



NON-FINANCIAL PERFORMANCE REPORT

SEPTEMBER 2022 - AUGUST 2023

Editorial

Our ambition is as follows: “To succeed together in the agriculture, food and energy transformation by providing innovative and sustainable products and solutions in the regions where we operate.”

The 2022-2023 financial year was, more than ever, the opportunity to consolidate our ambitions, co-designed with our cooperative's Management Committee, which groups together the management committees of all our activities.

This ambition, which is at the root of our missions regarding food, sustainability and renewable energy production, confirms our commitment and determination to help feed people while respecting the environment.

All Euralis employees have helped to accelerate the agricultural, food and energy transformations in response to societal challenges. We would like to kindly thank them for their commitment and resilience, without which nothing would be possible. All our stakeholders are involved in our missions, and we are working closely with them to progress faster and stronger.

Once again this year, in a highly turbulent context with no benchmarks, we have managed to strengthen our Corporate Social Responsibility (CSR) policy, centred around three commitments, namely working towards nourishing, sustainable agriculture and a socially responsible ecosystem.

More than ever, we play a key role in producing healthy, safe, sustainable and affordable food for all. High-quality, local raw ingredients are essential to meet consumer expectations. The Euralis nutritional charter we have worked on this year defines our marketing, quality and innovation roadmaps.

One of the highlights of the financial year was the creation of our carbon assessment for each of our activities, which has allowed us to raise awareness of our responsibilities in order to become a key player in tackling climate change.

All our Activities, starting with the Agricultural Division, are currently working on Euralis's climate strategy in a bid to limit our greenhouse gas emissions, do more to capture CO2 in the soils and adapt by choosing varieties and species that are resistant to climate change.

The changes implemented with farmers, for whom we offer consulting, and the sustainable agriculture standards we advocate, will not only improve the management and respect of natural resources but also increase the potential of carbon sinks in our regions.

CSR gives a sense of purpose and drives the strategy of our cooperative. It strengthens employees' sense of belonging and commitment to a long-term vision while ensuring the day-to-day running of the group.

This non-financial performance report reflects the path we have forged together to overcome societal challenges and the desire to create a prosperous future for generations to come.



Christophe Congues
President



Philippe Saux
CEO

Contents


EDITORIAL	p. 2
PRESENTATION OF THE GROUP	p. 4
Our ambition	p. 4
A few key figures	p. 5
Strategic areas	p. 5
Our geographical presence	p. 7
Cooperative governance and CSR	p. 8
Business model	p. 12
Activities	p. 16
Highlights of the year / Key CSR moments	p. 19
OUR CHALLENGES AND CSR COMMITMENTS	p. 20
A continuous improvement plan based on the main challenges of our activities and stakeholders	p. 20
Our CSR commitments	p. 22
MAJOR AND CRUCIAL CHALLENGES	p. 24
NOURISHING AGRICULTURE	
CHALLENGE 1: Contributing to food sovereignty and offering our customers affordable, healthy, safe and sustainable products and solutions	p. 24
SUSTAINABLE AGRICULTURE	
CHALLENGE 2: Tackling climate change and preserving resources and biodiversity	p. 30
A SOCIALLY RESPONSIBLE ECOSYSTEM	
CHALLENGES 3 AND 4: Taking account of geopolitical challenges and promoting the development of regional roots	p. 44
CHALLENGE 5: Guaranteeing sufficient revenues for our members	p. 49
CHALLENGE 6: Guaranteeing the safety of all team members, both internal and external to the cooperative and promoting well-being in the workplace	p. 51
CHALLENGES 7 & 8: Supporting employees through these transformations and promoting social dialogue	p. 56
CHALLENGE 9: Promoting our values and ethics within our sphere of influence	p. 65
CHALLENGE 10: Promoting animal welfare and humane treatment	p. 71
CHALLENGES TO MONITOR	p. 75
CHALLENGE 11: Brand image and reputation	p. 75
SUMMARY, CONCLUSIONS AND PROSPECTS	p. 76
METHODOLOGY	p. 78
REPORT BY AN INDEPENDENT THIRD-PARTY ORGANISATION	p. 80

PRESENTATION OF THE GROUP

Founded in 1936, Euralis is a pioneering food and agricultural cooperative group with a rich history. It has three major areas of activity:

 **THE AGRICULTURAL DIVISION**

 **LIDEA**

 **FOOD ACTIVITIES**
with Euralis Gastronomie and Delicatessen Activities

The Group is also developing partnership activities with the Participation and Development Division.

Our ambition




To succeed together in the agriculture, food and energy transformation by developing innovative and sustainable products and solutions in the regions where we operate.

Alongside farmers and food industry professionals, we innovate, showcase and process farmers' products in Southwest France. More generally, we aim to help farmers build the agricultural world of tomorrow - sustainable and multifaceted agriculture, in line with societal and consumer expectations, which guarantees an income for those who practice it. We also aim to promote access to healthy, safe, high-quality and affordable food to as many people as possible, while also respecting the planet. We contribute to the economic development and vitality of our cooperative region, which forms an essential part of our DNA.

STRATEGIC AREAS

Euralis operates in a complex and changing ecosystem, marked during the year by a lack of available supplies (seeds and ducks), repeated crises (health, climate, geopolitical, etc.), ongoing inflation and even stronger consumer expectations in terms of traceability, quality and sustainability.

The strategy rolled out by the cooperative group within this context focuses on three missions:

-  **FOOD**
contributing to nourishing, sustainable, diverse, healthy and affordable agriculture close to our regions while increasing farmers' revenues.
-  **SOCIETY**
working together to design innovative products and solutions that meet social, environmental and economic challenges
-  **ENERGY PRODUCTION**
producing renewable energy and reducing our carbon emissions

Corporate Social Responsibility (CSR) is at the heart of this strategy.



KEY FIGURES*


€1.58 billion
in turnover


16 production
sites


5,312 employees


9,000 farmers
including
5,625 member farmers


Sales
to 120 countries
and 5 continents


Established
in 16 countries


1 port silo


8 logistics platforms

**All of the Group's activities*



Our values

P We cultivate **PROXIMITY** in our human relations.

R We act **RESPONSIBLY** by having high standards and sticking to our decisions and actions.

C We value **OPENNESS** and know how to challenge ourselves by innovating to move forward.

S We focus on **SIMPLICITY** to value everyone's contribution and increase efficiency.

GEOGRAPHICAL PRESENCE



WHILE ANCHORED IN SOUTHWEST FRANCE AND STAYING TRUE TO ITS REGIONAL ROOTS, **EURALIS MAINTAINS AN INTERNATIONAL OUTLOOK**



- AGRICULTURAL ACTIVITIES
- LIDEA
- PARTNERSHIP ACTIVITIES
- FOOD ACTIVITIES
- EURALIS COOPERATIVE REGION



COOPERATIVE GOVERNANCE

By definition, governance concerns all relations between company management, the board of directors, shareholders and other stakeholders. 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).

To guarantee the balance of power, a set of rules has been put in place, which form a framework for undertaking the following analyses:

- Establishing the cooperative group's objectives
- Defining ways of achieving them
- Monitoring performance

Euralis has a governance organization chart which helps it to combine compliance with rules and respect for our missions.



Focus on the various bodies

- **BOARD OF DIRECTORS:** validates the cooperative's strategy and ensures that managers follow strategic guidelines that respect the cooperative spirit.
- **GROUP STRATEGIC COMMITTEE:** proposes strategic orientations and ensures the success of the cooperative's operational management.
- **GOVERNANCE COMMITTEES:** ensure that governance runs as smoothly as possible in their specialist fields.
- **REGIONAL COMMISSIONS:** ensure successful regional management for members and local institutions.

Focus on regional governance

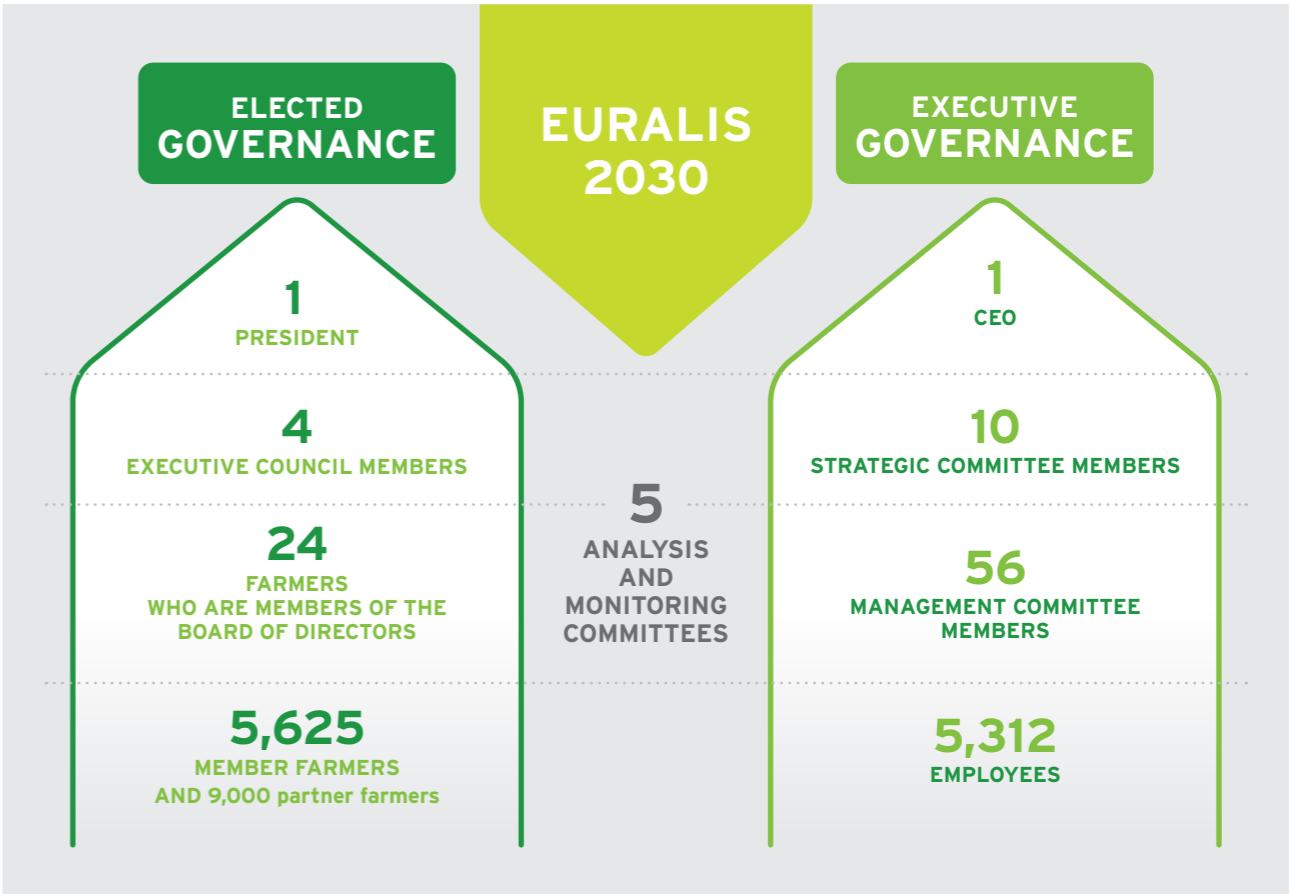
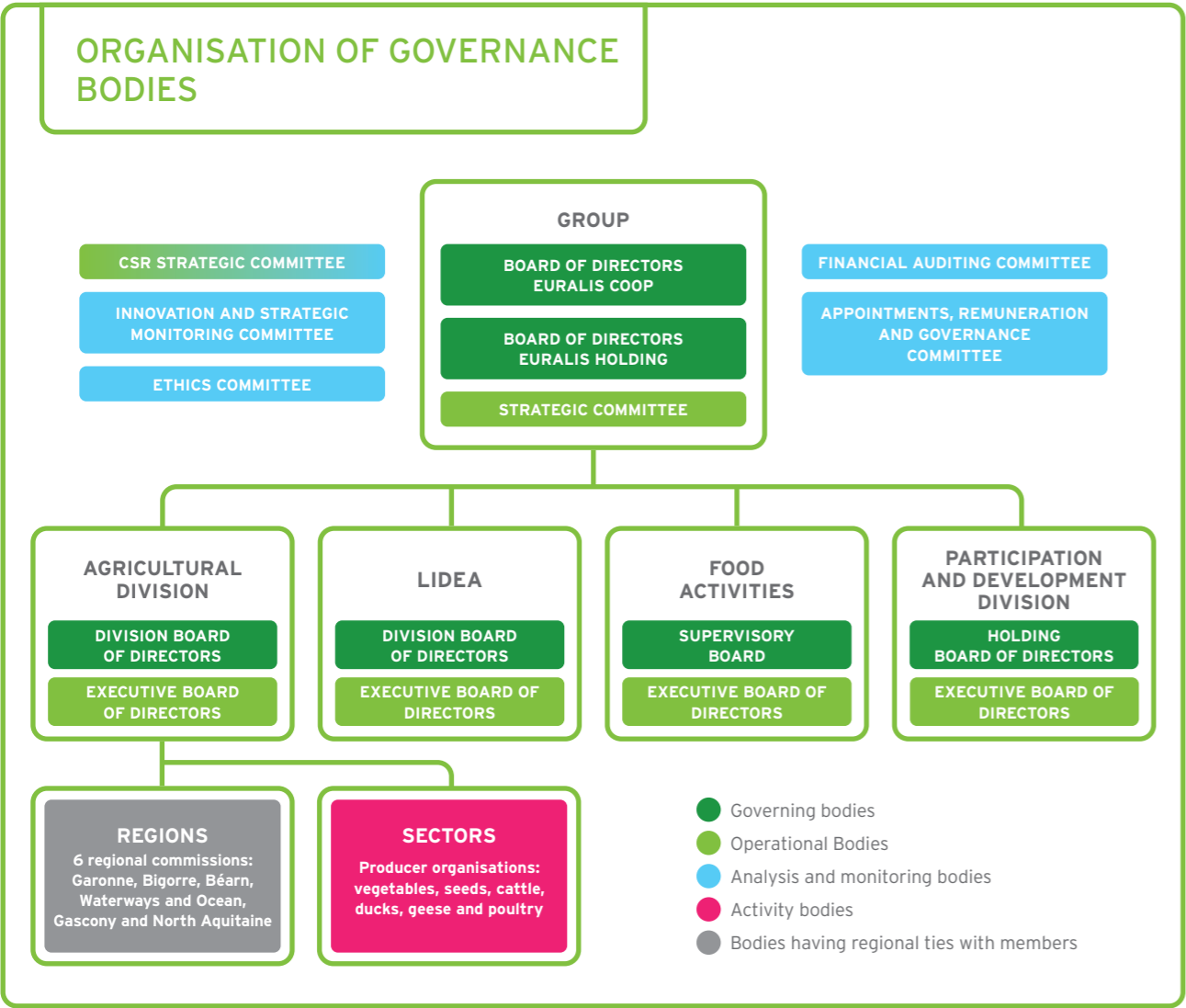
Regional governance has a triple objective:

- Encouraging members' local commitments
- Coordinating regional action
- Bringing elected representatives closer to members

To do so, various bodies exist to multiply 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. Over the past financial year,

the regions have been regrouped. There are now six regions, which each have a dedicated Section Assembly and a regional Commission in charge of governance that meets four times a year, except for the Béarn region, which has two Section Assemblies. These commissions call on the Board of Directors' delegation to ensure local governance (reimbursement and transfer of social capital, Young Farmers' charters, new board members who are not part of the cooperative and new members, etc.). They are responsible for the roll-out of the cooperative strategy as close as possible to members in homogeneous areas, to increase efficiency in regional management and respond to members' concerns as best as possible.

During the financial year, the Board of Directors was feminised and rejuvenated, with the arrival of three interns who contributed to the running of the cooperative.





CSR GOVERNANCE IN THE EURALIS GROUP

The Euralis Group's CSR department reports to the Group's Director of Transformation and Strategic Developments.

BOARD OF DIRECTORS

Validates CSR commitments and objectives

CSR STRATEGIC COMMITTEE

- Proposes CSR strategic areas which are then validated by the Board of Directors
 - Reviews the Group's CSR policy, subject to approval by the Group's General Director (recommendations based on analysing social indicators).
- Reviews major CSR projects in line with the Group's CSR commitments
 - Ensures consistency between Euralis's CSR decisions and NFPR commitments
- Provides proposals, undertakes monitoring and requests studies on current issues

CSR COORDINATION COMMITTEE

- Coordinates CSR strategies for online activities in line with regulatory changes and the Group's CSR strategy
- Analyses and shares CSR considerations and actions within activities
- Monitors CSR KPIs
- Prepares CSR monitoring reports for the CSR Strategic Committee

CSR OPERATIONAL COMMITTEE

- Helps draft the NFPR and participates in the associated audit
- Defines scorecards that monitor CSR KPIs
- Sets the frequency of reporting within the group and for each activity
- Reports the indicators to the Activities



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



Christine Saenz de Cabezón,
Euralis's CSR Director

Can you describe CSR governance within the Euralis Group in a few words?

Euralis's CSR department reports to the Group's Director of Transformation and Strategic Development. It manages three committees: the CSR Strategic Committee, the CSR Coordination Committee and the CSR Operational Committee. These bodies work regularly with the Group's Strategic Committee and the Board of Directors. This organisation guarantees regular and productive interaction with executive and elected governance and helps to instil CSR into the Group's strategy.

What is the particular mission of the CSR strategic committee?

This committee proposes CSR strategic areas and commitments which take into account social and environmental challenges. They are then amended by the Board of Directors. It validates the reporting of CSR indicators which helps it to ensure compliance with the Group's policy commitments. It revises the CSR policy (depending on new challenges), as well as action plans to guarantee compliance with defined CSR roadmaps. It also reviews major CSR projects and monitors topics related to the Group's activities in terms of developing expectations and rules regarding social and environmental responsibility.



Philippe Maisonnave,
Board Member and representative at the cooperative's CSR Strategic Committee

What is your role within the CSR Strategic Committee?

I am responsible for liaising with this committee and the cooperative's elective governance. I make sure that we can all work together in a fluid and constructive manner to support the roll-out of the Group's CSR policy, in line with Euralis's commitments on this topic. In practical terms, I share the decisions of the CSR strategic committees, which meet two to four times a year with board members. Together, we examine and validate them or sometimes ask for adjustments. Of course, I work closely with the CSR Director and their team. For example, we produce all the strategic committees' agendas. This helps us to ensure that the topics and suggestions raised by the board members feed into the committee and that the turnover remains at the core of CSR strategic decision-making.

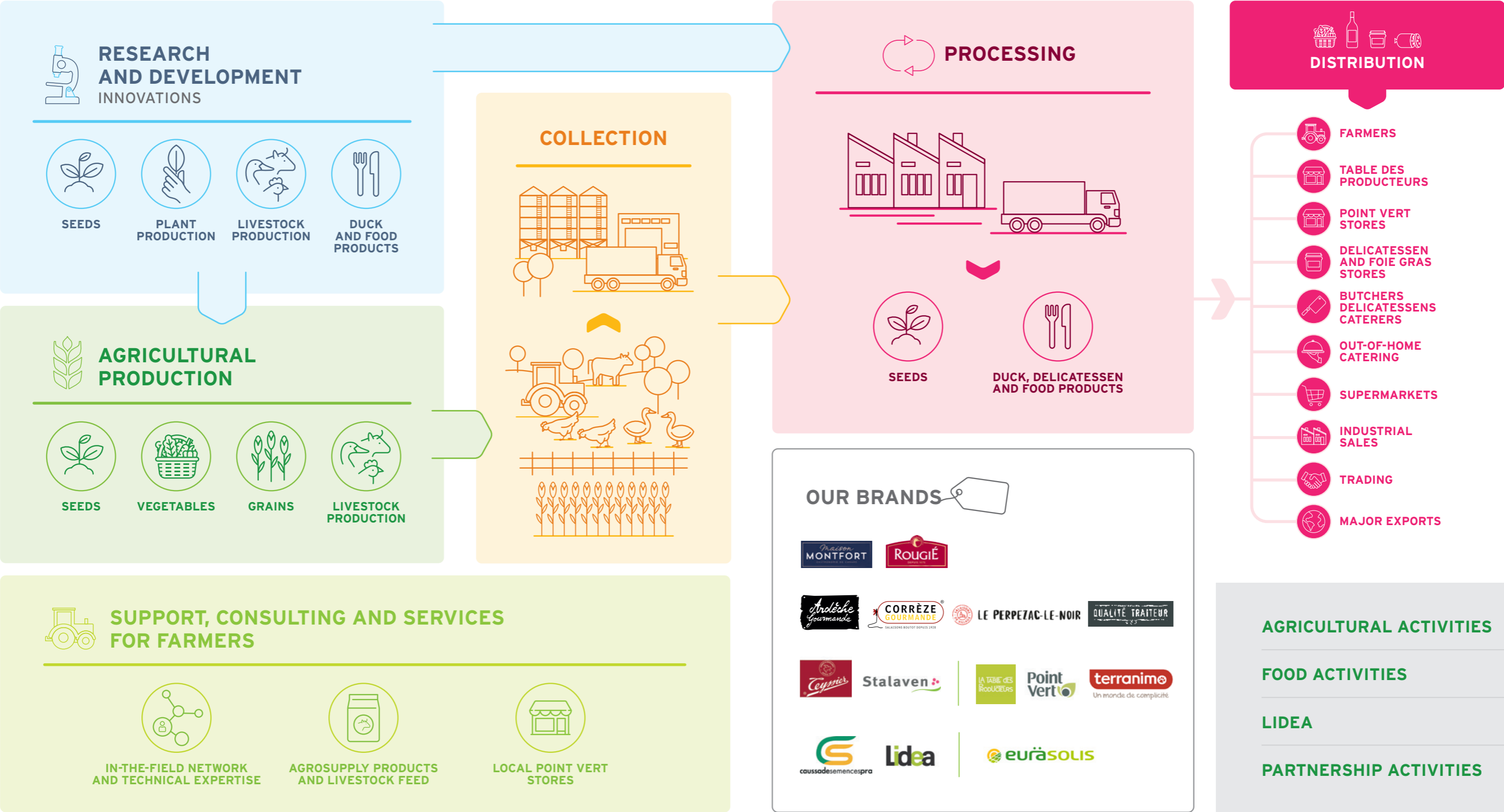
Can you cite a few CSR themes that were recently addressed by the committee and shared with the board of directors?

There is no lack of topics! I can cite, for instance, agrivoltaics, with the production of red kiwis in greenhouses, training on animal welfare for all our sectors, and the Oxygène project, which deals with gender equality within the Euralis Group. A diverse and interesting range of themes are addressed. I enjoy processing them and relaying them to my colleagues. The fact that I am a kiwi producer, and therefore already convinced of the need to transition to sustainable agricultural practices undoubtedly has a lot to do with it!

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

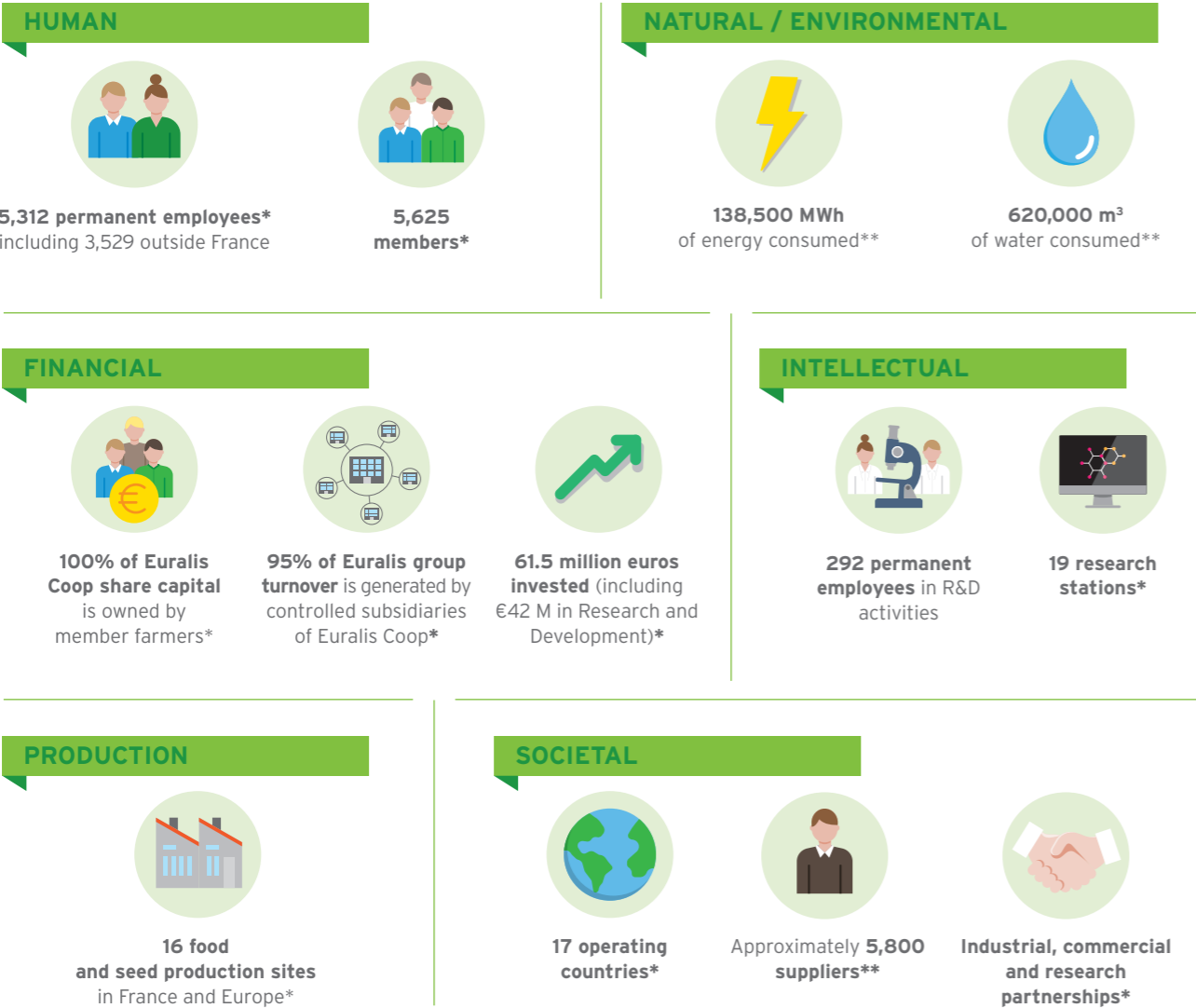
RESOURCES, IMPACTS AND VALUE CREATION

Euralis benefits from a wide range of resources (human, environmental, financial, intellectual, societal and production), which it uses to carry out its missions. It also generates value in the regions where it operates, 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, it pays particular 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 clients and consumers. Finally, it relies on its community of members, farmers, employees and suppliers to ensure production across its many locations.



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

OUR IMPACT AND VALUE CREATION



With a turnover of 1.58 billion euros in the 2022-2023 financial year, the cooperative produces positive impacts throughout its value chain, which benefit stakeholders (members, farmers, employees, suppliers and customers). It also contributes to the economic development of its regions through the direct and indirect jobs it generates. However, its greatest contribution to society lies in its agricultural and food production, which plays a key role in food resilience and the development of more sustainable practices in its activities, both upstream and downstream.



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

Agricultural activities

By being at the crossroads between regional stakeholders, including their challenges and solutions, we are a key partner in the sustainable transition of the group's farmers and industrial clients.

593 €
MILLION EUROS
IN TURNOVER

623
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 agricultural supply 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

655,000 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 and delicatessen activities.

412 €
MILLION EUROS
IN TURNOVER

2,084
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.
- Producing and distributing 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 agricultural supply groups (cooperatives and independent structures).

A KEY PLAYER IN DUCK PRODUCTION

THE LEADING DISTRIBUTION NETWORK FOR LOCAL RETAILERS

Lidea

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

414 €
MILLION EUROS
IN TURNOVER

2,274
EMPLOYEES

€39 MILLION
DEDICATED EACH YEAR 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 in 55 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

19 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.

110 €
MILLION EUROS
IN TURNOVER

171
EMPLOYEES

OUR ACTIVITIES

- Strategic partnerships in the fields of:
 - livestock nutrition (Sanders Euralis)
 - pork production (FIPSO)
 - biofuels (Oceol)
 - soybean crushing (Sojalim)
- Managing our minority interests
- Piloting our activities outside the cooperative region

OUR PRODUCTS ARE SOLD UNDER THE BRANDS



OUR SCOPE:

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

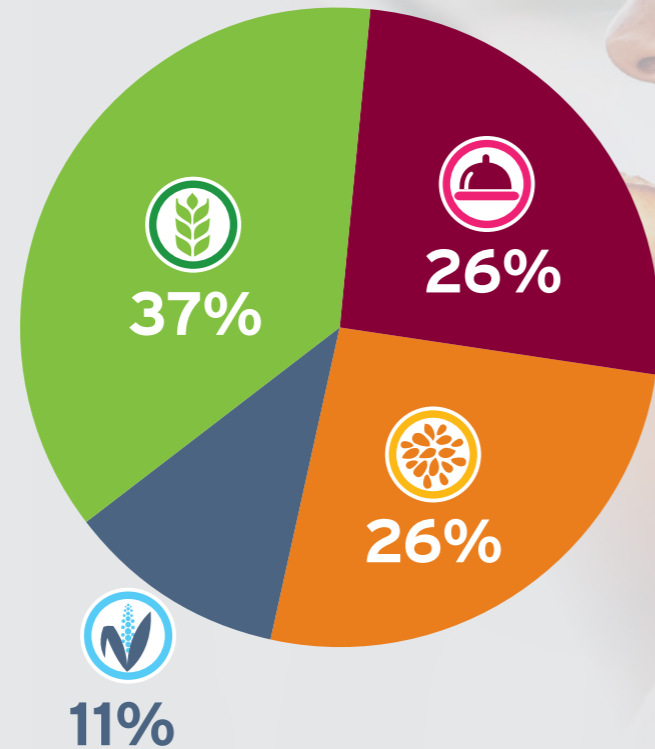


LEADING PRODUCER OF PROCESSED VEGETABLES IN SOUTHWEST FRANCE

400 COOPERATIVE MEMBERS
PRODUCED SWEETCORN AND GREEN VEGETABLES IN 2023 UNDER THE GÉANT VERT AND BONDUELLE BRANDS

35,000 TONNES OF SOYBEANS CRUSHED

BREAKDOWN OF 2022-2023 TURNOVER for each division (%)



Data for the fiscal year.
Scope: France and abroad



Sébastien Doat,
Euralis Board Member



"We are delighted with the duck and geese vaccination campaign against bird flu. The Euralis cooperative has put everything in place to ensure that the roll-out happens in the best possible conditions. We have worked on raising awareness and training technicians and breeders and more generally operations monitoring and logistics. Of course, nothing would be possible without the perfect coordination between our teams of technicians and vets in the field. Together, we are all mobilised on a daily basis. We welcome the State's 85% funding of this vaccination campaign."

HIGHLIGHTS OF THE YEAR



- **SEPTEMBER:** Euralis joins Capagro II, the European pioneer of agri-food tech
- **SEPTEMBER:** First edition of Euramaizing, an event in Lescar which brings together strategic downstream industrial clients of the Agricultural Division
- **OCTOBER:** Euralis and Bonduelle create a pulse sector for farmers (lentils, chickpeas and dried beans)
- **OCTOBER:** Four trainee board members join the Euralis Board of Directors
- **DECEMBER:** The festive season is impacted by a bird flu outbreak
- **MARCH:** Sojalim opens a second soybean crushing line
- **MAY:** A new bid flu outbreak disrupts the following season

CSR HIGHLIGHTS



OCTOBER 2022
Euralis invites employees from several sites to commit to Breast Cancer Awareness Month



FEBRUARY 2023
Euralis partners up with Bio Béarn, a biogas plant managed by TotalEnergies in Mureaux (Southwest France)



APRIL 2023
During the World Day for Safety and Health at Work, several events are organised at the group level, both in France and abroad



APRIL 2023
End of the agroecology training session for all Agricultural Division advisors



MAY 2023
Launch of the Ademe "ACT Pas à Pas" collective project to include climate-related challenges as part of the Agricultural Division's strategy



JUNE 2023
Eurasolis signs a partnership with Inthy to accelerate the development of solar energy



AUGUST 2022
Definition of a Nutritional Charter for Food Activities and the Group's Responsible Procurement Charter

OUR CHALLENGES AND CSR COMMITMENTS

A CONTINUOUS IMPROVEMENT PLAN BASED ON THE MAIN CHALLENGES OF OUR ACTIVITIES AND STAKEHOLDERS

In 2014, Euralis strengthened its risk prevention plan to maintain and develop its growth, reputation and management. Based on a methodical and repeatable approach, this process defines the nature of financial and non-financial risks that the group is exposed to.



To create our 2017-2018 Non-Financial Performance Report, an initial analysis of our stakeholders' expectations enriched our list of risks and opportunities and helped us to identify and prioritise the group's challenges 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.

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

In 2022, the matrix was updated a second time, in particular, to reflect the impact of the conflict in Ukraine.

This year, adjustments were made to enrich our materiality matrix in order to fine-tune the classification of the most significant societal challenges, both for the Group and its stakeholders. Climate challenges are a key challenge of our future strategic orientations.

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 follows:



intrinsic to the business model



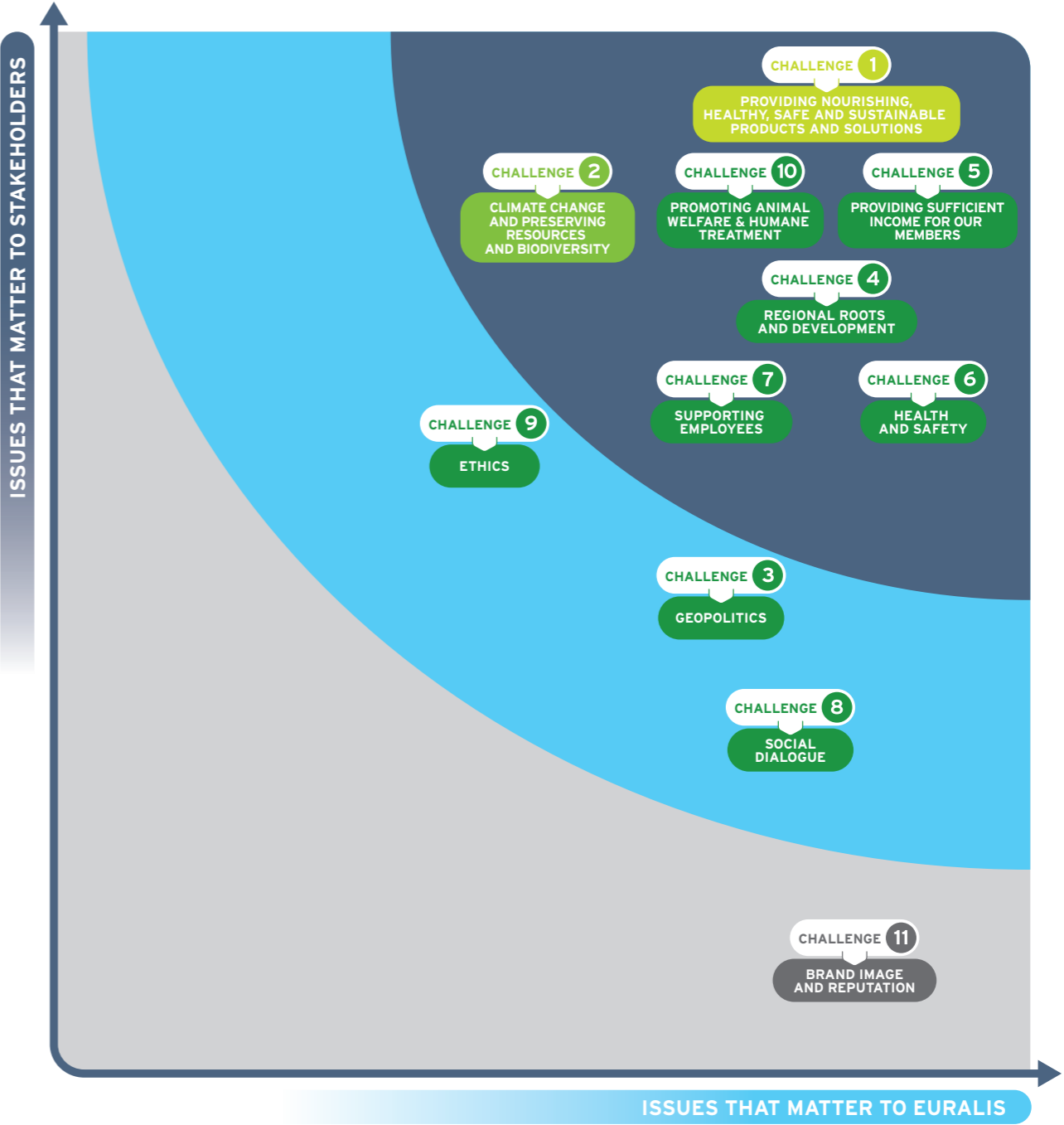
decisive in creating added value



which may constitute either a risk or an opportunity

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



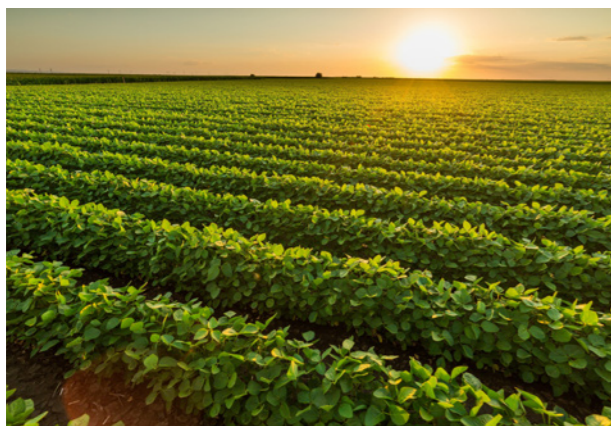
OUR COMMITMENTS FROM OUR CSR POLICY

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

Our actions help increase farmers' revenues and strengthen the performance of our activities. We are strongly committed to producing renewable energy and reducing our carbon emissions. We firmly believe that the diversity of our employees and members is an asset that stimulates innovation and strengthens the dynamic spirit of our regions.

Bolstered by its ambitions and conscious of the social, economic and environmental impacts of its activities, the Euralis cooperative group has defined **NINE 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 CLIENTS HEALTHY, SAFE, SUSTAINABLE AND AFFORDABLE PRODUCTS

Supplying our clients and consumers with healthy, safe and high-quality services and products mainly from our regions: obtaining recognised certifications and labels for our activities (sites and products), obtaining certifications attesting to quality, origin and sustainability, establishing product superiority (taste and nutrition), and developing short circuits with a constant emphasis on affordability.

SUSTAINABLE AGRICULTURE



CHALLENGE 2

ACTING IN LIGHT OF CLIMATE CHANGE TO PRESERVE RESOURCES AND BIODIVERSITY

Reducing the impact of our emissions by decarbonising our activities, i.e. developing renewable energy and low-carbon sectors (solar energy, biogas production, biofuels) and implementing an energy conservation and efficiency strategy at our farms and production sites.

Adapting to climate change by developing sustainable agricultural and industrial practices that respect the environment and natural resources: providing consulting for our farmers, agroecology, researching new resistant crop varieties that require less water and fewer input products, preserving resources and biodiversity.

A SOCIALLY RESPONSIBLE ECOSYSTEM



CHALLENGES 3 and 4

INTEGRATING GEOPOLITICAL CHALLENGES AND PROMOTING LOCAL DEVELOPMENT AND REGIONAL ROOTS

Creating value for all stakeholders in our regions and contributing to the economic, social and environmental development of our business areas by ensuring we integrate geopolitical risks: creating direct and indirect jobs, developing industries, implementing initiatives in our regions, developing short circuits, supporting self-operating subsidiaries, strategically managing 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 contract farming, creating new sectors to offer additional market opportunities and profitable, sustainable solutions for the future, implementing consulting and services, as well as redistributing a proportion of our financial results.

CHALLENGE 6

GUARANTEEING THE SAFETY OF ALL TEAM MEMBERS, BOTH INTERNAL AND EXTERNAL TO THE COOPERATIVE, ENSURING A GOOD QUALITY OF LIFE IN THE WORKPLACE

Promoting good quality of life in the workplace and ensuring the health and safety of our employees and visitors to our sites thanks to a preventative and well-structured strategy: ensuring employee well-being, enabling remote working, anticipating and analysing accidental and chronic risks, implementing prevention programmes, safety behaviour visits, ergonomic assessment of workstations, raising awareness and training employees.

Helping our farmers improve the safety of their farms.

CHALLENGES 7 and 8

SUPPORTING EMPLOYEES THROUGH THESE TRANSFORMATIONS AND PROMOTING SOCIAL DIALOGUE

Developing our employees' skills to help them become active players in the Group's transformation towards new organisations and working methods, by implementing and enhancing the leadership model, training, in-house mobility and social dialogue, with an emphasis on close collaboration and transparency.

Giving our farmers the tools they need by enhancing training and helping them manage their challenges.

CHALLENGE 9

PROMOTING OUR VALUES AND ETHICS WITHIN OUR SPHERE OF INFLUENCE

Developing responsible behaviour by fostering an ethics culture within our ecosystem: ethics committee and charter, raising awareness among employees, the right to whistleblowing, preventing corruption and conflicts of interest, complying with regulations, respecting human rights and privacy, promoting diversity and equal opportunities and rolling out a sustainable procurement policy.

CHALLENGE 10

PROMOTING ANIMAL WELFARE AND HUMANE TREATMENT

Applying best practices in terms of animal welfare in our breeding and processing activities: Euralis's animal welfare charter and the associated 2025 roadmap, training programmes for breeders and technicians, environmental enrichment, access to outdoor grassy and wooded areas, and internal inspections based on our indicators.



2022-2023 KEY INDICATORS

72%

OF OUR FOOD AND
CROP PRODUCTION HAS
OBTAINED FOOD SAFETY
CERTIFICATION

last-year value: 78%

B24 objective: 75%

39%

OF THE CULTIVATED
AREAS
OF EURALIS FARMS ARE
UNDER CONTRACT
(including the hectares of
seed production)

last-year value: 34%

B24 objective: 42%

15.3%

OF HECTARES OF
CONTRACTUALISED WAXY
MAIZE ANALYSED WITH A
HEALTH RISK PREDICTION
TOOL

last-year value: unavailable

B24 objective: 17.5%



MAJOR AND CRUCIAL CHALLENGES

NOURISHING AGRICULTURE

The first objective of our agricultural cooperative concerns nourishing agriculture. This consists of guaranteeing healthy, high-quality and affordable food for all in light of growing societal expectations and the quest for traceable, healthy, affordable and eco-friendly products with organoleptic properties. The act of consumption is about pleasure that combines the search for products that cover essential nutritional requirements and protect consumer health and well-being while limiting their impact on the environment and purchasing power.

CHALLENGE 1

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

AGRICULTURAL PRODUCTS THAT CONTRIBUTE TO FOOD RESILIENCE

The Euralis Group contributes to food sovereignty via direct and indirect food production, including upstream production destined for human and livestock consumption or the finished products of its Food Activities.

Over the 2022-2023 financial year, Euralis helped to produce 880,000 tonnes of livestock and crops and 30,400 tonnes of foodstuffs. These products are aimed at different types of customers, including the general public with Point Vert sales outlets and large and medium-sized distribution networks and food industry professionals (out-of-home catering, delicatessens, caterers, butchers and pork butchers, wholesalers and grocery stores).

These types of production, particularly crop production, may come from contractual sectors developed in partnership with downstream industrial clients. Examples include the partnership signed between Euralis and Bonduelle to create a pulse sector in June 2022. Euralis now offers farmers the opportunity to produce lentils, dried beans and chickpeas for Bonduelle.

These pulses are sorted at the Lidea plant in Francescas (Southwest France) and then sent to Bonduelle.

This sector falls within the French government's food sovereignty policy, driven by successive health crises. It also meets the rise in consumer demand for vegetable proteins and products grown and processed in France and offers the cooperative's member farmers the chance to diversify their revenues. Over the past year, 115 member farmers signed up to the new sector (30 chickpea farmers, 40 lentil farmers and 45 dry bean farmers), with nearly 1,000 hectares cultivated. They are present throughout the entire cooperative region.

Over the course of the 2022-2023 financial year, 39% of the agricultural land of Euralis farms was covered by a production contract.

Lidea also contributes to food sovereignty and invests in research in genetics to offer protein-rich seed varieties. This research programme falls within the France Relance Protein Plan for soya, rapeseed and pulses. The aim is to obtain more productive and sustainable seeds.



Pauline Rahobisoa,
Lidea Environment, Safety and Health
Coordinator



"At Lidea, we work towards sustainable agriculture on a daily basis. To do so, we put innovation at the heart of our strategy. The research undertaken aims to offer high-protein seed varieties, which is why we are a part of the France Relance Protein Plan for soya, rapeseed and pulses. We are also looking to obtain more productive seeds which use fewer input products (to limit the use of plant protection products) and are more resistant to water stress and diseases and therefore likely to be resistant to climate change."

Euralis Gastronomie rears ducks for foie gras in three sectors: France, PGI and Label Rouge. This activity transforms ducks and geese and sells a large range of products, from foie gras in several forms (raw, semi-cooked, preserved) and formats, as well as duck products (including duck, aiguillettes, gizzards, etc.). Research and Development activities help to continually enrich expertise and expand the range of duck gastronomy products sold under the Maison Montfort and Rougié brands. These products are sold in France and abroad on general public networks (supermarkets) and restaurants. For the Rougié brand, Euralis Gastronomie also selects high-quality gastronomic products (scallops, lobster).

Delicatessen Activities produce and distribute product ranges from starter to dessert with the utmost respect for traditional cooking methods. They also include dry-cured meat activities (dry-cured ham and sausages, etc.). They sell products under the Stalaven and Teyssier brands in butchers, pork butchers, and caterers networks, as well as bakeries, wine retailers and



2022-2023 KEY INDICATORS

100%

OF POULTRY LIVESTOCK
PRODUCTION IS
SQL-CERTIFIED*

last-year value: 99.7%

B24 objective: 100%

30%

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

last-year value: 41%

B24 objective: 35.5%

7.8%

OF LIVESTOCK
PRODUCTION (CATTLE)
IS SQL-CERTIFIED*

last-year value: 7%

B24 objective: 13%

2.4%

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

last-year value: 2.6%

B24 objective: 5%

14.5%

OF FOOD PRODUCTION
(DUCKS) IS SQL-CERTIFIED*

last-year value: 17%

B24 objective: 17%

*Sustainable Quality Labels



Baptiste Dufour,
Sales Director,
Cargill



“At Cargill, we appreciate the importance that Euralis attaches to traceability. This concern reflects the Group’s mature approach to this topic and the particular attention it pays to the sanitary quality of the products it offers in the context of our partnership. This is extremely important for us. Beyond traceability, sustainable production methods meet the expectations of consumers who want to ensure that the products they consume respect the environment throughout the value chain, from producers to processors.”



restaurants. The Qualité Traiteur branded products and supermarket own-brands are sold in supermarkets. Products from the Stalaven brand are sold in out-of-home catering networks and to restaurant industry professionals.

SAFE, HIGH-QUALITY PRODUCTS

Our cooperative group is dedicated to offering safe and high-quality products from farm to fork. To enhance our expertise, we have adopted a certification strategy to guarantee the safety of our products.

72% of our food and vegetable products are thus covered by food safety or product quality certification.

Five of the six production sites in France (97% of total production) are IFS-certified⁽¹⁾, an indication of food safety in the manufacturing process.

In addition, we are extending this requirement abroad since our Brezovo food site in Bulgaria is in the process of achieving FSSC 22000 certification (a reference framework recognised by the Global Food Safety Initiative [GFSI]) by the end of 2023.

The Agricultural Division relies on the CSA-GTP standard (Food Safety Charter - Good Trading Practice) to certify its good grain collection, storage and marketing practices.

To prevent health risks caused by climate change, Euralis uses Qualimètre, which helps to evaluate the risks associated with the development of fungi and manage a surveillance plan. This evaluation tool helps fight against the development of fungi-producing mycotoxins, which are problematic for maize intended for human consumption in our value-added sectors.

With the help of farmers who collect information in the field, the predictive model estimates the overall risk level, as well as at the plot level, based on agronomic and climate data. For the 2022-2023 collection, this tool was used in 15.3% of maize plots in French sectors ⁽²⁾ where collections took place.

To promote the traceability and origin of our products, the Food Activity brands source their raw ingredients in France wherever possible.

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

In addition, our cooperative is working on obtaining recognition for its high-quality, healthy and sustainable products, via official quality signs and labels.

• **64.6% of livestock production (cattle, poultry and ducks and geese) 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)). 100% of our poultry is produced under these labels while 30% of our ducks & geese are produced under the PGI label or Label Rouge certification and 7.8% of our cattle sector has obtained Label Rouge or AB certification.

- **3% of our crop production** is grown under the AB label.
- **14.5% of food production in our Duck activity** is mainly PGI- or Label Rouge-certified, while 2.4% of the finished products of our Delicatessen Activity are certified under the PGI, Label Rouge or AB labels.

To meet growing consumer expectations in terms of traceability, food safety and eco-friendly agricultural practices, Euralis defines a precise and rigorous set of specifications at its members’ farms as part of its production plans, in partnership with its industrial clients. These specifications are based on tangible criteria which aim to measure the sustainability of agricultural practices and farmers are compensated according to their compliance with these criteria.

HIGH-QUALITY PRODUCTS THAT STAND OUT FROM THE COMPETITION

Our Delicatessen Activity pursues its brand strategy by looking to stand out from the competition with proven superior taste. To do so, it continues to test its products with consumer panels, via an independent research institute. Consequently 50 products sold are recognised as superior to those of our competitors (36 products from the Stalaven brand and 14 products from the Qualité Traiteur brand).

The 2023 General Agricultural Competition was also the opportunity to showcase the quality of our products from our two dry-curing sites which swept the podium: a gold medal was awarded to the “Classic” Perpezac-le-Noir dry-cured sausage and silver and bronze medals were given to the Fine Long Lean Sausage and the Teyssier Ardèche traditional country pâté.

Maison Montfort is among the three key players in the foie gras market in supermarkets and has established itself as the leader in the high-quality, whole foie gras segment. The brand won three medals at the 2023 General Agricultural Competition for its “Excellence” semi-cooked foie gras and two medals for its Gasconne PGI preserved foie gras. Half of consumers are familiar with these products, and its flagship ranges are “Grand Héritage” and “Excellence” foie gras.

Rougié is a leading brand in the restaurant industry and owes its success to its constant presence among chefs, supported by 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. Rougié is also the founding partner of the “Bocuse d’Or Winners” Association.



Isabelle Merel,
Head of Procurement and
Qualité Stalaven STB

“At the Yffiniac site, we have undertaken substantive work at our savoury pastry lines with a 10 million-euro investment. Over three years, this project mobilised a dedicated multi-activity team who are highly committed on a daily basis. A brand-new, more mechanised, high-performance production tool has been implemented while ensuring manufacturing continuity. The challenge was to preserve expertise and the artisanal aspect of our products, maintain consistent and controlled quality, optimise costs and improve capacity.”



⁽¹⁾ International Food Standard, set of audit references for managing food quality and safety (processes and products), recognised by distributors.

⁽²⁾ Change in the scope of the indicator, which historically only concerned waxy maize and now covers all the maize intended for human consumption in our value-added sectors.



2022-2023
KEY INDICATOR

€10.3 M
TABLE DES PRODUCTEURS'
TURNOVER

last-year value: €9.7 M

B24 objective: €11.3 M



Olivier Chabat,
Head of Development
and Distribution, Euralis
Agricultural Division



"In our short circuit food aisles, the "Table des Producteurs" offers various products (birds, cheese, meat, charcuterie, fish, sweet and savoury pastries, etc.), which are all healthy, safe and made from high-quality products.

This offer meets the expectations of consumers who are increasingly concerned about what goes into their food: they favour short circuits and local, seasonal produce which meet their nutritional needs. Meanwhile, the proximity between producers and consumers that we offer our clients goes hand-in-hand with food safety."

ORGANIC, LOCAL, SUSTAINABLE AND HEALTHY PRODUCTS AND PRODUCTION

Traceable, healthy, sustainable and local products are increasingly popular among consumers. The Euralis cooperative strives to meet these consumption trends while adapting its plant and livestock production, as well as its food products.

SUSTAINABLE PRODUCTION

By supporting certain farmers towards HEV certification⁽²⁾, Euralis encourages the development of local, traceable production and the sustainability of agricultural practices. The development of certain contractual sectors shares the same objective. Examples include the production of pulses, red kiwis and maize under the Gaïa contract (a sustainable private standard developed by Euralis).



TABLE DES PRODUCTEURS

Our "Table des Producteurs" food aisles offer local products in some of our Point Vert stores. Created in 2012, they have made the cooperative a forerunner in this market. Over the years, our aisles and product ranges have expanded to include meat, fish, dairy, wine, fruit and vegetables, etc. The number of listed producers has also increased, currently totalling around 500. Ten years after the creation of this brand, the objective remains the same: meeting consumers' expectations as best as possible by offering high-quality, traceable, local and seasonal products. To date, we operate 34 departments in stores included in the network and 5 departments in stores franchised under the Point Vert and Magasin Vert brands. In 2022-2023, in the context of inflation and a fall in consumption, the turnover of these aisles increased by 7% compared to the previous financial year.

The organic market is down this year, particularly due to very high inflation and a fall in consumer purchasing power. Consequently, some farmers are considering the possibility of returning to conventional methods while others are choosing to wait and opt for transition crops which benefit the soil structure (prairies, alfalfa and clover, for instance), aiming to resume organic production as soon as the economic situation improves. These two farmers' profiles represent around 10% of agricultural land. In this difficult context, Euralis is maintaining its production plans with Agribio Union and throughout the financial year, we counted 230 organic producers. For the record, Euralis has been committed to the organic sector since 1999, particularly via Agribio Union, the first union of organic cooperatives in Southwest France, specialised in the collection and sale of grains and oilseeds. This provides a guaranteed outlet for farmers who promote the production of 10,000 hectares of field crops. In addition to this initiative, we should also mention 2,400 hectares of seeds, 710 hectares of field crops and 105,000 birds and cows, all organically certified throughout Euralis farms.

HEALTHIER, HIGH-QUALITY PRODUCTS AND A NUTRITIONAL CHARTER COMBINING PLEASURE AND HEALTHY EATING

Measures to improve the nutritional quality of products from Euralis's Food Activities have been undertaken throughout the financial year.

Concerning Duck Activities, the Rougié brand launched three new charcuterie terrines, signalling its new approach to designing recipes for this type of product: free from allergens and sodium nitrite, reduced salt content (1 g/100 g) and no added sugar.

This work will continue throughout the 2023-2024 financial year on the same product segment through eight newly-designed, emblematic charcuterie terrine recipes to be launched in September 2024.

Stalaven Teyssier Boutot has also continued its work to reduce and/or remove food additives in all its product ranges by removing colourings from its creams and pork liver terrines. This work carried out in collaboration with its suppliers has also allowed it to remove certain ingredients used in its charcuterie, salads and prepared meals.

Alongside these measures, Euralis has chosen to draw up a nutritional charter for all its products, in line with its commitments in terms of nourishing agriculture and stakeholder expectations.



This nutritional charter falls within our continuous improvement strategy based on major societal expectations (accelerating the optimisation of the nutritional quality of products, guaranteeing food safety and traceability and improving nutritional information for consumers who wish to take control of their food choices).



Audrey Estival,
Head of Rougié Marketing

"Constantly perfecting their working methods and always keen to innovate, the Rougié teams have contributed to the successful launch of three duck-based charcuterie terrines. They have paid great attention to the quality and composition of this new range which is guaranteed to be free from preservatives, nitrites, allergens and alcohol. They have also taken great care in sourcing raw ingredients: the meat used in the terrines is exclusively from France. Finally, an effort has been made to improve product sustainability and eco-design."

It also relies on the willingness of Euralis to be part of a global and sustainable approach in line with France's strategy for food, nutrition and the climate. It thus supports the promotion of healthy, safe, well-balanced, affordable and delicious food for all.

Co-designed with a multidisciplinary project team who are trained and supported by nutritionists and scientific experts, this strategy has defined three commitments:

- **Improve the nutritional quality of products**
- **Promote healthy, safe, well-balanced, affordable and delicious products**
- **Give clear, responsible and sustainable information to clients and consumers**

This common foundation must now be addressed over the course of the next financial year in roadmaps specific to each Activity, allowing them to define targets and trajectories associated with the 2025 and 2030 horizons.

⁽²⁾ High environmental certification is a voluntary label based on compliance with criteria relating to the protection of biodiversity, a plant protection strategy, fertilisation management and water resource management.



2022-2023 KEY INDICATORS

-10%

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

last-year value: -9.3%

B24 objective: -10%

62%

RATIO OF CULTIVATED
AREAS OF EURALIS FARMS
MANAGED BY FARMERS
RECEIVING ANNUAL
CONSULTING (TRANSITION
TO AGROECOLOGY)

last-year value: 61%

B24 objective: 42%

41.6%

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

last-year value: 30.9%

B24 objective: 32.3%

SUSTAINABLE AGRICULTURE

CHALLENGE 2

ACTING IN LIGHT OF CLIMATE CHANGE TO PRESERVE RESOURCES AND BIODIVERSITY

The agricultural sector faces many challenges. Firstly, the need to mitigate and adapt to climate change, the signs of which are increasingly visible. As the world's population continues to grow and protecting the environment and natural resources is more crucial than ever, we are required to produce in accordance with quality and diversity standards. Naturally, Euralis must adapt and modify its agricultural and industrial practices to move towards greater sustainability. 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 PRACTICES

A GROWING CONSULTING AND SERVICES OFFER

Euralis is helping farmers move towards eco-friendly agroecological practices. To do so, the Agricultural Division has developed a comprehensive range of consulting and services provided by 55 trained farming advisors whose skills have continued to develop since the cooperative chose consulting in 2020. This consulting offer goes hand-in-hand with the development of our sectors. In the 2022-2023 financial year, 1,700 farmers benefited from a consulting and services offer which aims to optimise their agronomic, environmental, economic and regulatory performance.

This consulting offer is structured around supporting farmers in their crop strategies (crop rotations and technical solutions), visits at each stage of cultivation, and implementing agroecological practices and specifications for each sector.

A range of services to support the management of farms (regulations, agricultural labour, single document, etc.) are also offered to farmers.

In addition, over the past few months, a team of advisors has been dedicated to providing "strategic plant protection consulting" to help farmers reduce their Treatment Frequency Indicators (TFIs). A total of 600 services were provided over the course of the financial year.

DEVELOPING SUSTAINABLE PRODUCTION OPPORTUNITIES

The Euralis cooperative (particularly the Agricultural Division) is a key partner in the sustainable transition of activities undertaken by its industrial clients and farmers. As such, it is working alongside its industrial partners to develop value-added sectors which meet their needs in terms of quality and sustainability.

Production contracts are thus co-developed to meet anticipated objectives in terms of sanitary, physical and nutritional quality, carbon emissions and storing and preserving resources (water and biodiversity).

Productions are then rolled out in the field by producers who are supported by the cooperative's advisors to meet the requirements of the contract specifications.

For farmers who are committed to these sectors, it is a means of ensuring the transition towards more sustainable practices and improving their revenues while benefiting from long-term contractual guarantees.

The Agricultural Division also proposes two specific offers to support producers who have obtained or are in the process of obtaining organic certification and to help producers obtain HEV certification.

PRECISION AGRICULTURE

The OPTI'AG precision agriculture tool has been re-designed during the financial year. Now optimised, this decision-making tool groups together all precision agriculture solutions available to farmers through the Agricultural Division. The aim is to offer intra-plot adjustments to fertilisation and irrigation control. Through a technological package including smart tools such as weather stations, ground probes, field sensors, drones and satellite images, OPTI'AG offers solutions adapted to each farm.





Anne-Claire Richard,
Marketing & Innovation Manager,
Euralis Agricultural Division



"We are developing consulting and services offers for farmers, in line with the Egalim law. We are helping farmers to roll out sustainable solutions to safeguard their production in as many value-added chains as possible. Our mission is to innovate towards sustainable agriculture. By bringing together key players in our sectors, industrial partners and farmers, we can offer tailored solutions that make the transition of our sector possible, particularly regarding various key issues (improving water management, ploughing, cover crops, reducing environmental impacts, providing alternatives to plant protection products, improving the traceability of our sectors, diversifying crop rotations, etc.), while putting agronomy at the heart of our initiative."

32



ALTERNATIVES TO SYNTHETIC PRODUCTS

Farm advisors are committed to encouraging farmers to reduce their use of plant protection products in favour of more sustainable solutions. To do so, they provide recommendations that aim to reduce Treatment Frequency Indicators to below 30% and help to promote cover crops and invite farmers to adapt their fertilisation programmes. They also offer them the possibility of spraying anaerobic digestate on their plots and provide a range of biostimulants, particularly based on micro-organisms and plant hormones, which makes it easier to implement alternative technical solutions. At the same time, Euralis is innovating to implement new biosolutions regarding soil activation and regeneration. Future projects include soil pest control, carbon sequestering and adapting to water stress.

SUSTAINABLE AGRICULTURE INITIATIVE (SAI)

The Euralis cooperative and all its producers have obtained SAI/FSA silver certification for all their grain and vegetable production.

The Farm Sustainability Assessment (FSA) provides a range of tools to companies in the agrifood sector, allowing them to evaluate and improve the durability of supply chains at their farms.

REGENERATIVE AGRICULTURE

Euralis offers the Gaïa contract to its members. Developed by the cooperative and based on a private standard, it highlights the implementation of agroecological practices in maize and soya plots with specifications covering the main action levers, such as covering soils, reducing ploughing, limiting fertilisation, reducing the use of plant protection products, as well as managing irrigation and agroforestry projects.

Throughout the financial year, over 500 producers signed up to this contract, representing 12,000 hectares of maize and soya.

In addition, the Euralis cooperative is a member of the "Pour une Agriculture du Vivant" (For a Living Agriculture) movement. Created in 2018, this association leads a collective and collaborative strategy and invites those who join it (agricultural cooperatives such as Euralis, as well as farmers, distributors, industrial partners, etc.) to accelerate changing agricultural practices to regenerate the soils, biodiversity and ecosystems.

IMPROVED TRACEABILITY

The cooperative's VISION traceability tool makes it possible to monitor the production plan throughout the campaign. This involves geolocalising plots, monitoring consulting, and managing practices and forecasts (risk level associated with datura, for instance). Two hundred thousand hectares have already been geolocalised thanks to this tool.

All of these actions contribute to the development of agroecological practices within our cooperative while encouraging the rise in production according to sustainable standards. During the 2022-2023 financial year, 41.6% of the production from Euralis farms was thus enhanced and sold downstream according to sustainable standards (NF, regenerative agriculture, 2BSvs, SAI, etc.).



Antoine Bille,
CEO
Seretram



"Seretram is a historic partner of Euralis. Together, we are committed to a sustainable initiative, and we aim to make Géant Vert the most eco-friendly brand on the market. This allows us to meet the expectations of consumers who favour healthy, traceable and eco-friendly products. To implement this strategy, we have conducted numerous initiatives over the past few years as part of a long-term strategy, which involves monitoring and managing water consumption and regenerative agriculture."

SUSTAINABLE SEED RESEARCH AND DEVELOPMENT

To guarantee the longevity of its farms, Lidea must contend with various economic, demographic societal, climatic and environmental challenges that the agricultural sector is exposed to. Finding a balance between a sufficient level of high-quality production that respects both the environment and consumer expectations is crucial. 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.



2022-2023 KEY INDICATOR

9.0%

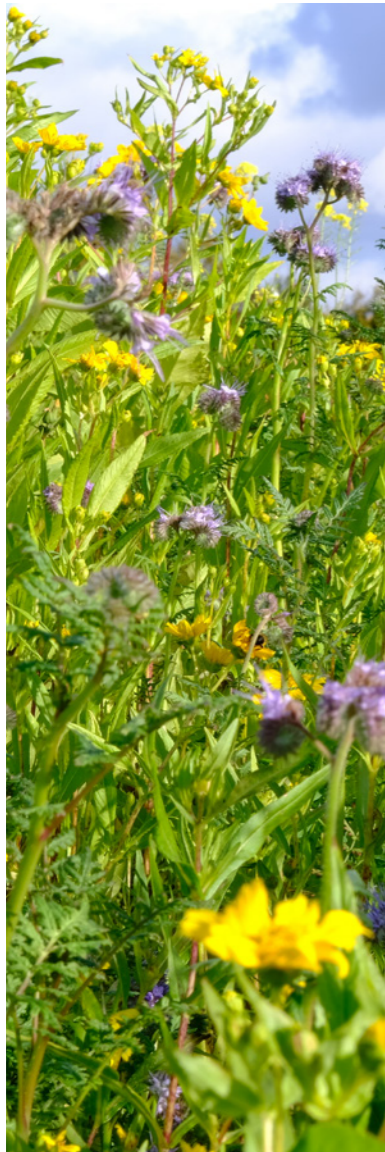
**OF LIDEA'S TURNOVER IS
INVESTED IN DEVELOPING
VARIETIES THAT ARE
RESISTANT TO WATER
STRESS, ETC.**

last-year value: 9.2%

B24 objective: 10%

33





SUSTAINABLE SEED RESEARCH AND DEVELOPMENT

Distributed across 19 research stations throughout Europe and South America, the teams guarantee a constant flow of genetic and varietal innovations and high-end solutions, tested under real-time crop conditions on tens of thousands of experimental micro-plots to meet the technical, agronomic, soil, climate and commercial requirements of each farmer, all whilst integrating sustainability criteria (water and input product consumption, resistance to diseases, protein content, etc.).

DEVELOPING INNOVATIVE SEED SOLUTIONS

Lidea has developed the BOOST & GO solution for maize, sunflower, alfalfa and sorghum, an association with four cumulative courses of action:

- **Protecting crops against major pests**
- **Combining nutrients to improve and accelerate emergence**
- **Integrating a biostimulant to support and promote plant development**
- **Producing a specific coating for enhanced application and distribution around seeds, while improving user safety by limiting dust**

This solution helps to preserve the genetic potential of maize during the early stages of plant development, thus safeguarding the plant population.

RESISTANCE TO DISEASES

Lidea is working on three areas of sunflower research: productivity, resistance to diseases and climatic stress, as well as fatty acids and oil content.

For disease resistance, two labels have been developed in recent years: OR Master (resistant to sunflower broomrape) and Mildew Master.

Thanks to this, 43% of Lidea sunflower varieties did not need to be treated against mildew for the 2023 campaign compared to 20 to 25% during previous years. In addition, certain varieties are naturally resistant to mildew, which reduces spraying requirements in factories and in the field.

Likewise, varieties with the OR Master label are naturally resistant to the major broomrape species. This represents 84% of our portfolio.

COMPANION PLANTS

With the Symbio Pack, Lidea combines rapeseed and other species by offering a ready-to-use mix. This has a disruptive effect on pests, while “companion” plants combined with rapeseed provide nitrogen to the soil. This generates competition on plots, limiting weeds that grow at the same time. This also helps to limit the use of plant protection products to obtain higher yields for rapeseed and protect users by reducing product handling.

COVER CROPS

Lidea is working on planting cover crops in between cash crops. These intercrops help protect the soil by covering it and fighting against erosion and compaction. This also helps to capture the fertilising elements present in the soil and prepare the field for future crops. This limits the need for input products in soil that is already rich in nutrients.

For maize, the use of cover crops before planting helps to reduce the use of nitrogen by 20 to 30%. This cover crop will also capture CO2 in the air.

BIODIVERSITY

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

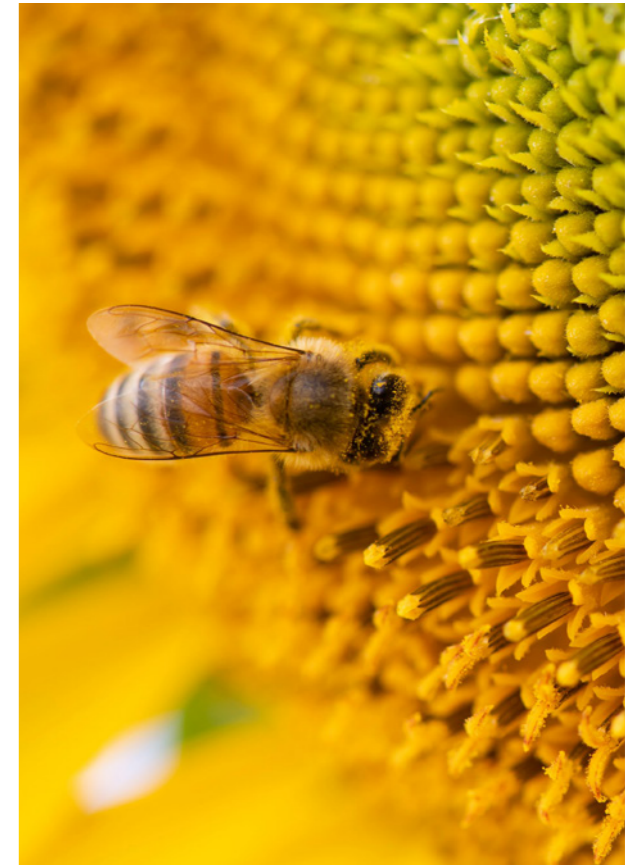
PRESERVING VARIETAL DIVERSITY AND LIMITING THE IMPACT ON WILD FAUNA AND FLORA

The Euralis cooperative contributes to biodiversity and aims to limit its impact on ecosystems in the regions where it operates. Firstly, it encourages farmers to transition towards sustainable practices that are respectful of the environment. Examples include the work carried out on soil fertility by improving and maintaining the rate of organic matter, reducing mechanical ploughing and optimising coverage all year round.

Secondly, it is dedicated to diversifying cultivated species (grains, vegetables, fruits, etc.) and reared livestock (cattle, poultry, ducks, geese, etc.).

DEVELOPING HABITATS AND FOOD SOURCES

Various initiatives have been put in place at the Agricultural Division to develop habitats and food sources: rolling out biodiversity diagnostics at farms, diversifying crops and rotations, increasing hedgerows, developing flowering fallows and supporting agroforestry projects. Euralis is also a member of the “Ici on Sème” collective in partnership with the PUR Projet. In particular, this offers the opportunity for poultry farmers and kiwi producers to benefit from funding if they wish to embark on agroforestry projects. For poultry, the aim is to improve animal welfare by adding greenery to farms and hedges to protect kiwi plots. Over three campaigns, more than 5,000 trees have been planted, both in poultry pastures and protective hedges grown in kiwi orchards.





DECARBONISING OUR ACTIVITIES

CARBON FOOTPRINT

The carbon balance helps to calculate all the greenhouse gas emissions, also known as GHGs (carbon dioxide, methane, nitrogen oxide, etc.), of a given organism. The aim is to have a precise idea of the carbon footprint of an organism to identify the main emission categories that it makes up. It is a prerequisite to defining a decarbonisation strategy.

Our Group has decided to analyse the carbon footprint of its three areas of activity to determine their carbon impact throughout the value chain. As a result, direct and indirect emissions particularly associated with energy, transport and products bought have been included in our study.

One million, one hundred thousand tonnes of CO₂ equivalent were emitted by all our activities⁽³⁾. Eighty-seven per cent of our emissions come from input products (purchase of raw materials, grains, packaging, services, etc.), 5.7% from freight and 1.4% from energy.

DECARBONISATION STRATEGY

Once our greenhouse gas emissions have been determined, our cooperative works on establishing its low-carbon strategy to transform its agricultural, food and energy practices.

It was therefore only natural for Euralis to join the Décarbon'Alim strategy, coordinated by ADEPALE (Association of Processed Food Product Companies) and supported by ADEME (French Environment and Energy Management Agency) in April 2023, alongside six other companies.

Planned over 12 months, this strategy draws on the ACT@ Pas à Pas⁽⁴⁾ method developed by ADEME and the CDP (Carbon Disclosure Project), which allows companies to work on an economic model that is compatible with climate-related challenges and a structured progress approach to commit to a low-carbon future.

The strategy was initially launched with the Agricultural Division, the main emitter of greenhouse gases from our activities (46% of our carbon footprint). The results of the diagnosis and the SWOT study (strengths, weaknesses, opportunities and threats) carried out throughout its perimeter have helped to formulate the Division's new vision: "Innovating towards sustainable agriculture, improved food products and the rise of renewable energies in Southwest France. Together, we offer tailor-made solutions to facilitate the transition of our sector and are working towards a "more sustainable" carbon-neutral agricultural sector by 2050 where farmers and industrial clients have a shared approach to solving climate-related challenges".

A reflection on the Agricultural Division's strategy is underway to include the climate dimension and commit to

roadmaps that aim to reduce greenhouse gas emissions and increase storage in carbon sinks, following the roadmaps defined by the Science-Based Targets (SBTi) initiative, which consists of science-based objectives in line with the Paris Agreement (+1.5°C).

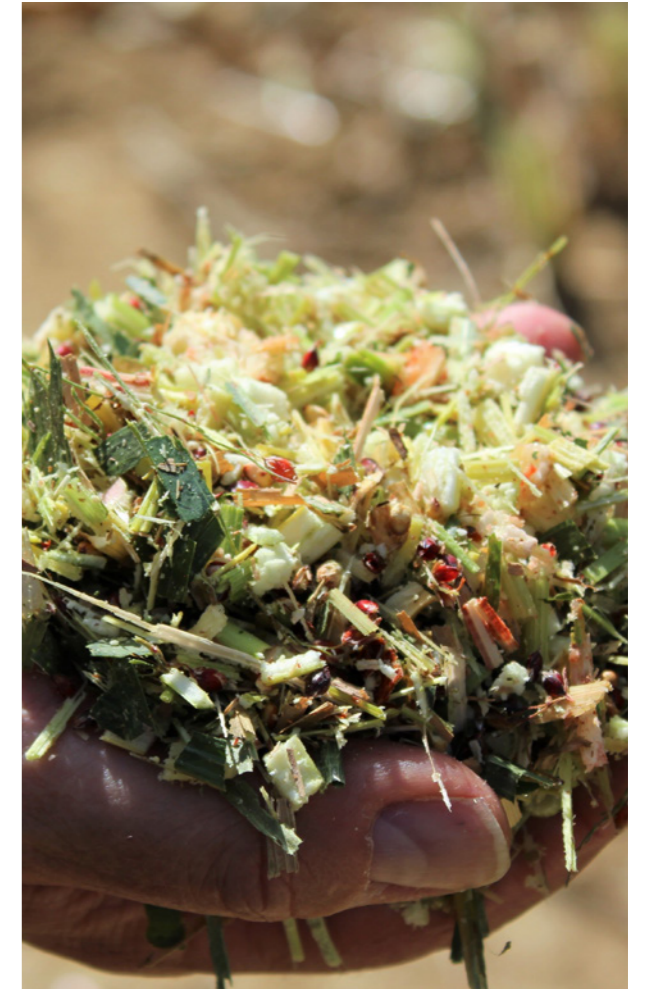
AN EXAMPLE OF AN INITIATIVE AIMING TO REDUCE EMISSIONS FROM OUR AGRICULTURAL ACTIVITIES

Lidea has just launched its carbon diagnostics offer with French seed producers in a bid to support farmers in the implementation of new practices which aim to reduce their carbon footprint while benefiting from carbon credits. To do so, Lidea draws on the EasyCarbon tool, which collects data to calculate the carbon footprint of farms.

One of the action levers is based on multi-species cover crops to limit the carbon footprint generated by fertilisation. Producing ammonia does require a lot of energy. There are therefore co-benefits of using cover crops, in particular, storing carbon while reducing greenhouse gas emissions. According to the first estimations, these cover crops would make it possible to store around 0.9 tonnes of carbon per hectare per year.

Consequently, at least 75% of carbon credits generated are given back to farmers. The remainder goes to CarbonApp, which has been working with Lidea on this issue for almost a year, to register its strategy under the low-carbon label and finance management costs.

For now, the initiative is being launched and the offer is not yet available to all distributors. We already have around thirty farmers committed to this strategy.



⁽³⁾ All our activities in France and Lidea activities abroad - ⁽⁴⁾Evaluating the Low-carbon Transition



2022-2023 KEY INDICATORS

ANNUAL ENERGY CONSUMPTION (GAS, ELECTRICITY AND PROPANE)

138,500 MWh

last-year value:
155,000 MWh

B24 objective: 154,000 MWh

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

SOLAR PANELS INSTALLED BY EURALIS AT FARMERS' FARMS

1.2 MWc

last-year value: 0 MWc

B24 objective: 13 MWc

CARBON FOOTPRINT (SCOPES 1, 2 AND 3)

REFERENCE YEAR (2021-
2022 FINANCIAL YEAR):

**1,100 KTONNES
EQ. CO2**

Energy efficiency, conservation and sustainable mobility

ENERGY MANAGEMENT

The Euralis Energy Department is responsible for managing the group's energy expenditure, aiming to reduce consumption as much as possible. To do so, it is working on four main areas.

Firstly, optimising energy purchases in the widest possible sense of the term, which is even more necessary at the moment in light of fluctuating markets.

Then, managing the reduction in energy consumption via a monitoring tool and an overall energy efficiency plan. The aim is to precisely identify the main uses behind each activity's energy consumption. Once identified, we draw up specific energy performance indexes, which help us to reliably monitor changes in consumption. This tool was implemented at the start of the financial year, with 40 of the group's main consumer sites now monitored. At the cooperative headquarters, for instance, during the previous financial year, energy consumption fell by 30%, particularly thanks to the conservation strategy implemented by Euralis. At the same time, we pursued the implementation of energy efficiency measures to reduce our consumption. The Perpezac site has therefore rolled out a major overhaul of its energy master plan, resulting in a 25% reduction in electricity consumption for the site's cooling equipment.

The Energy Department is also working on decarbonising its activities. Launched in collaboration with ADEME (French Environment and Energy Management Agency), the study aiming to decarbonise activities at the Lescar headquarters has been completed. All technical aspects have been analysed and budgets have been drawn up. Financing and return on investment time are still under study.

The latest research area focuses on renewable energy production. Regarding solar energy production on Euralis land, the team has completed work on compiling and quantifying the production potential, assessed the preparatory investments and solar energy investments, as well as the associated business plan.



EURASOLIS

Eurasolis is the Group's solar energy sector. Created in spring 2022, it aims to become a key player in renewable energy production in Southwest France and offer farmers diversification and development opportunities. Eurasolis therefore offers comprehensive support from project design (drawing up a business plan) to implementing solar plant projects on new buildings and existing roofs. Farmers who take part benefit from guaranteed income for 20 years: for a 300-kWc solar plant, additional revenues can reach up to 1,000 euros per month, depending on the project. Nearly 100 projects in total have already been signed, and the 30-megawatt mark is expected to be reached by the end of 2025. To accelerate the development of Eurasolis, Euralis joined forces with IntHy, a renewable energy producer and distributor, in June 2023. Thanks to its two shareholders, Eurasolis continues to develop its existing activities, namely rooftop installations, and is working on expanding its ground-mounted and agrivoltaics offers.

SUSTAINABLE MOBILITY

At Euralis, sustainable mobility comes mainly in the form of 'greening' our fleets and optimising transport for grain collections.

Euralis is also pursuing sustainable mobility measures for its fleet of light-duty vehicles. The range of vehicles on offer has been revised, again aiming to reduce carbon emissions, by selecting only vehicles with no penalty (the threshold for which is lowered every year), of French make or manufactured in Europe, or converted to hybrid and electric technologies. An electric vehicle is proposed for each category in the catalogue. Installing charging stations at the headquarters in 2022 has made it easier to switch to electric, and has allowed us to start ordering new electric vehicles. Reducing carbon emissions also means increasing the number of vehicles running on bioethanol fuel. It should be noted that Euralis is a key player in this sector.

Regarding collection and transport, efforts to optimise flows date back to 2011, and are revised every year. Pooling collection points among several cooperatives in Southwest France has reduced the transport of grains: the volumes from each collection point are transferred to the nearest drying room, regardless of which cooperative the farmer may belong to. In total, 170,000 tonnes of fresh maize were sent directly to silo dryers, i.e. nearly half of volumes from our autumn collection, serving as a testimony to the cooperative's regional network and the effectiveness of pooling.



Pierre Laffitte,
Member farmer

"We are witnessing a turning point in our profession: I am still a farmer and breeder, but I now also produce my own electricity thanks to my solar panels. This provides an opportunity for me to develop my farm: I breed Blondes d'Aquitaine cows and I sell my haricot bean production. Revenue from renewable energy production allows me to enhance the buildings that house my livestock and therefore improve breeding conditions. All farmers should produce their own energy to contribute to our energy conservation policy."





2022-2023
KEY INDICATOR

19%
OF THE VEGETABLE AND
SEED CONTRACTUAL
PRODUCTION AREA
BENEFITS FROM
IRRIGATION CONTROL

last-year value: 15.7%
B24 objective: 70%

BIOFUEL

Euralis has partnered up with Océol, a purchasing organisation which supplies the bioethanol production unit located at the Lacq industrial site in Southwest France. Over the course of the financial year, the Agricultural Division supplied over 140,000 tonnes of maize to the BSO industrial site. This is a way of making an effective contribution to the development of green energy produced locally, in the cooperative's historic territory.

Water resources

Managing water resources is a major challenge for all of the Group's Activities at a time when the effects of climate change are becoming increasingly apparent, with major repercussions for farming practices (periods of drought and localized heavy rainfall).

Lidea's Research and Development department is working to develop seeds that are more resistant to water stress and more water-efficient, in particular through its Cactus label for maize varieties.

At the Agricultural Division, numerous initiatives are underway: training advisors in regenerative agriculture, the Gaïa sustainable contract based on a private standard which remunerates sustainable practices, and the Opti'Ag tool for irrigation management. The latest tool offered by the cooperative is the Opti'Ag EAU solution, which combines a decision-making tool (WAGO, developed by TerraNIS), field sensors and an agronomic diagnosis to control irrigation on a plot-by-plot basis. Thanks to this solution, farmers can access comprehensive data for each of their plots, including evapotranspiration and monitoring crop development and the water balance. This makes it possible to see when crops are under stress and therefore optimise and anticipate

their irrigation. Performing an agronomic diagnosis (crop profile and soil analysis) also helps determine the type of soil, useful water reserves, easily usable reserves and water dynamics in the soil, to decide on the best possible irrigation strategy.

Furthermore, for several years, Euralis has been working with unions and the Water Agency within the framework of regional action plans (RAP).

Managing water resources at our industrial sites involves constantly and rigorously monitoring the use of water and the safety of runoff water.

Firstly, by reducing the amount of water consumed in our production processes and limiting polluting runoff. Our industrial sites, particularly in the food sector, take steps to reduce water consumption every day and manage their activities to avoid waste at every stage where water is used (e.g. detecting leaks, using flow reducers, closed circuits, etc.).

At the same time, these sites are constantly working to limit the amount of water consumed in our production processes and limiting polluting runoff, in particular by acting at the source to avoid any presence of organic matter in wastewater.

Furthermore, our sites have equipment that ensures the treatment and pre-treatment of wastewater before it is released as runoff to guarantee its safety.

Improvements are regularly made to reduce our environmental impact, such as this year's recovery of cooling water from the closed-circuit packaging machines at the Yffiniac site (Delicatessen Activity) and the overhaul of the rainwater collection and treatment networks at our Lescar site (Agricultural Division and Lidea).



Managing waste

In a bid to cut down on our consumption of natural resources and limit pollution, we aim to reduce our waste as much as possible and recover the maximum amount of waste generated, while minimising its impact at each stage of the production process.

REDUCING WASTE AT THE SOURCE WITH AN EMPHASIS ON RECOVERY

Reducing waste at the source is the first lever used by our cooperative. Our operations reduce the production and impact of waste in our manufacturing processes and in the development of our packaging wherever possible. These substantial actions aim to reduce waste from raw materials consumed in our production processes, the amount of packaging used and end products produced at our facilities.

Euralis is also committed to sorting, recycling and recovering the waste and co-products generated at its industrial sites, aiming to reduce the amount of end waste produced during its activities. Established for several decades, this practice has resulted in a remarkable 98% of waste and co-products being recovered as materials or energy in France and abroad. More than 58,000 tonnes of waste and co-products were channelled into this type of outlet over the 2022-2023 period.

The choice of treatment processes for our waste and co-products is always about favouring material recovery over energy recovery, and then favouring energy recovery over any other form of treatment. Other aspects that are systematically taken into account when selecting which treatment



2022-2023
KEY INDICATOR

98%
RECOVERY OF WASTE
AND CO-PRODUCTS

last-year value: 98%
B24 objective: 98%

process to use are the ability to guarantee treatment that complies with environmental regulations and minimising environmental impacts by recovering waste.

A good example of the constant search for the best solution to process our waste/co-products is the recovery of maize cobs, a co-product of the harvest, for the Lidea site in Caussade (Southern France). This year, a new partnership was signed with a methanisation plant in Montbazens (Southern France). This co-product was previously sent to the Hautes-Pyrénées for material recovery. To limit the impact of transport, and therefore CO₂ emissions, Lidea has opted for a methanisation process closer to our production site. This saved 357 kilometres per lorry, resulting in over 28,000 kilometres being saved in total and 2,000 tonnes less CO₂ emitted over an entire year.

Meanwhile, hazardous waste is carefully managed by dedicated and certified sectors in all activities, guaranteeing treatments adapted to their specific characteristics. A total of 372 tonnes of hazardous waste was diverted to this type of outlet this year.

Finally, as a key player in the agricultural sector, Euralis is exploring solutions to create partnerships to offer its farmers new outlets for their runoff and co-products. With this in mind, our cooperative has played a major role in the installation of a local methanisation unit in Béarn (Southwest France). This project offers two benefits to our cooperative members: the creation of a new local channel for the co-products and effluents from our farms, and the use of the liquid digestate produced as a natural fertiliser.



ECO-FRIENDLY PACKAGING

In 2023, the Duck Activity launched an ambitious plan to redesign all its packaging by 2030. In line with the “3 R” strategy (Reduce, Re-use, Recycle), it has drawn up associated action plans.



On the “Reduce” front, the Duck Activity aims to reduce the weight of packaging per consumer sales unit (CSU) by an average of 5% between now and 2030, by slimming down packaging such as glass and eliminating non-essential packaging such as cardboard boxes for dried duck breasts.

On the “Reuse” front, it plays an active role in developing packaging reuse policies launched by the French

government in the context of the AGEC law. Under the auspices of CITEO, the Duck Activity has joined forces with other manufacturers to develop reusable glass jars nationwide. This measure represents 2% of glass packaging.

Lastly, on the “Recycle” front, in 2022, 83% of all packaging was recyclable. This Activity has set itself a twofold target for 2025: to make 87% of all its packaging recyclable, and above all make 50% of petroleum-based packaging recyclable (compared with 36% today). This year, 35 tonnes of non-recyclable plastics were converted following a change in packaging for raw livers and dried, smoked duck breasts.

For its part, Stalaven Teyssier Boutot is pursuing its



Christelle Piveteau,
Safety and Environment Manager
Euralis Gastronomie

“At the Herbiers site, as part of the work we are undertaking on recycling our waste, we have launched an innovative project to recycle the backing of our adhesive labels, known as ‘glassine paper’. To do so, we have joined forces with a service provider who transforms the glassine into cellulose wadding, which is used as thermal-acoustic insulation for lofts. We plan to recycle 3 tonnes over the next 12 months. This initiative may be replicated at the Group’s other sites.”

eco-design packaging initiatives, aiming to achieve 95% recyclable, reusable or compostable primary packaging by 2025. The Origami project at the Yffiniac site has led to the replacement of non-recyclable packaging with 100% recyclable single-material packaging. The packaging has also been designed to be built-in, taking up less space in customers’ bins. In addition, work has been carried out to reduce the weight of certain types of packaging (transition to sealed trays).



2022-2023
KEY INDICATOR

56%
OF SOUTHWEST FRANCE
PRODUCTION
(IN TONNES) IS
DISTRIBUTED LOCALLY⁽⁵⁾

last-year value: 53%
B24 objective: 56%



A SOCIALLY RESPONSIBLE ECOSYSTEM

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

PROMOTING THE DEVELOPMENT OF REGIONAL ROOTS

The cooperative is traditionally rooted in Southwest France. Firmly anchored in its region, it has a significant local economic impact and creates value for all its stakeholders, starting with member farmers.

Regional development

A KEY REGIONAL PLAYER

The Euralis cooperative is one of the main employers in the regions where it operates, both in France and abroad. In total, it has 5,312 employees, including 3,529 in France. These employees are divided between the Group's headquarters in Lescar, the various production sites, warehouses, silos and Point Vert stores across Southwest France. If we include member farmers, the Euralis community is made up of around 11,000 people.

If we take into account our entire value chain, in addition to these direct jobs, there are also around 50,000 indirect or induced jobs, including almost 2,500 service providers and temporary workers who regularly work at our sites.

In France, recruitment needs remain high, particularly in the runup to the festive season for the Delicatessen and Duck Activities, and during the harvest for Lidea and the Agricultural Division. To recruit as effectively as possible, all the Activities work closely with employment agencies (the Pôle Emploi job centre, temporary employment agencies, Mission Locale, etc.).

For the 2022-2023 financial year, Euralis recruited 167 trainees and work-study students, the majority of whom were from local institutions (grandes écoles, universities, vocational and agricultural high schools, secondary schools, etc.). The trainees alone represent 73 institutions (schools and training centres). Euralis has also formed new partnerships with seven national establishments, including Toulouse Business School, UPPA, École Ferrandi, and other vocational and technical high schools, bringing the total number of partnerships with schools to 28. Lidea is also developing initiatives with schools abroad, particularly in Italy, where work overalls have been supplied to a group of students.

The Euralis cooperative also contributes to the economic development of local key players with whom it interacts, namely, service providers, subcontractors, suppliers and partners. Over the year and for the Group as a whole, purchases from our members amounted to 349 million euros, while purchases from non-members totalled 703 million euros, including 238 million euros in indirect purchases.

Euralis also contributes to the economic development of local stakeholders with whom it forms partnerships, whether with service providers, subcon-



tractors or other partners. Euralis delivered 140,000 tonnes of maize to the BSO plant in Lacq over the past financial year. This maize, which is used to produce bioethanol fuel, provides a guaranteed market outlet for farmers. Another partner, Sojalim, offers contracts to organic and traditional GMO-free soya producers in the context of selecting animal feed (100,000 tonnes delivered in 2022-2023). Euralis has also partnered up with Bio Béarn, a biogas plant managed by TotalEnergies. Commissioned in February 2023, this production unit runs on organic waste supplied by Seretram and farmers pooled by the cooperative, to produce biogas and digestate which farmers can then use in their sprays instead of chemical fertilisers. Finally, in the co-operative region, the "Table des Producteurs" short-circuit food aisles in Point Vert stores stock more than 500 local producers, generating €10.3 million in sales.

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 the 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 calendar 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 activities, as well as offering consulting and services to support farmers by signing an installation charter. The Atout Jeunes national training programme launched by the Group in 2015 also provides support for farmers who have recently set up business.

All of these measures play a key role in agricultural maintenance and development in our regions.

⁽⁵⁾ Departments 64, 65, 40, 31, 32, 33, 09, 47, 81, 82, 11, 24, 66 and 17



SPORTS AND CULTURAL PARTNERSHIPS

Euralis chooses its partners according to the values they share with the Group, in particular proximity, openness and simplicity. These partners may be sports or cultural.

In France, Euralis and some of its brands (Maison Montfort and Lidea) sponsor emblematic sports clubs in the regions where they operate: Section Paloise, EBPLO (Élan Béarnais Pau Lacq Orthez), Billère Handball, Pau FC, Stade Bagnérais, the men's rugby team from Bagnères-de-Bigorre, and Stado Tarbes Pyrénées Rugby, the women's rugby team from Tarbes. In this way, we are cultivating our roots in Southwest France. At the international level, in addition to Pau FC, Lidea sponsors a football team in Poland (LZS Starowice Dolne). Our logos are displayed on players' uniforms and in stadiums and sports halls and specific events are organised after matches. These are all opportunities to support the clubs and demonstrate our commitment via our brands.

On the cultural front, the cooperative also provides financial support to the OPPB (Orchestre de Pau Pays de Béarn), which regularly offers concert tickets, sometimes followed by dinner, to its employees based in Lescar.

PROMOTING PHYSICAL ACTIVITY AND SPORT

Through its social and economic committee, certain employees in France and their families can take advantage of sports club benefits. Registration fees for an employee or family member are covered up to a certain limit. This year, 1,978 people benefited from this financial contribution to join a sports club.

Local sports sections at several of our sites (Lescar and Mondonville) are another way of promoting sport and physical education, offering access to a wide range of sports at preferential rates: running, futsal, tennis, golf, yoga, pétanque, hiking, skiing, wall climbing, Basque pelota, padel, badminton, rugby touch, and so on. In total, more than 200 employees benefit from this scheme and regularly take part in a sports activity in one of these sections.

Finally, awareness-raising campaigns on the importance of warming up and stretching are carried out regularly with employees at all sites to instil these gestures, which have numerous benefits for joints and muscles.



Circular economy

Factory outlets are located near some of our Food Activities' French production sites (Lescar, Maubourguet, etc.). Customers and employees can find products from the Group's brands at particularly attractive prices.

Some of our Point Vert stores also have local food aisles. They 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 2022-2023 financial year, Table des Producteurs activities recorded a turnover of 10.3 million euros.

The cooperative is traditionally rooted in Southwest France, and it strives to develop local outlets and sectors. Fifty-five per cent (i.e. 500,000 tonnes) of our agriculture (livestock and crops) and food products



are produced and distributed locally to clients in Southwest France* (our cooperative's home region). The Qualité Traiteur brand (through its industrial site in Yffiniac, Brittany) tries to source its ingredients locally wherever possible. Our Terre Authentique brand, sold in supermarkets and hypermarkets in Southwest France, offers consumers products made from ducks reared in Southwest France.

Lastly, Euralis is committed to fighting against food waste. The Food Activity plants are careful to manage production and stocks as rigorously as possible in order to limit the destruction of non-compliant products or products that have passed their sell-by date. Our end-of-life products are regularly sold off in our factory outlets or through staff sales. Similarly, donations are made to food bank organisations (Banque Alimentaire, Restos du Cœur or Secours Populaire food banks). In total, 215 tonnes of foodstuffs have been distributed to these associations, mainly delicatessen products (fresh products with a short shelf life).



Christian Matheu,
Head of Sector Development
Euralis Agricultural Division

"Euralis has partnered up with Bio Béarn, a biogas plant managed by TotalEnergies in Mourenx (Southwest France). This new plant runs on organic waste supplied by Seretram (a local factory) and farmers pooled by the cooperative, to produce biogas and digestate. Farmers located within a 50 km radius of the site use this digestate by spreading it on land. This form of green energy production contributes to the economic vitality of the region, creating five direct jobs and around twenty indirect jobs."



⁽⁶⁾ Departments 64, 65, 40, 31, 32, 33, 09, 47, 81, 82, 11, 24, 66 and 17

TAKING ACCOUNT OF
GEOPOLITICAL CHALLENGES

The Euralis group systematically takes geopolitical issues into account when conducting its business activities.

In line with its values (proximity, responsibility, open-mindedness, simplicity) and commitments, the Euralis group acts in accordance with laws and regulations in all circumstances worldwide.

It has laid out several rules which it adheres to when defining its strategy.

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 and each time an event (change in regulations, politics or economic orientation) takes place in the country concerned.

The major 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 in February 2022.

Against this backdrop, Euralis continues to fulfil its role as a food producer, maintaining its seed production and marketing activities (the first link in the food chain) in this area, which is crucial to global food sovereignty. These two countries are among the leading exporters of grains and vegetable oil, particularly to the Middle East, North Africa and parts of Asia and Europe. Successive international initiatives to secure Ukrainian exports (humanitarian corridor, temporary corridor, etc.) are a testimony to this.

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

Present in France and abroad, Euralis favours the local economy for each of its subsidiaries at all its sites. This applies to human resources as well as to procurement needs and downstream development. This organisation contributes to the Group's strength and resilience by avoiding dependence on a single key player.

Euralis's solutions are recognised for their excellent quality across all activities by its partners (farmers and downstream industries in particular). 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, giving it the assurance of a sustainable market and a guaranteed market outlet, independently of major geopolitical crises and potential embargoes.



Euralis is also working on improving the autonomy of its activities, firstly, at the local level: in Ukraine for instance, the Group controls the production area and tools, and the search for very high-quality seeds which allows it to adapt to regional challenges.

Secondly, the Group is positioning itself in certain target markets, including energy and local 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 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 in the markets where Euralis operates.

CHALLENGE 5

GUARANTEEING SUFFICIENT
REVENUES FOR OUR MEMBERS

The Euralis cooperative contributes to the resilience of its members' farms by guaranteeing them a satisfactory income. To achieve this, it is committed to several initiatives.



Consulting and services offer
for sectors

As a partner in the sustainable transition of its industrial clients, the Agricultural Division forges partnerships with them to develop long-term, sustainable sectors. In addition, it offers consulting services to support these sectors. A distinction is made between specific support for vegetable and seed crops, provided by specialist technicians (sweetcorn, green vegetables, pulses, maize seeds, soya seeds, sunflower seeds and forage seeds), and support for value-added crops, provided by the cooperative's advisers (waxy maize, WaxiPro maize, food-grade soya, NF V30 001 wheat, malt barley, Gaïa, and small grain seeds).

Farmers who sign these production contracts benefit from a guaranteed market outlet as well as a premium or even guaranteed payment.

In total, for all sectors combined, 55,000 hectares were contractualised for the 2023 season, which brought the percentage of crop areas in value-added sectors to 39%, representing a 5% increase.

The Agricultural Division has also developed a contract based on a sustainable private standard called "Gaïa" (specific to the cooperative), which adds value to the tonnes of maize and soya from producers who participate in the environmental and social effort. In this way, they undertake to respect practices in line with the principles of agroecology.

Euralis is also a member of the PADV (Pour une Agriculture du Vivant, or For a Living Agriculture) initiative, whose mission is to accelerate the agroecological transition thanks to downstream product sectors with long-term contracts.



2022-2023
KEY INDICATOR

€872K

REDISTRIBUTED
TO MEMBERS DURING
THE 2021-2022
FINANCIAL YEAR

Figure validated by the GA
in February 2023

last-year value: €860K

B24 objective:
7% of paid-up share capital



Energy sector:

The Euralis cooperative is committed to producing renewable energy to meet climate-related challenges and contribute to sustainable agriculture in the regions where it operates by providing additional income for farmers. Euralis manages its solar energy offer on existing roofs and/or new buildings at its farms (see section “The Energy sector: renewable and low-carbon energy”). In total, nearly 100 projects have already been signed and 30 megawatts will be installed, in line with our objective.

The Euralis cooperative has also partnered up with BioBéarn, a biogas plant managed by TotalEnergies. Inaugurated in April 2023, this new plant runs on organic waste supplied by Seretram and farmers pooled by the cooperative, to produce biogas and digestate which farmers can then use in their sprays instead of chemical fertilisers. Over the financial year, 1,600 hectares were sprayed across 75 farms, which has reduced the use of chemical fertilizers by half.

In the framework of its partnership with BSO (Bio Énergie Sud-Ouest), the Agricultural Division supplies the bioethanol production unit located at the Lacq industrial site (Southwest France). Over the past financial year, 140,000 tonnes of grain maize have been delivered.

Euralis is also working on several local projects related to biomass recovery, particularly second-generation biofuels which should make it possible to create new crop production contracts with local farmers.

In 2023, the Agricultural Division also launched solar energy experiments with the installation of sun shades on poultry pastures, plots dedicated to market gardening and in red kiwi orchards. In addition, an algrivoltaic offer was launched in partnership

with SCAAP Kiwifruits de France. This sector is the result of experiments conducted by SOFRUILEG (R&D company of SCAAP Kiwifruits de France) at several production sites over five years. Red kiwi production under solar-panelled sunshades helps to control the climatic environment and ecosystem of the orchard, secure the agronomic potential of the plant and find a new economic balance since the aim is also to produce renewable energy. Euralis thus invites project managers to get on board with this new, promising market in France, by selling what will become a premium fruit, appreciated by consumers for its sweet, mild taste and its mango flavour.

Consulting and services offer

The Agricultural Division’s consulting and services offer is centred around sectors and their sustainable development. It allows consultants to help farmers optimise their agronomic, environmental, economic and regulatory performance.

Dividends

In line with its cooperative model, part of the cooperative’s financial results are distributed to members in the form of dividends. The amount allocated is 872,000 euros.



Thierry Souchon,
Head of Human Resources at the Euralis Group



“At Euralis, we make sure that all our employees are aware of the importance of safety in the workplace, and we provide specific training to this end. This commitment goes beyond simple regulatory compliance: we are convinced that through a better understanding of the risks and accident prevention methods, our teams will increase their performance with ease. Safety is everyone’s business, it is a state of mind.”

CHALLENGE 6

GUARANTEEING THE SAFETY OF ALL TEAM MEMBERS, BOTH INTERNAL AND EXTERNAL TO THE COOPERATIVE AND ENSURING WELL-BEING IN THE WORKPLACE

Concerned about the integrity (injury or deterioration in health) of all the people with whom our cooperative interacts (employees, member farmers, service providers, sub-contractors, etc.), Euralis has made safety its top priority, with a long-term objective of “zero accidents”. Each of our activities has an ambitious, proactive policy specific to its scope to guarantee a safe and healthy working environment that allows all employees to flourish. Events are being rolled out in the field to develop a workplace culture in the cooperative based on a continuous improvement plan and hands-on strategy.



Accountability and structuring our approach

The first objective of our global safety policy is to ensure that each employee, whatever their position in the company, is responsible for their own and their colleagues’ safety. We aim to get everyone on board with this vital theme and act both individually and collectively on a permanent basis, no matter where they work as soon as a hazard appears.

To promote this culture throughout our activities, we are implementing progress strategies which structure our action. Ranging up to ISO 45001 certification at several of our sites (one in France, one in Spain and two in Ukraine), each of our activities offers an approach that aims to anticipate and reduce risks; comprehensive and ambitious roadmaps are rolled out accordingly.



2022-2023
KEY INDICATOR

13.2
FREQUENCY RATE
OF ACCIDENTS
WITH SICK LEAVE

last-year value: 13.1
B24 objective: 10.4



As a testimony to its strong commitments, and during the World Day for Safety and Health at Work, all of the Group's activities organised Safety Days/Weeks throughout the financial year. This unprecedented mobilisation aimed to bring together our teams around this issue. This was the occasion to reiterate that safety concerns each and everyone and requires vigilance at all times, and also to raise the awareness of our teams through a series of fun and practical exercises, with the main risks linked to our various activities and best practices that can be adopted.

Consequently, a wide range of events have been held on a variety of themes, adapted to each situation.

In the framework of their “3 S” day, employees from Stalaven Teyssier Boutot took part in workshops, particularly focused on the risk hunt, reporting near-miss accidents and psychological harassment via an immersive solution.

For its part, Lidea has 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 (noise, workplace stress, road safety, etc.). Every day of the week, educational videos and employee testimonials were posted. The agronomy teams were made aware of themes specific to their in-the-field activities: how to prevent and respond to insect bites, heatstroke, falls, etc. Actions were also carried out on the “Research and Operations” perimeter in the form of hands-on workshops: safety escape game, fire brigade exercise, evacuation simulation, etc.

For the Agricultural Division, emphasis was placed on the risk hunt in one of the six workplace environments proposed by the activity. Over 800 risk situations were identified and concrete pledges were subsequently undertaken to ensure everyone's safety.

Finally, all the sites of our Duck Activities have led various individual events: celebrating our success (no workplace accidents for certain workshops) and



Miguel-Angel Martinez Gamero,
HSE and Site Manager
Lidea Spain



“We work tirelessly every day to promote a health and safety at work culture across all our activities. This is an absolute priority and we ensure that each employee feels directly involved. At the Seville site, considerable investments have been made to improve the safety of the facilities, and training programmes have been rolled out for the teams. The annual “Safety Week” also highlights our commitment. Over the last few years, we have made significant progress and achieved several important milestones, including ISO 45001 certification. We also set a record, with more than 800 days without any work-related accidents.”



competitions for some, a day dedicated to prevention, working postures and movements to adopt and a quiz for others, and fun stands on the topic of safety (noise barometer, quiz on personal protective equipment, sports stand with prevention of MSDs, etc.). In particular, the industrial site with the most accidents chose to cease all its activities (production, transformation, logistics) for an entire day to allow its teams to take part in an event dedicated to Safety, away from the site.

Raising awareness and training employees

To ensure risk management, the second pillar of our preventive approach is based on raising awareness, training and developing our employees' skills. Strengthening our operational know-how in terms of safety and developing a shared vision of this vital health and safety issue are the two objectives of the awareness-raising and training initiatives carried out within our organisation.

Throughout 2022, 3,246 trainees attended training courses on these topics, representing more than 22,300 hours of training. This investment helps to consolidate know-how and interpersonal skills in terms of safety, as well as strengthen knowledge of the rules to be observed in-the-field regarding protection and prevention, acquiring a recognised level of competence (accreditation or authorisation) and instilling the behaviour to adopt in the event of a hazard. This year, during its two “Safety Weeks”, Lidea offered all its employees an e-learning refresher course on its ten golden rules. The French teams could also raise awareness of long-lasting gestures at the wheel, a growing safety and environment topic to promote eco-driving.

In addition to these development actions, substantial actions, such as managing training, have been rolled out to understand the causes of accidents and how they can be prevented, as well as safety management strategies. Throughout the year, an e-learning training course was offered specifically to Lidea managers. Focusing on two themes, it raised awareness of workplace accident prevention levers which are safety leadership and a safety culture. At the end of each module, each manager was invited to draw up a personal action plan matching the theme, which was then shared with their line manager to ensure its implementation.

In addition to these top-down approaches, raising awareness of autonomous safety was undertaken with the Strategic Committee this year. The idea behind this approach was to get everyone involved by raising awareness of the importance of adopting safe behaviour, both personally and for those around them, everywhere, all the time and whatever the activity.



This is an essential topic, and special attention is paid to it when employees arrive at our sites: “safety meetings” are systematically organised when employees take up their posts to facilitate their integration and, above all, to instil the rules of life for each activity. With the help of a booklet, an induction video and face-to-face sessions which describe our activities, we focus on the associated workplace risks and the rules to follow to avoid workplace accidents within the framework of our daily tasks.

Aiming to disseminate our commitment within our sphere of influence, initial training courses in occupational risk assessment were provided by the Agricultural Division’s safety coordinators to around one hundred farmers. This action strengthens their ability to identify and prioritise risks within their farms and thus reduce claims in a structured manner, as part of a continuous improvement strategy.

Team-building and improving working conditions

To encourage best practices and safer behaviour, behavioural safety visits are regularly organised within all our activities. This involves observing and discussing practices adopted in the field with colleagues, following an approach designed firstly to raise awareness of the risks involved, and then to commit to reducing dangerous acts.

During the 2022-2023 financial year, more than 1,400 visits were made within the cooperative to promote a different, preventative approach.

Manual loading, the leading cause of accidents, is common in all our agricultural and food activities, and is the subject of a wide-ranging action plan to limit these accidents. Numerous technical, organisational and human initiatives are being put in place to improve the working conditions associated with these operations.

The layout and ergonomics of workstations and loading aids have a profound impact on the day-to-day lives of our employees. Improving and modernising our tools and processes also makes our employees’ jobs easier. The best examples this year are the redesign and automation of the savoury pastry workshop at our Yffiniac site (Northwest France), which eliminates repetitiveness and limits straining during certain operations; and the replacement of the dried smoked duck breast line at the Maubourquet site (Southwest France), which enables slices to be automatically deposited in the final container (the first robotised system at Euralis Gastronomie).

For several years now, our Food Activities have been systematically running warm-up and stretching sessions before starting work to prepare the body and thus avoid

injuries or pain linked to poor posture during the day. This can also be as simple as a few gentle physical exercises to wake up the muscles. Since the first 2023 Safety Week, these staff have been joined by those from the quality control laboratories at Lidea’s French sites.

All these actions, which bear witness to the momentum generated both in France and internationally, have helped to stabilise our accident frequency rate this year (a slight increase of 4%) and to achieve a severity rate of 0.97 for the Group as a whole.

Workplace quality of life

To promote well-being at work, initiatives are being implemented to improve quality of life across all our activities. We can cite two in particular from our Food Activities:

- **The launch of the Duck Activity’s CAP project, “Working together towards well-being at work”.** This project to improve the Quality of Life and Working Conditions (QLWC) of our teams was initiated following a comprehensive survey of employees at all our sites, carried out by a service provider. More than 11% of the Euralis Gastronomie teams were interviewed, with no less than 11 days of intervention by a service provider on the sites and around a hundred people made aware of the QLWC (managers and staff representatives). After analysing these studies, a full report on each site was provided to all our employees. A call for volunteers was then launched to form working groups around the main themes identified. Concrete action plans are being drawn up and will be rolled out in 2024.

- **Within STB, a working group** made up of employees representing all functions worked with the Human Resources Department to draw up a charter of “good habits for living well together at work”, and to rearrange the offices and break rooms at our Yffiniac site.





2022-2023 KEY INDICATORS

51%

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

last-year value: 54%

B24 objective: 60%

15.2%

OF TRAINING
PROGRAMMES RESULT
IN A DIPLOMA OR
CERTIFICATE

last-year value: 17%

B24 objective: 17%



CHALLENGES 7 and 8

SUPPORTING EMPLOYEES THROUGHOUT THESE TRANSFORMATIONS AND PROMOTING SOCIAL DIALOGUE



Changing organisations

THE AGIL'US PROJECT AT THE GROUP LEVEL

For the past three years, Euralis's General Management has wanted to increase the level of responsibility of the divisions so that they can act as effectively as possible, as close as possible to their markets. It wishes to continue this trend and also to promote a common "Group" culture based on the fundamental aspects of each cross-functional activity.

AGIL'US has now made it possible to define this level of balance between the autonomy of the business units and compliance with management frameworks that guarantee a common culture, methods and processes for our cross-functional operations (IT, Finance or HR, for example).

In keeping with Euralis's management principles, AGIL'US is the result of a joint project involving some sixty employees over a six-month period.

This project has helped us to:

- **empower Activities to take greater responsibility for their business areas;**
- **define Euralis Holding's mission and the management frameworks that govern our cross-functional operations;**
- **transfer certain pooled roles to Activities for greater operational efficiency;**
- **strengthen Euralis Holding's organisation to carry out its new steering, leadership and control tasks.**

PURSuing THE CONSTRUCTION OF LIDEA: TRANSFORMING SKILLS

For Lidea, rolling out the human resources management cycle to all employees is a priority. They are trained in the concept, enabling them to embrace it.

In addition, to support Lidea's strategic development and the resulting skills challenges, HR guidelines and priorities for 2030 have been defined.

This project is organised around five main pillars:

- **Developing a corporate culture in a dynamic that promotes inclusion, diversity and the multinationality of a unique team**
- **Ensuring efficient processes with accurate data management, to ensure operational effectiveness**
- **Building and developing by creating a culture of learning and development**
- **Creating the right conditions for employee commitment**
- **Building up the Lidea employer brand internally and externally to develop a unique value proposal for Lidea employees**

These five pillars are broken down into 15 objectives. Each is structured around operational projects that are fully in line with the division's overall project. Specific programmes and courses have already been set up for sales teams to support the development of their skills in line with the sales strategy.

Several projects to support the roll-out of the leadership model have been implemented, including a feedback process and initiatives to develop a safety culture.

AGRICULTURAL DIVISION: STRUCTURING THE SOLAR POWER SECTOR

In 2022, Euralis created Eurasolis, a solar power sector designed to support farmers who wish to invest and produce green energy at their farms, mitigate the impact of climate change on their activities and obtain additional income. Eurasolis has signed contracts for more than 100 projects, representing 30 peak megawatts of production over time. The first projects were set up in spring 2023. This reflects the success of a cooperative that knows how to create partnerships, including one with a start-up. It also confirms the Group's ambition to be a key player in renewable energy production in Southwest France.

Against a backdrop of strong growth in the renewable energy market, Eurasolis is accelerating its growth with a new development plan built around three key areas.



Olena Myskova,
Head of Human Resources in Northern
Europe and Ukraine
Lidea

"In Northern Europe and Ukraine, the roll-out of the human resources management cycle to all Lidea employees is a priority. So we are making sure that all our managers master and embrace this concept. To help them do this, we offer a number of webinars. We also ask them to devote time to people reviews; this is a good opportunity to identify the training actions to be implemented for employees based on targeted skills. In every country, we have also set up specific programmes for managers to ensure that they develop their skills and leadership. Finally, we have launched modules for middle managers in Ukraine, focusing on the fundamentals of skills management. Webinars have also been made available to all teams to help them manage their stress and cope with an exceptionally difficult, uncertain and insecure context."





• An expanded catalogue of solar offers

Eurasolis is continuing to expand its rooftop solar panel offer and will be developing its activity to cover all agricultural photovoltaic applications.

• A new partnership to support growth

Inthy became a shareholder of Eurasolis in June 2023. Inthy is one of Europe's leading renewable energy producers, mastering every stage in the life cycle of a solar project. Inthy's acquisition of a stake in Eurasolis has reinforced the company's capacity to invest in its development and will continue its entrepreneurial momentum.

• A growing organisation thanks to the teams already in place, supplemented by the recruitment of a Managing Director and an Administrative and Financial Manager.

WITHDRAWAL OF THE EURALIS-MAÏSADOUR PROPOSED MERGER FOR THE DUCK SECTOR

Euralis and Maïsadour have been working on a project to bring together their industrial production, processing and marketing activities for duck foie gras, sausage products and direct sales outlets. The French Competition Authority (ADLC) began studying the project in spring 2022 and indicated in December that it wished to examine it further. Finally, in late August 2023, following the latest discussions with the ADLC, Euralis decided to withdraw the proposed merger. The measures proposed in response to the ADLC's requests did not lead to an agreement.

DUCK ACTIVITIES IMPACTED BY BIRD FLU

Duck Activities have been hit hard by the long-term partial shutdown, with a new outbreak of bird flu in spring 2023 again affecting both production areas.

At the same time, all our clients (supermarkets and food service outlets) have been under considerable pressure due to the lack of products to deliver.

THE DELICATESSEN ACTIVITY CONTINUES ITS TRANSFORMATION

This year was once again severely disrupted by a drop in consumer demand and store visits to our butchers, charcutiers and delicatessens, as well as by high inflation, which increased the cost of raw materials, energy and transport. Although the financial year got

off to a good start, Delicatessen Activities were affected from February onwards.

The year was also marked by investment in our production units and in the well-being of our employees. This is the case of the savoury pastry workshop, which has been completely refurbished with the automation of repetitive tasks with no added value. The refrigeration system at the Perpezac salting plant has also been completely renovated.

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

EURALIS IS ONE OF FRANCE'S TOP 500 EMPLOYERS

In January 2023, Euralis came tenth, scoring 7.4 out of 10 in the anonymous survey conducted by the Statista institute for the French business magazine *Capital*, which measures employee satisfaction with their employer. After three years of successive crises (COVID, bird flu, drought, etc.) and transformations across all our Activities, this ranking confirms our commitment to responsible management, combining economic, social and environmental objectives.



KEY PILLARS OF THE EURALIS 2030 HR PROJECTS

As part of its Euralis 2030 goals, the HR Strategic Committee, made up of the Human Resources Directors of the divisions and the directors of the Group's HR department, has defined its roadmap and the major projects for the Group.

The roadmap is built around three key areas: the demand for performance, the development and transformation of employee skills throughout the cycle, and sustainable commitment based on an enhanced employee experience.

Each of the projects will be run in project mode, with project managers from the HR community and operational contributors from across the Group, thus opening up these issues beyond the HR community.

Four major projects were completed during the financial year:

- **THE EURÊKA PROJECT**, which defines the Group's employer brand based on the Euralis brand platform, as well as the principles for adapting it to each division;
- **THE OXYGÈNE PROJECT**, which aims to create and implement the conditions for success for everyone, focusing on workplace equality (see "Ethics" section);
- **THE EUHRIS PROJECT**, which aims to overhaul the Group's HRIS system by providing a modern, consistent, flexible and scalable information system, accessible to all employees in France and abroad, both online and offline, and capable of supporting the digital transformation of HR activities;
- **THE GERME PROJECT**, which is divided into two parts. The first, aimed at all the Group's managers, is designed to create a management skills development programme. The aim of the second is to offer a leadership skills development programme for managers identified in the Group succession plan. Called "EuraLeader", this programme will help to secure our skills and succession plans.



LEADERSHIP MODEL: NEW TRAINING PROGRAMMES

A six-day training programme dedicated to the leadership model and adapted to different managerial populations has been designed for Euralis Gastronomie. This specific programme continued to be rolled out in 2023, with a second session involving almost 80 managers and 3,000 hours of training. The first groups formed in 2022 took part in co-development workshops. For 2024, a specific Leadership Model programme tailored to the local management level (team leaders) is being developed.

TALENT MANAGEMENT

EURÊKA PROJECT: THE GROUP'S EMPLOYER BRAND

The various transformations we are implementing are creating major challenges in terms of human resources (specialisation of professions, need for new skills, etc.), particularly in a context of strong competition and successive crises. Beyond HR practices, developing a strong employer brand as part of the Eurêka Project can be a real asset in attracting, retaining, engaging and motivating employees and candidates wishing to join the Euralis ecosystem.

THE AGRICULTURAL DIVISION'S ANTICIPATION PROJECT: FOLLOW-UP

The exceptional training programme launched in 2020 to support changes in the Agricultural Division's business lines will continue and extend over the 2022-2023 financial year. The challenge is to be a key player in these changes and to prepare for them by developing our employees' skills. These skills are levers for the development of the division's project, which is primarily focused on the development of high value-added sectors for farmers and Euralis. After a first year marked by the introduction of agroecology courses for consultants and technicians who are in direct contact with our farmers and who promote our transformation project, the system has been equipped with Agroecology Cycle 2, a more in-depth approach to the field through experiments carried out at our farmers' sites and in small groups of three to four employees.

To meet the increasingly demanding specifications of our customers and guarantee consistently improved quality, the first batch of operating technicians has been trained for the Silo Agent vocational qualification certificate in collaboration with Solution+. This 150-hour certification course covers a wide range of technical tasks. It includes training in a number of areas, including grain conservation, energy management through drying (with a focus on safety), the risks associated with dust explosions and communication with farmers.

All shop managers have taken a 20-day training course on how to run a shop. This module was developed in partnership with the Purpan engineering school. The 120 sales advisors are also trained in one of the courses on merchandising techniques run by the managers.

Convinced that the success of the project will depend on employees having the resources they need to achieve their highest skill level, we are pursuing the Anticipation approach with the goal of supporting as many people as possible.

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 them every day, both now and in the future.

We tailor our systems to best meet the needs of our activities and employees:

PROFIT-SHARING AGREEMENTS: INTEGRATED ENVIRONMENTAL CRITERIA

At Euralis, profit-sharing helps drive collective performance. The criteria for our agreements are economic, social and operational. They must reflect the challenges of our activities and encourage our employees to play an active role in performance. This year, we introduced a criterion relating to energy conservation to most of the agreements aimed at reducing energy consumption and introducing the right behaviours.

INTRODUCTION OF NEW MUTUAL AND PROVIDENT INSURANCE CONTRACTS

Since 1 January 2023, we have entrusted Crédit Agricole Assurances with all our French health and provident insurance policies. The call for tenders carried out beforehand enabled us to obtain a long-term rate commitment, to strengthen some of our coverage, to be able to offer many new services to our employees (optical network, free teleconsultations, reinforced assistance services, help for carers, financing of 50% of our social fund) and to have an annual prevention budget financed by the insurer.

CONVERSION OF SUPPLEMENTARY PENSION CONTRACTS

More than simply bringing our pension contracts into line with the 2018 PACTE Act in France, the main purpose of transforming our "Article 83" schemes into "PERO" schemes (mandatory retirement savings plans) is to modernise and relax the conditions for long-term savings by our employees in France. This means that the combination of new fund products, the three targeted management options and the possibility of early withdrawal of capital from voluntary contributions provide our employees with dynamic, secure and flexible savings. Our two supplementary pension schemes (the conventional Agricola CCPMA scheme and the scheme set up by Euralis) have been transformed into PERO, to which Euralis contributes for all its employees in France (both managerial and non-managerial).

CLASSIFICATION OF THE FIVE BRANCHES

Changes in the conventional classification of five agricultural branches have led us to review the job structure for agricultural, seed and holding activities, which resulted in the signing of agreements with the social partners on the three perimeters.

This is the result of the work of the activity managers, who worked with HR to identify the list of jobs, define them and weigh them up according to the proposed methodology. Managers have clearly understood that this tool enables them to give meaning and objectivity to their positions, while ensuring internal equity and consistency. Managers are responsible for communicating with all employees.

The classification also makes it possible to understand the transformation of professions, since it can evolve over time by adapting to our organisation.

This conventional job classification complements Euralis's remuneration and job management policy, but does not replace it. It will be introduced on 1 January 2024.



INFLATION AND CHANGES IN PAY SCALES

High inflation continued to have a major impact on our employees’ cost of living. To support purchasing power, continue to attract the right candidates and retain employees, Euralis has released substantial budgets to increase salaries. In France, compulsory annual negotiations resulted in the signature of an agreement on all our perimeters, putting in place a good level of salary revaluations to accompany the evolution of salaries and pay scales. Internationally, we have stabilised our systems by increasing base salaries and ending the one-off purchasing power support schemes introduced the previous year.

DIAPASON MANAGER TRAINING

We are continuing to roll out the Diapason training courses to all our managers in order to train them in remuneration-related matters (identifying the different systems, understanding their role as managers in the remuneration review and knowing how to explain the decisions taken). In France, some of the sessions were carried out in-house by the Group's remuneration teams. The sessions provided a wealth of information and led to a high level of interaction between the Group's teams and managers in the field, as well as a clear understanding of the issues involved. This training course presents the Group's principles and continues to be rolled out internationally to the management committees of our foreign subsidiaries.

PROMOTING INTERNAL MOBILITY

Internal promotion and mobility are important levers in our career management policy, enabling us to build rewarding career paths and retain our employees. At Euralis, we encourage our employees to develop horizontally, vertically or by changing scope using two tools: an annual talent review campaign and the weekly internal mobility newsletter *Mobilus*.

In 2023, our rate of managerial positions filled internally reached 51%, with a 100% confirmation rate.

DEVELOPING SKILLS

Against a backdrop of skills shortages and an ongoing battle to defend the attractiveness of our sectors and their professions, Euralis is continuing to develop the skills of its employees, whether in response to business issues, to develop cross-disciplinary skills or to promote working in a safe and inclusive professional environment (training in non-discrimination, anti-corruption, etc.).

By adapting the teaching methods and formats to the different objectives and themes, we were able to help more than 5,770 trainees benefit from development actions this year (including 841 certifying/qualifying actions).

In addition, our commitment to apprenticeships has been recognised by our work-study students, interns and international volunteers, who have been awarded the HappyIndex Trainees⁽⁷⁾ label for the seventh year running.

At the Group level, the implementation of an induction seminar, the roll-out of a managerial culture and the introduction of corporate training courses are continuing, in order to encourage staff alignment around our purpose, values, vocations, leadership model and strategic objectives.

AGRICULTURAL PQC

The Silo Agent PQC (professional qualification certificate) is part of the Agricultural Division's Anticipation strategy. This course has several objectives:

- Promoting skills development through business training
- Fostering a sense of belonging to the division, enhancing the status and



loyalty of employees through the implementation of this career path and internal investment.

- Securing skills transfer in the context of retirement
- Standardising practices between sites
- Allowing access to training leading to a qualification (registered on the RNCP National list of professional certifications)

This year, the first group of operations technicians completed the course. This represented a total of 20 days’ training for each participant. The Agricultural Division will continue this approach with a new training group.

STALAVEN TEYSSIER BOUTOT PQC

For several years now, the Delicatessen Activity has been committed to developing the skills and employability of its employees. For example, for its Delicatessen production teams, certification training courses have been set up with the help of external organisations recognised in the market.



⁽⁷⁾ Awarded by Choose My Company following an anonymous questionnaire completed by 100 of the Group's interns, work-study students and volunteers between 2022 and 2023.



2022-2023 KEY INDICATORS

26

THE NUMBER OF
ARRANGEMENTS AND
AGREEMENTS BEYOND
COLLECTIVE BARGAINING
AND REGULATIONS

last-year value: 27

B24 objective: 26

301

THE NUMBER OF
MEETINGS WITH EMPLOYEE
REPRESENTATIVES

last-year value: 251

B24 objective: 250



DIGITAL CULTURE

As part of the sub-activity we've been facing for nearly three years, Euralis Gastronomie wanted to make the most of the time available to develop the digital skills of teams who were too far removed from digital tools. As a result, production operators who so wished were able to take a training course leading to certification, at the end of which they were offered a tablet to help them maintain and perfect their newly acquired skills independently.



SOCIAL DIALOGUE

In 2023, Social dialogue within Euralis was marked by the conclusion of several important collective agreements.

In addition to the MAN (Mandatory Annual Negotiation) agreement, the companies in the five-branch scope, i.e. Euralis Holding, Lidea and the Agricultural Division, have signed a classification agreement which will give employees a clear view of the tasks entrusted to them in their jobs, and the related classification positioning. These agreements have also been signed by all the trade unions.

Finally, in the context of the Agil'us project, and in particular the transfer of pooled functions to the Activities, Euralis Holding has signed so-called adaptation agreements with STB and Euralis Gastronomie, aiming to protect employees' rights.

At the Euralis Group level, an amendment to the social fund agreement was signed with all the social partners aiming to revitalise the tool, which enables employees on modest incomes to have 90 to 100% of their remaining healthcare costs covered by Euralis.

The social agenda for the coming year is ambitious and in line with the challenges of Euralis 2030. First of all, we will be opening negotiations to conclude a new agreement on social dialogue at the Group level, to define the rules, and also to write down the values of social dialogue at Euralis. We will also be negotiating a Group agreement as part of the Oxygène project, aiming to make workplace equality a reality within the Group. Finally, we will be opening discussions on end-of-career management at Euralis, which is also one of the projects stemming from the Euralis 2030 HR plan.

The year will therefore be marked by the negotiation of numerous collective agreements at Group and Division level, which will undoubtedly fuel social dialogue at Euralis.

CHALLENGE 9

PROMOTING OUR VALUES AND ETHICS WITHIN OUR SPHERE OF INFLUENCE



Ethics

In line with its values (proximity, responsibility, open-mindedness, simplicity) and commitments, the Euralis group acts in accordance with laws and regulations in all circumstances worldwide.

European Directive 2019/1937 on whistleblowers and its transposition into French law via the Wasserman Act were an opportunity for Euralis to:

- Update its Ethics Charter and whistleblowing procedure.

BUSINESS ETHICS AND INTEGRITY

- Choose and treat suppliers, service providers and consultants fairly
- Comply with the law
- Prohibit all acts of corruption and facilitation payments
- Comply with the Group's principles in terms of offering and receiving gifts and invitations
- Avoid conflicts of interest
- Respect confidentiality and external communication
- Guarantee respect for privacy and personal data protection

ETHICS AND INTEGRITY IN THE WORKPLACE

- Guarantee workplace safety and well-being
- Ensure equal opportunities
- Respect human dignity

ETHICS AND INTEGRITY AS A SOCIALLY RESPONSIBLE COMPANY

- Meet and surpass consumer demands
- Participate in social cohesion through community and charity work
- Work to make a positive societal impact
- Authorise contributions and political activities for personal reasons



2022-2023 KEY INDICATORS

21.8%

WOMEN
IN MANAGEMENT
COMMITTEES
(EURALIS'S EXECUTIVE
GOVERNANCE BODIES)

last-year value: 25%

B24 objective: 25%

16.7%

OF EURALIS BOARD
MEMBERS ARE WOMEN

last-year value: 8.3%

B24 objective: 17%

88/100
TO 93/100

GENDER
EQUALITY INDEX

last-year value:
from 80/100 to 93/100

B24 objective:
85/100 minimum



Pierre Pages,
Vice President of Euralis,
President of Lidea
and the Ethics Committee



“Compliance, and more broadly ethics, must guide our actions at Euralis. One of the roles of the Ethics Committee is to ensure that the Group’s ethics programme is properly implemented, both in France and abroad. I would like to reiterate that we are all affected by these issues, in all circumstances, whatever our roles and responsibilities. Business must therefore be conducted in compliance with the laws and regulations, policies and ethical principles in force within the cooperative. No deviation will be tolerated: we implement a ‘zero-tolerance’ policy.”

66



- Change the alert platform to ensure that each local ethics team receives alerts concerning its entity. A QR code has been introduced to make it easier to connect to the platform.
- Communicate these updates via an email campaign, a presentation to the social and economic committee and a poster.

GOVERNANCE OF ETHICS: WE’RE IN THIS TOGETHER!

Ethics is everyone’s business and applies in all circumstances, whatever our duties and responsibilities. Ethics is a state of mind that should guide our daily actions, from the simplest to the most challenging.

DIRECTORS’ ETHICS COMMITTEE

The role of the Ethics Committee is to ensure that the Group’s ethics programme is properly implemented (under the French “Sapin 2” anti-corruption law, dissemination of the ethics culture) and to make recommendations. It is the reference body for specific ethics reports.

ETHICS TEAM

Each entity (Holding, STB, Euralis Gastronomie, Lidea, Agricultural Division, Group) has set up an ethics team within its scope to respond as effectively as possible to the issues raised, act locally and improve efficiency.

Whistleblowers can always contact the Group ethics team.

All ethics team members are bound by a strict non-disclosure agreement.

PREVENTING CORRUPTION

The French Sapin 2 law is an essential legislative framework which aims to strengthen transparency, corporate governance and integrity. We all have a duty to ensure compliance with this law in all countries where we operate.

In this context, it is essential that we set an example in the field of compliance; we need to ensure that our actions are fully compliant with the Sapin 2 law.

To reinforce our collective commitment to compliance, we have set up an e-learning course on the Sapin 2 law.

We had a 98% participation rate for the first wave of “Sapin 2 - Preventing corruption” e-learning courses.



STEERING THE ETHICAL APPROACH: MANAGING ALERTS AND CONDUCTING INTERNAL INVESTIGATIONS

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

Alerts are received and processed via the platform by each dedicated ethics team.

During the financial year, 12 new alerts were sent to one of our ethics teams. Here is a summary:

- Location: France (91%), international (9%)
- Classification: harassment, violence and discrimination, conflict of interest, misappropriation of company assets, etc.
- Conclusion of resolved alerts: from “facts not in evidence” to appropriate sanctions depending on the degree of misconduct

All alerts were or are subject to investigations, in compliance with the principles of integrity, objectivity, impartiality and confidentiality.



Béatrice Duverneuil,
Director of Human Resources
Lidea

“We have a specific Ethics Committee for Lidea. Made up of four people (the Division’s General Manager, the HSE coordinator, the Risk Manager and myself), this committee meets once a month. This is an opportunity to take stock of a number of issues: any alerts that may have arisen, as well as current action plans and their roll-out. This committee interacts with the “Ethics Relays” represented by the HR teams in the geographical areas where Lidea operates. I’m delighted to see that they have taken this subject seriously and are committed. They have fully grasped the Ethics Charter and the dedicated system. This organisation enables us to be as close as possible to in-the-field issues and make ethics a reality on a daily basis.”

67





Vincent Dupouy,
Data Protection Officer
for the Euralis Group



"The General Data Protection Regulation (GDPR) is a key issue for the Euralis Group. Firstly, we have a legal obligation to comply with these regulations: in the event of non-compliance or an incident, we could face financial penalties. But our commitment goes beyond compliance with the law and falls within our ethical approach. It is our responsibility to protect the personal data entrusted to us by employees, members, customers and partners. It is also our responsibility to respect their privacy and to react appropriately in the event of a data breach. For these reasons, within Euralis, each division as well as the holding company has appointed a Data Protection Officer (DPO) who relies on a network of Data Protection Relays in the various activities concerned."

GDPR Personal data protection

EURALIS is committed to protecting and ensuring the proper use of the data of its clients, members, partners, employees and candidates.

The Group continues to improve its GDPR compliance as part of a global scheme steered since 2018 by our five Data Protection Officers (DPOs) who lead a network of 88 Relays spread across France and our main European subsidiaries. Our relays and DPOs ensure the implementation of the roadmaps and periodic progress reporting.



Following the introduction of a common set of policies, procedures, reference frameworks and model information notices in 2019, our GDPR strategy was equipped in 2022 with a common software system that allows us to group all our processing registers and our documentary database, to monitor all compliance actions and to manage various obligations in the event of a personal data breach.

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).

This year, our compliance management has been strengthened by the introduction of common compliance indicators across the Group's various entities in order to provide an overview of GDPR compliance.

To ensure the protection of the Group's information systems and all third-party data, governance and resources are allocated to cyber security. Several IT security enhancement projects were carried out this year, including:

- Implementation of a Security Operation Centre service and an associated XDR solution, aiming to improve the detection of and response to IT security incidents
- Implementation of a bastion solution to secure access for our partners

- Implementation of a second application virtualisation solution
- Encryption of the hard disks of all our PCs in France
- Reinforcement of password rules.

A responsible cooperative committed to fighting against all forms of discrimination

DIVERSITY, DISABILITY AND RESPECT FOR HUMAN DIGNITY

Euralis has been one of the four leaders of the Pyrénées-Atlantiques departmental club known as "Les Entreprises s'engagent" (Committed Companies) since its creation in 2019. The aim of this cooperation between business and government is to respond to the major social and environmental challenges facing our current and future generations. As a signatory of the "Committed Companies" charter and pledge, Euralis is developing concrete actions in the fields of the environment, energy conservation and employment.

Euralis and Lidea are also committed to Adapei 64 (Departmental Association of Parents and Friends of Mentally Disabled Persons) through practical, voluntary actions relating to diversity and disability, in line with our commitment to society and our involvement in the region, and in addition to the various CSR actions undertaken. These range from initiatives to adapt workstations, to preventive measures aimed at reducing drudgery and risks in the workplace, to partnerships with adapted establishments (ESATs, specialised temporary employment agencies, etc.).

GENDER EQUALITY: OXYGÈNE PROJECT

Euralis has set itself the target of having 45% women on its management bodies by 2030. To achieve this objective, we have launched a vast project called Oxygène, which aims to create and implement the conditions for success for everyone aiming to achieve workplace equality.

A survey of all employees in France was launched in late May to assess the current state of workplace equality within the company. The results of the survey show that this is a topic of interest for our employees, with almost a third (1,072) responding and providing feedback. The survey also sheds light on our employees' desire to change the Group's culture with regard to the place of women in the company. Discussions and action plans will initially focus on everyday sexism, women's careers, the right to time off and parenthood.

Responsible procurement

A STRONG AND EVOLVING COMMITMENT

Our Responsible Procurement strategy aims to be as close as possible to our CSR requirements and consumer expectations. Since 2014, our Group has been committed to a Purchasing Policy to ensure the balanced treatment of our suppliers and guarantee good practices by our buyers.



This year, Coopération Agricole trained the entire Euralis purchasing community in Responsible Procurement, based on the principles of the CSR challenges set out in our materiality matrix. Following this training, the purchasing community drafted and validated a Euralis Responsible Procurement Charter in August 2023 to complement and enrich the Group's historical Procurement Policy.

Five main criteria have emerged as the basis for our approach in terms of priorities and the management of our practices:

- respect for the environment, animal welfare and biodiversity
- ethics, anti-corruption, human rights and international standards in business relations
- promoting local purchasing and the circular economy
- compliance with food quality and safety standards
- fair treatment of suppliers and service providers



Alain Dewambrechies,
Indirect Procurement Manager
Euralis Group



"Euralis now has a Responsible Procurement Charter. This is the result of a collaborative effort, particularly during the Procurement seminar held in June 2023, which brought together the entire Procurement community from the cooperative's various Activities. I felt that this participative dimension was very important. This charter is the first step towards transforming our activities. Firstly, it instils some of the key principles of our CSR policy, in line, of course, with the Group's challenges in this area: human rights, respect for the environment and biodiversity, the circular economy, eco-design and the development of short distribution channels. Secondly, it outlines our commitments and those of our suppliers. It also complies with the Cooperative's Governance and Compliance Policy and is aligned with the Euralis Ethics Charter. Of course, it will be accompanied by an action plan with indicators that will enable us to monitor its roll-out."

OUR MAIN CONTRIBUTIONS DURING THE YEAR

Already committed to responsible procurement, the community members did not wait for the charter to be drawn up to take action with service providers and suppliers. During the year, we worked with our partners on a wide range of practical initiatives to improve our corporate social responsibility. Here are a few examples:

- Environment and animal welfare: incorporating progress plans into cleaning contracts to optimise water management, reducing the thickness of palletising film to limit the quantities of plastic used at the source and monitoring the conditions under which live animals are transported to ensure compliance with animal welfare standards;
- Ethics: compliance with the clauses of our Ethics Charter, distribution of the Ethics Charter as an appendix to contracts;
- Compliance with food quality and safety standards: incorporation of the concept of a "food safety culture" into the new specifications, focusing on purchasing more natural raw materials and ingredients for our Food Activities;
- Promoting local procurement and the circular economy: relocating the manufacture of our grain skips to France, working with temporary employment agencies to set up mobility solutions, switching to recyclable plastic trays and films, etc.;
- Fair treatment of suppliers: monitoring the rate of contractualisation of our suppliers and promoting the notion of reciprocity.

The next financial year will be an opportunity to publicise our expectations and obtain the commitment of our suppliers and subcontractors to this "Responsible Procurement" Charter.



CHALLENGE 10

PROMOTING ANIMAL WELFARE AND HUMANE TREATMENT

The Group's Animal Welfare Charter guides Euralis in its actions to promote animal welfare and humane treatment in all its sectors (ducks & geese, broiler poultry and cattle). A steering committee meets regularly to keep up to date with regulatory developments, monitoring and our action plan. Led by the CSR Director and sponsored by Sébastien Doat, Euralis Director and animal welfare officer on the CSR Strategic Committee, this approach meets our commitments to promote responsible breeding conditions and respond to growing consumer expectations for sustainable rearing models that reconcile the economic reality, animal welfare and biodiversity.



According to the WOA (World Organisation for Animal Health) Terrestrial Code, animal welfare means "the physical and mental state 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 fear and distress
- Freedom from physical or thermal stress
- Freedom from pain, lesions and disease
- Freedom for the animal to express normal patterns of behaviour

For more than 15 years, Euralis has complied with animal welfare regulations and ensured that animals are treated humanely throughout the chain, from birth to slaughter. This value, reaffirmed by our Chairman, is an essential prerequisite for joining the Euralis community.



2022-2023 KEY INDICATORS

100%

OF FARMS OFFER
OUTDOOR SPACE
TO ALL ANIMALS

last-year value: 100%
B24 objective: 100%

27%

OF ABATTOIRS ARE
AUDITED ACCORDING
TO AN ANIMAL WELFARE
REFERENCE FRAMEWORK

last-year value: 31%
B24 objective: 27%

78%

OF PRODUCERS ARE
PALMIG CONFIANCE-
CERTIFIED

last-year value: 36.3%
B24 objective: 58%

83%

OF FARM
REPRESENTATIVES ARE
TRAINED IN ANIMAL
WELFARE

B24 objective: 100%



Whatever the animal sector (ducks & geese, broiler poultry or cattle), our cooperative is committed to improving conditions for our animals - feed, health, living spaces and transport are all major considerations in our approach.

Euralis is also working with all stakeholders to develop new, more sustainable livestock farming models, with the “one health” objective, i.e. combining animal welfare with both farmers’ health and environmental management objectives.

The Group aims to maintain the long-term viability of the livestock sectors within its business activities to develop employment and suitable income for farmers, while ensuring sustainable, affordable and high-quality food supplies in the region. Euralis is developing its livestock sectors with official quality labels (Label Rouge, PGI and organic certifications).

AN APPROACH BASED ON RECOGNISED QUALITY LABELS

With a broiler poultry sector boasting 100% Label Rouge, PGI or organic certification, the Agricultural Division focuses exclusively on products with a recognised quality label. This sector represents 147 farmers and 4 million Label Rouge birds, including 105,000 produced organically.

In the duck and geese sector, 218 producers in Southwest and Western France have committed to an animal welfare continuous improvement plan via official quality certifications and labels.

As for the beef sector, 135 farmers have obtained Label Rouge Bœuf Blond d’Aquitaine certification, with specifications that include monitoring key points in relation to animal welfare (over 80% feed autonomy, access to pastures for at least six months of the year, limited stocking rates, minimum surface area per animal in buildings).

Apart from livestock farming, animal welfare requirements are included in our purchasing contracts for meat products from our Delicatessen Activities.

GUIDELINES FOR ASSESSING ANIMAL WELFARE AND HUMANE TREATMENT

To ensure that animal welfare is respected in the production of ducks & geese, audits are carried out regularly to obtain PALMIG CONFIANCE accreditation, validated by a third-party inspection body. These standards, developed by the CIFOG interprofessional organisation, reconcile biosafety requirements (which are necessary for ensuring the longevity of activities and respecting animal welfare. The percentage of approved farms has doubled this year to 78%, reflecting our commitment to developing our approach.

In the broiler poultry sector, internal assessment grids based on criteria taken from the guidelines recommended by ITAVI (French applied research and development institute) have been used to monitor animal welfare in farms since 2020.

Our cattle sector has implemented 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 welfare-focused NGOs, this tool is adapted from the European Welfare Quality® scientific reference framework. At Euralis, this standard was initially rolled out in 2022 and will continue over the coming financial year. The standard covers several topics: animal welfare during transport, loading and unloading of animals, storage conditions, as well as hygiene and safety.

ABATTOIR AUDITS

All of the slaughterhouses owned by Euralis (Maubourguet and Les Herbiers sites) have undergone at least one audit focusing on the animal welfare requirements defined by the OABA (Charity for Slaughter Animals) over the last two years. An action plan has thus been drawn up as part of our continuous improvement strategy, enabling us to strengthen animal protection in our slaughtering activities.

EXPRESSION OF NORMAL PATTERNS OF BEHAVIOUR

Euralis is continuing its efforts to improve respect for the animals’ light cycles and living conditions close to natural conditions, in particular by developing outdoor runs planted with trees.

→ LIGHT CYCLES

Euralis is continuing its efforts to optimise the beneficial effects of light on animals and to offer them conditions similar to those found in the natural environment. Poultry and cattle rearing within the Euralis Group’s sectors is carried out entirely in daylight, according to natural cycles, while part of the duck & goose sector is placed under artificial light during its life cycle. Nevertheless, Euralis experts are keeping a close eye on the subject.

→ RUNS AND AGROFORESTRY

Euralis is committed to ensuring that 100% of the animals reared in its three sectors have access to an outdoor run, so that they can express normal behaviour patterns, just as they would in the natural environment.

To enrich the living environment and enhance biodiversity, Euralis has helped its farmers to commit to agroforestry programmes. For Label Rouge broiler poultry, all the runs are already planted with grass and trees.

In 2021, Euralis joined the “Ici On Sème” collective of the PUR company, which brings together companies, farmers and cooperatives to initiate agroforestry projects in Southwest France. The role of our cooperative is to identify and put member farmers in touch with PUR’s teams of agronomists. Today, five poultry farmers have embarked on this adventure, benefiting from technical and financial support. Over 5,000 trees have been planted on each farm, at a density more than 9 times greater than that specified in the Label Rouge specifications. Three new projects are also in the pipeline for 2024.

For duck & geese farms, agroforestry continues to develop under the impetus of Euralis. The duck & goose production teams, as well as Sanders-Euralis, our animal feed partner, also joined the programme this year. These new partnerships build on the work carried



out over the last few years in Southwest France, where a large number of runs have been landscaped with hedgerows and trees to provide shelter for our ducks.

Each of these projects contributes to the development of biodiversity and promotes animal welfare.

DEMEDICALISATION

Euralis has always advocated for avoiding medication by encouraging good breeding practices and alternatives to antibiotics. The Group works with farmers to develop such alternative solutions. For example, plant- and essential oil-based treatments are proposed in all Label Rouge and organic poultry healthy breeding plans.

To add value to these products, Euralis has developed “antibiotic-free” sectors in response to consumer expectations. Of course, if medical care, antibiotics or vaccination are necessary, the principle of animal welfare respects this form of medicalisation, and the products are then marketed outside “antibiotic-free” circuits.

ANIMAL WELFARE TRAINING

In accordance with regulations, an animal welfare officer has been appointed on each duck & goose and broiler poultry farm since January 2022. With the support of veterinary consultants, these sectors drew up a programme and timetable to organise this training, which took place in the first half of 2023 and will continue until the end of the year.

For poultry, 132 producers were trained internally by Euralis (i.e. 96% of farmers) and 9 externally. As for ducks & geese, 323 farmers have been trained as “animal welfare officers”. Animal welfare officers who have not yet done so will be asked to comply by no later than 31 December 2023.



VALUING ALL BORN AND VIABLE ANIMALS

As part of its corporate social responsibility policy, Euralis wishes to maximise the value of all animals born within its sectors, which is already the case for the cattle and poultry sectors. Our Group has made a commitment with the CIFOG interprofessional organisation and duck & goose breeders to guarantee a future for all viable animals, both males and females.

DEVELOPING SUSTAINABLE INGREDIENTS FOR ANIMAL FEED

To meet its sustainable agriculture ambitions, Euralis is developing its grain and oilseed production including GMO-free French soya (< 0.9%) and SAI-certified maize (sustainable standards). Its partnership with the SANDERS-EURALIS feed plant in Southwest France promotes high-quality formulas linked to the improvement of animal nutrition, particularly through these channels.

As far as ducks & geese are concerned, feed suppliers have committed to the DURALIM initiative and develop their formulas with nutrition specialists to help the animals grow in the best possible conditions and guarantee proper nutritional balance. The ground wholegrain cereals used in the formulas come from France, and the soya is either of French origin or PROTERRA-certified (to combat imported deforestation). A EURALIS committee to combat imported deforestation has been set up, and an assessment of all the products concerned within our tier-1 and tier-2 activities is underway in a bid to draw up an action plan.

For broiler poultry, Euralis favours the use of grains produced locally in France, as requested by its slaughterhouse clients.

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 free-range eggs (shells and egg products) by 2025. As for the supply of chicken meat for prepared meals, at least 20% of volumes must come from farms that guarantee the animals access to the open air.

DISTRIBUTION OF SPECIFIC EQUIPMENT TAILORED TO ANIMAL WELFARE

Aiming to support livestock farmers in their initiatives to promote animal welfare, the Agricultural Division is mobilising a team of livestock sales advisors in its Point Vert stores. This service is part of our "Equipment and Supplies" range, and enables us to provide equipment tailored to animal welfare.



→ THE CHALLENGE TO MONITOR

The "Brand awareness and image" issue has been identified. Although Euralis has taken action on this issue, it is not presented in detail. However, it may be clarified in a future NFPR, if necessary.

CHALLENGE 11

BRAND IMAGE AND REPUTATION

Concerned about how it is perceived by its external stakeholders (candidates, clients and prospects in particular), the Euralis Group pays particular attention to its reputation and brand image.

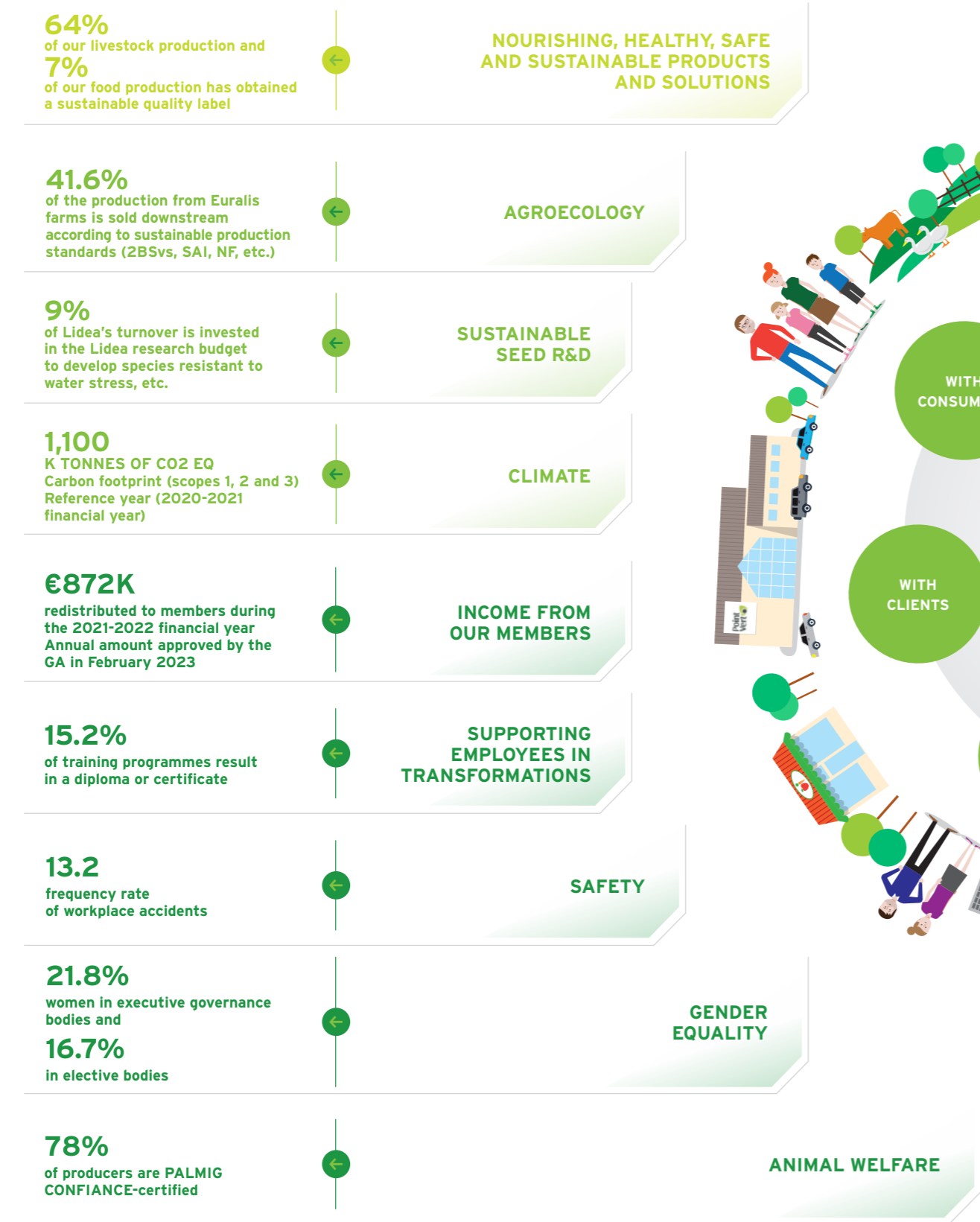
Over the year, the HR and communications teams worked on the cooperative's employer brand in order to develop its attractiveness on the recruitment market and build employee loyalty. The sales and marketing teams are committed to developing the reputation of our commercial brands, in particular by launching products that meet consumer expectations as best as possible.

Thanks to all these initiatives, Euralis is one of the leading cooperatives in its market.



OUR CHALLENGES AND PERFORMANCE IN 2022-2023

The Euralis Group is committed to sustainable agriculture in the regions where it operates. Its aim is to promote healthy, safe, high-quality food that is accessible to all and meets society's expectations as best as possible. To implement its strategies, the Group interacts with its ecosystem, consisting of board members, 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 effectiveness of its actions and measure their impact, the Group uses key performance indicators for each of the areas covered. These indicators are presented twice a year to the CSR Strategic Committee for its opinion and any necessary adjustments. The results below illustrate the initiatives undertaken. They mark a further step towards achieving our CSR ambitions for 2030.



CONCLUSION AND PROSPECTS

Over the course of the 2022-2023 financial year, the Euralis Group had to contend with an unstable context, which required its teams to adapt to be as agile as possible in the face of complex exogenous situations (tense geopolitical situation, effects of climate change, inflation, etc.). This also involves being alert to potential opportunities for innovation and partnerships and is a way to strengthen activities undergoing profound change.

Against this uncertain backdrop, the Group has successfully pursued the roll-out of its CSR policy, based on its three ambitions: working towards nourishing, sustainable agriculture and a socially responsible ecosystem. So we're staying the course and reinforcing it: now more than ever, we need to move towards sustainable, responsible agriculture and food in line with the strategic approach integrating climate issues. To live up to its ambitions, the cooperative is adapting, innovating and helping farmers to transform their farming practices. To do so, it offers them consultancy and services and value-added processes developed in partnership with its industrial clients. The cooperative is continuing its commitment to producing renewable energy, and is thus helping to make farms more resilient. It is also working to ensure that its sites produce their own energy and reduce their greenhouse gas emissions. Euralis also promotes a socially responsible ecosystem. Attentive to equal opportunities and parity in its teams, the Group is committed to the development and fulfilment of all its employees.

To maintain the momentum, a 2030 roadmap was defined during the year, with an action plan to achieve all these ambitions. The implementation of our CSR strategy is underway, covering all our challenges, which are monitored by key performance indicators and assessed by the CSR Strategic Committee every two years.

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 2022-2023 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. Excluded from this declaration (see list below) are French and foreign companies whose workforce is owned and managed by a partner or joint ventures that are not included in the scope of financial consolidation:

- AGRIBIO UNION
- ACTISEM
- AGRIBIO SAS
- AXSO
- BAYONNE MANUTENTION
- FERMIERS DU GERS
- FIPSO INDUSTRIE
- GRASS
- HYBALLIANCE
- IG PFLANZENZUCHT
- MAISICA DE BAYONNE
- OCEOL
- SANDERS EURALIS
- SERETRAM
- SOJALIM
- SOLEAL
- VOLAILLES DE GASCOGNE
- SOLTIS ESPAÑA

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. Following the extension of three key performance indicators to the entire Group (France and abroad) last year, three new ones have been added this year to the list of performance indicators covering the entire scope of our activities: the rate of recovery of waste and co-products (see page 39), scope 1, 2 and 3 carbon footprints (see page 34) and the number of meetings with employee representative bodies (see page 62).

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 target perimeter, i.e. the proportion of Euralis Group entities included in this NFPR, represents a ratio of 97.8%. Based on this target perimeter, the overall coverage ratio of our NFPR stands at 95.6% (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: 95.7% and a Socially Responsible Ecosystem: 92.6%.

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 issues were identified, but adjustments were made to refine the hierarchy of certain societal issues and to clarify the names of three of them.

Our materiality matrix remains the basis for the commitments expressed in the 2023 CSR policy, whenever they are deemed crucial or major.

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 timeframe 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 input the data



For the year ended august 31, **2023**

INDEPENDENT THIRD-PARTY BODY REPORT
ON CSR INFORMATION

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Avenue Gaston Phoebus
64231 LESCAR Cedex

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EURALIS COOPERATIVE GROUP

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

For the year ended august 31, 2023

To the General Assembly,

In our capacity as Statutory Auditor of your cooperative (hereinafter the “entity”), appointed as the independent third party body and accredited by COFRAC for the activity validation verification 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, 2023 (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.

GROUPE Y AUDIT
Société d'Expertise Comptable et de Commissariat aux Comptes
Inscrite au tableau de l'Ordre de la Région Nouvelle-Aquitaine et de la Région Pays de la Loire - Membre de la Compagnie Régionale Ouest-Atlantique
Membre indépendant du réseau Nexia International - Membre de l'Association Technique A.T.H.

SAS au capital de 500 000 €
Siège social : 53 rue des Marais - CS 18421 - 79024 NIORT Cedex - Tél. : 05 49 32 49 01
RCS NIORT B 377 530 563 - APE 6920 Z - TVA : FR 10 377 530 563

NIORT - PARIS - TOURS - FUTUROSCOPE - LA ROCHE-SUR-YON - FONTENAY-LE-COMTE - NANTES - LUÇON



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 :

- In connection with animal welfare key performance indicators, i.e. share of farms with at least one animal welfare trained referent, and share of duck farms holding a PalmiGconfiance accreditation, we notified slight discrepancies in our tested samples. Therefore we encourage Euralis to reinforce to reliability of its data collection.

- With regard to the share of corn chain contracted hectares, analysed through a sanitary risk forecasting tool, our controls revealed discrepancies in the expressed results, later corrected in this reporting. It therefore, should also be ensured to strengthen the trustworthiness of the data collection tool used here.

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 5.4% and 40.4% 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 14, 2023

THE INDEPENDENT THIRD PARTY BODY

GROUPE Y Audit

Lionel Escaffre

Lionel ESCAFFRE
Associate – Sustainability Department
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