issues.

As far as ducks & geese are concerned, all feed suppliers have committed to the DURALIM initiative and develop their formulas with nutrition specialists to offer the animals the best possible development and guarantee proper nutritional balance. The whole ground grain used in our formulas comes from France; the soy either has French origins or has obtained PROTERRA certification, which means that it meets our objectives to fight against imported deforestation. As for broiler poultry, Euralis is committed to developing GMO-free (<0.9%) production throughout the financial year, in compliance with Label Rouge requirements.

COMMITMENT TO ANIMAL WELFARE IN THE SOURCING OF EGGS AND CHICKEN MEAT IN OUR FOOD ACTIVITIES

Euralis has committed to ending its supply of battery-cage eggs to prepare its Food Activity recipes and using exclusively cage-free eggs (shells and egg products) by 2025. For the supply of chicken meat for prepared meals, the Group will also ensure that its suppliers respect animal welfare practices: at least 20% of the above-mentioned volumes will come from farms that guarantee that the animals have access to the open air.

DISTRIBUTION OF SPECIFIC AND ADAPTED ANIMAL WELFARE EQUIPMENT

Keen to support farmers in their progress to promote animal welfare, the Agricultural Division has mobilised a team of livestock sales advisors in its Point Vert stores, whose objective is to offer a service in the "Equipment & Accessories" range that will enable them to better ensure animal welfare.



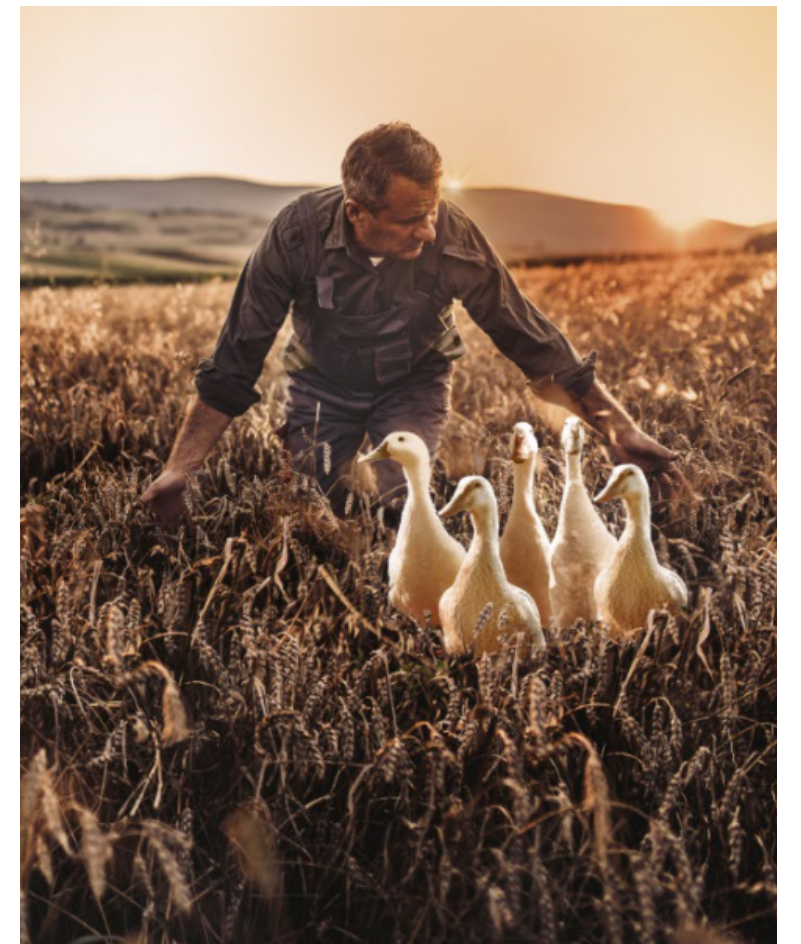
→ CHALLENGE TO MONITOR

The "Brand image and reputation" issue has been identified; however, even though the Group has taken action in this area, it has not been detailed in this document. This issue is therefore simply mentioned below and will be further elaborated in one of the next NFPRs as appropriate.

CHALLENGE 11

BRAND IMAGE AND REPUTATION

The Euralis Group pays close attention to how it is perceived by its candidates, clients and prospects, and is careful to preserve its reputation and brand image. For example, the HR and communication teams work on the quality of the cooperative's employer brand to attract and retain talent. The sales and marketing teams develop the reputation of our commercial brands, in particular by launching products that best meet consumer expectations. These actions help make Euralis one of the leading cooperatives in its market.



OUR CHALLENGES AND PERFORMANCE IN 2021-2022

The Euralis group is committed to supporting sustainable, multifaceted agriculture throughout its regions. It is dedicated to promoting healthy, safe, high-quality and affordable food for all which meets consumer expectations as best as possible.

In order to implement its strategies, the Group interacts with its ecosystem, consisting of the board of directors, member farmers, clients, employees, partners and consumers.

Euralis is committed to meeting these challenges and has defined a multi-year roadmap to do so. To ensure the impact of its actions, the Group uses key performance indicators on each of the aspects covered. The results below are from the initiatives undertaken. They mark a further step towards achieving our 2030 CSR ambitions.

69%
of our livestock production and
8%
of our food production has obtained
a sustainable quality label

NOURISHING, HEALTHY,
SAFE AND SUSTAINABLE
PRODUCTS AND SOLUTIONS

30.9%
of the production from Euralis
farms is sold downstream according
to sustainable production standards
(2BSvs, SAI, NF, etc.)

AGROECOLOGY

9%
of Lidea's turnover is invested
in developing varieties that are
resistant to water stress, etc.

SUSTAINABLE
SEED R&D

€860K
Redistributed to members
in 2021/2022

INCOME FROM
OUR MEMBERS

17%
of training programmes result
in a diploma or certificate

SUPPORTING
EMPLOYEES IN
TRANSFORMATIONS

13.1
frequency rate
of workplace accidents

SAFETY

25%
of women are in executive
governance bodies and
8%
are in elective bodies

GENDER DIVERSITY

36.3%
of producers are
PALMIG CONFiance-certified

ANIMAL WELFARE



CONCLUSION AND PROSPECTS

In a troubled context marked in particular by natural hazards and a complex economic and geopolitical situation, Euralis is continuing to implement its CSR policy around **three ambitions** for nourishing, sustainable agriculture and a socially responsible ecosystem.

The cooperative thus plays an important role in the **agricultural transition and food resilience**. To do so, it is undergoing a transformation by focusing on innovation and supporting its members in **changing their agricultural practices**, through consulting services and the development of value-added sectors. It also aims to become a **major player in the production of renewable energy** by contributing to the resilience of its members farms, the self-consumption of energy on its sites and the reduction of its **greenhouse gas emissions**. With regard to this aspect, the Euralis Group launched a **carbon assessment** (scopes 1, 2 and 3) at the beginning of 2022, which will enable it to define its **decarbonisation strategy** for all its activities during 2023.

Finally, Euralis promotes a socially responsible ecosystem. Attentive to **equal opportunities and parity** in its teams, the Group is committed to the development and fulfilment of its employees.

To continue the momentum, a **2030 roadmap** was defined during the year with an action plan to achieve our ambitions. The implementation of our CSR strategy is underway: it covers all of our issues monitored by our key performance indicators, which are evaluated by the CSR Strategy Committee every two years.



François Hugot,
Director of the Bayonne
Business Centre
La Banque Postale

"La Banque Postale claims to be a good corporate citizen and is committed to being socially and environmentally aware. This desire permeates all levels of the company. I could mention, for example, our Group fleet, which is one of the largest in Europe with more than 35,000 electric vehicles, or, on the financial side, our investment funds, which have been socially responsible without exception for several years now. In the same way, as part of our policy to support financing in the regions where we operate, we develop our business with companies that share our convictions. Euralis is also a natural partner for us: we believe that the cooperative's CSR approach is robust, and that the CSR KPIs, which are at the heart of its financing, testify to this."



METHODOLOGY



INTRODUCTION

For several years now, as part of its CSR (Corporate Social Responsibility) policy, Euralis has deployed its social, societal, environmental and economic values – the pillars of sustainable development – within its sphere of influence. The cooperative has voluntarily published an annual CSR report for several years now, in a bid to formalise such measures. It is only since legislative changes were introduced regarding the publication of non-financial information (Order no. 2017-1180 of 19 July 2017 and Decree no. 2017-1265 of 9 August 2017) that the group has published a Non-Financial Performance Report (NFPR). Under the provisions of Article L 225-102-1 of the French Commercial Code, the Euralis cooperative group summarises its non-financial performance in its 2021-2022 Management report whereby the compliance and accuracy of information are certified by an independent third-party organisation, the Y Nexia Group.

This note aims to explain the reporting methodology applied by Euralis within the context of its NFPR. It specifies the scope and process for collecting, validating and consolidating information, the responsibilities at various stages in the process and useful definitions for understanding the data requested.

SCOPE

The DPEF takes into account all French and international companies which are owned, either directly or indirectly, fully or partially by Euralis Coop wherever Euralis has joint control and manages the human resources of the companies. This target scope alone represents all of the cooperative's consolidated employees. French and foreign companies whose staff are employed and managed by a partner institution are not included in this report, i.e.:

- AGRIBIO UNION
- AGRIBIO SAS
- AGRIHUB
- AXSO
- BAYONNE MANUTENTION
- DISTRIALIS
- EVV
- FERMIERS DU GERS
- FIPSO INDUSTRIE
- MAISICA DE BAYONNE
- OCEOL
- O-I DISTRIBUTION SUD-OUEST
- SANDERS EURALIS
- SANDERS GARAZI
- SERETRAM
- SOJALIM
- SOLEAL
- VOLAILLES DE GASCOGNE
- SOLTIS ESPAÑA
- SOLTIS TOHUMCULUK SA

In the long term, we aim to roll out our processes and social, societal and environmental best practices related to all challenges across all our subsidiaries internationally. However, the conflict in Ukraine, which has had an impact on our business, has hindered the expansion of this scope to our international activities. During the financial year, three key performance indicators cover the scope of our activities, both in France and abroad. The Accident Frequency Rate (see page 47), the Percentage of Lidea's turnover invested in the research budget to develop species resistant to water stress and diseases or requiring fewer inputs (see page 31) and gender diversity within our elective and executive governance bodies (see page 58).

Lastly, all mandatory issues requested in Decree no. 2017-1265 of 9 August 2017 are detailed and discussed in our Non-Financial Performance Report.

COVERAGE RATIO

The overall coverage ratio of our NFPR stands at 93.8% (calculated based on employees in each of our legal entities of the non-financial perimeter) and is broken down into the CSR ambitions that Euralis has set itself, as follows: Nourishing agriculture: 100%, Sustainable agriculture: 93.9% and a Socially Responsible Ecosystem: 95.2%.

It should be noted that the coverage ratio of each key performance indicator is determined according to its specific perimeter (only taking into account the activities concerned by the key performance indicator in question).



REPORTING FRAMEWORK AND METHOD

The Non-Financial Performance Declaration is based on the results of the Group's risk mapping, which identifies the social, societal and environmental risks of our activities. This is then complemented by our work on stakeholder expectations, which highlights additional risks and opportunities.

To do so, a multidisciplinary work group made up of key representatives of each Activity, representatives of transversal activities (CSR, Human Resources, Purchasing, Communications departments, etc.) and our CSR contacts from the board of directors, analysed

the risks and expectations of our stakeholders to identify which corporate challenges matter the most to each party. This strategy is based on an iterative approach to risk analysis carried out each year within our various activities, as well as on the integration of the conclusions of the work carried out on the mapping of our stakeholders.

Our analyses revealed a number of major challenges at Euralis. These challenges have been prioritised within our materiality matrix, with issues that matter to Euralis on the horizontal axis and issues that matter to stakeholders on the vertical axis. This year, the materiality matrix has changed slightly: no new challenges have been identified, but the positioning of the geopolitical issue has been revised upwards due to the effects of the crisis in Ukraine.

Our materiality matrix remains a foundation for the commitments outlined in our 2022 CSR policy.

COLLECTING AND MONITORING DATA

To strengthen our data collection and the piloting of our non-financial performance, our cooperative uses a single reporting tool, which includes consistency checks during inputting and input aids (definitions).

This tool sets the organisation and time frame of data collection (deadlines, responsibility, etc.) and the various associated steps. Throughout the process, it helps to monitor the progress of data integration and consolidate and validate the data with supporting documentation. The group's activities (Agricultural Division, Lidea and Food Activities), as well as the various departments concerned are responsible for the data they report. Organising non-financial reporting relies on:

- the group's CSR department, which coordinates the collection of non-financial data and ensures the consistency of societal and environmental data;
- the group's human resources department, which ensures the consistency of social data;
- a network of CSR contacts (activities, entities, departments concerned) who each collect, consolidate and validate data and supporting documents within their perimeter;
- a network of contributors, who enter the non-financial data for their area into the platform.



For the year ended august 31, **2022**

INDEPENDENT THIRD-PARTY BODY REPORT
ON CSR INFORMATION

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EURALIS COOPERATIVE GROUP

Report by one of the Statutory Auditors, appointed as independent third party body, on the consolidated non-financial statement

For the year ended august 31, 2022

To the Général Assembly,

In our capacity as Statutory Auditor of your cooperative (hereinafter the “entity”), appointed as independent third party body and accredited by COFRAC under the license 3-1877 (COFRAC Inspection Accreditation, full scope available at www.cofrac.fr), we hereby report to you on the non-financial statement for the year ended august 31, 2022 (hereinafter the “Statement”), included in the management report pursuant to the requirements of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" section, and on the information we have gathered, nothing has come to our attention that causes us to believe that the non-financial performance statement is not in compliance with the applicable regulations and that the information, taken as a whole, is presented fairly in accordance with the Standards.

Comments

Without calling into question the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comments :

- We would like to underline the efforts made by your cooperative group in terms of the extra-financial perimeter by providing details on the latter according to each legal entity (and not only at the level of the business units) ;
- Furthermore, we have also noted the work carried out by your cooperative group in order to strengthen the robustness of the reporting methodology for the key performance indicators. In addition, your entity has set objectives for 2030, which shows a desire to be part of a continuous improvement process ;
- And finally, concerning the indicator relating to the percentage in hectares of downstream customer contracts carried out under sustainable production specifications, we encourage EURALIS to include in the inventory binder, prior to the audit, all the methodology for calculating the indicator and the audit trail (in particular with regard to the elements relating to the yields of the productions concerned).

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used framework or established practice on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time. Therefore, the Information should be read and understood with reference to the Reporting Criteria, the significant elements of which are presented in the Statement.

Limitations inherent in the preparation of information

Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

Entity's responsibility

The board of directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators (KPIs).

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement.

Responsibility of the independent third party body

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

- the compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code the fairness of the historical information (observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, i.e. the results of policies, including key performance indicators, and actions, relating to the main risks.
- as it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of this Information as this could compromise our independence.

It is not our role to express an opinion on :

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion) ;
- the truthfulness of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy) ;
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code and the professional doctrine of the French Institute of Statutory Auditors ("CNCC") relating to this work in lieu of an audit program.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics of our profession.

In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance. The statement will be available on the Cooperative's website.

Means and resources

Our work was carried out by a team of four people from November to December 2022 and through a total of three weeks of work.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted sixteen interviews with people responsible for preparing the Statement, with the departments in charge of the information-gathering processes and, where applicable, with the persons responsible for internal control and risk management procedures.

Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225-1 *et seq.* of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (“CNCC”) applicable to such engagements:

- we obtained an understanding of all the consolidated entities’ activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of the principal risks associated with all the consolidated entities’ activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- We consulted documentary sources and conducted interviews to :
 - assess the selection and validation process of the main risks and the consistency of the results, including the key performance indicators selected, with the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered the most important presented in Appendix 1. Our work was carried out at the level of a selection of contributing entities also presented in Appendix 1;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;

- for the key performance indicators and other quantitative outcomes that we considered to be the most important, we implemented :
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data ;
 - tests of detail on the basis of sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out on a selection of contributing entities and covered between 4,5% and 100% of the consolidated data selected for these tests.

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

Prepared in Niort, December 15, 2022

THE INDEPENDENT THIRD PARTY BODY

GROUPE Y Audit



Arnaud MOYON

Sustainable Development Department Head



www.euralis.fr

