



# NON-FINANCIAL PERFORMANCE REPORT

SEPTEMBER 2023 - AUGUST 2024

# Editorial

Our 2023-2024 Non-Financial Performance Report summarises all the actions taken by the cooperative to live up to its ambitions to promote the development of sustainable, diverse and healthy agriculture and food.

More than ever, Corporate Social Responsibility (CSR) is at the heart of Euralis's strategy. First and foremost, it helps improve the commitment of our employees by giving them a sense of meaning. It then helps us to meet the expectations of all our stakeholders as best as possible by reminding us of the importance of our ecosystem. More generally, it feeds the three pillars of the policy dedicated to it:

- **Environmental Matters:** we are committed to combatting climate change and maintaining biodiversity in our region by developing sustainable agriculture.
- **Social Matters:** we are committed to preserving, developing and enhancing our human capital by being leaders in our community (among employees and members/farmers) and by interacting with our local partners, remaining faithful to our vocation as food providers.
- **Governance:** we are committed to sustaining our business model by capitalising on our values as an agricultural cooperative to strengthen our resilience and develop a responsible ecosystem.

Over the year, the environment in which we operated was once again turbulent and complex to understand. The crisis in Ukraine continued, inflation persisted and adverse climatic events multiplied. At the same time, the bird flu vaccine has proved effective. Eurasolis, our subsidiary specialising in the production of green energy, continued to expand. Our eco-farming practices have expanded. Once again, we can confirm that the Euralis collective responded efficiently in such circumstances, always driven by our cooperative's values.

Climate change reminds us of how the urgent need to act is a key factor in our social responsibility. We are thus continuing to roll out our decarbonisation and sustainability initiatives across the board. In particular, we are working on obtaining SBTi (Science-Based Targets Initiative) certification for our approach, which should take place within the next two years. This is a way of framing our commitments and formalising our roadmap with ambitious, scientifically-based emission reduction targets.

The Board of Directors supports us in this sense and is demanding that our action plans are implemented, convinced of the need to move towards more sustainable agricultural practices.

With this in mind, we are preparing to integrate the new Europe-wide CSRD (Corporate Sustainability Reporting Directive). Within two years, it will impose new, stricter and more detailed non-financial reporting obligations. We will be required to produce an annual sustainability report covering Environmental, Social and Governance (ESG) aspects. We are starting to inject these three areas of focus into the current NFPR, and we are well on the way to having them ready by 2026.



Christophe Congues  
President

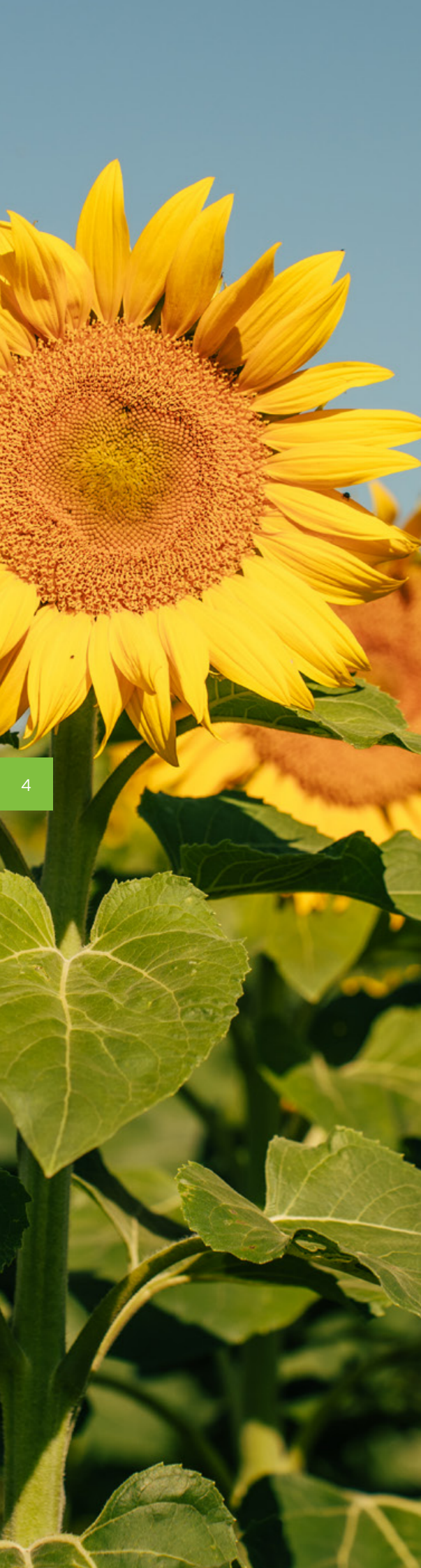


Philippe Saux  
CEO

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# PRESENTATION OF THE GROUP

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

 **THE AGRICULTURAL DIVISION** (which includes Eurasolis)

 **THE SEED DIVISION: LIDEA**

 **DUCK ACTIVITIES 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 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 PRIORITIES AND MISSIONS




During the year, Euralis's strategy was deployed in a complex environment: ongoing geopolitical and health crises, a heightened climate crisis, ever-increasing consumer expectations in terms of traceability, quality and sustainability, an ailing agricultural sector, persistent inflation, and so on. This environment entails both threats and opportunities.

**Against this changing and difficult backdrop, the strategy deployed by the cooperative Group is built around four key areas:**

- Tackling market challenges to drive the transformation of our farms and activities, and seizing opportunities.
- Pursuing partnership initiatives to create leading market players that are capable of investing in tools and human capital.
- Relying on our CSR strategies regarding social and environmental matters as the foundation for the performance and long-term vision of our activities.
- Transforming our organisations, tools and processes to make them more effective and agile.



**The Group's three core missions remain unchanged:**

-  **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

Of course, implementing this strategy also means taking environmental and social issues into account - in other words, our corporate social responsibility (CSR).

## KEY FIGURES\*



€1.36 billion in turnover



16 production sites



4,881 employees



8,000 farmers including 5,461 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).

The cooperative model is unique and demanding and offers many advantages. At Euralis, we ensure that its organisation and implementation are part of a continuous improvement plan.



To guarantee the balance of power between elected and executive governance, a set of rules has been put in place which provide a framework in which the following analyses are carried out:

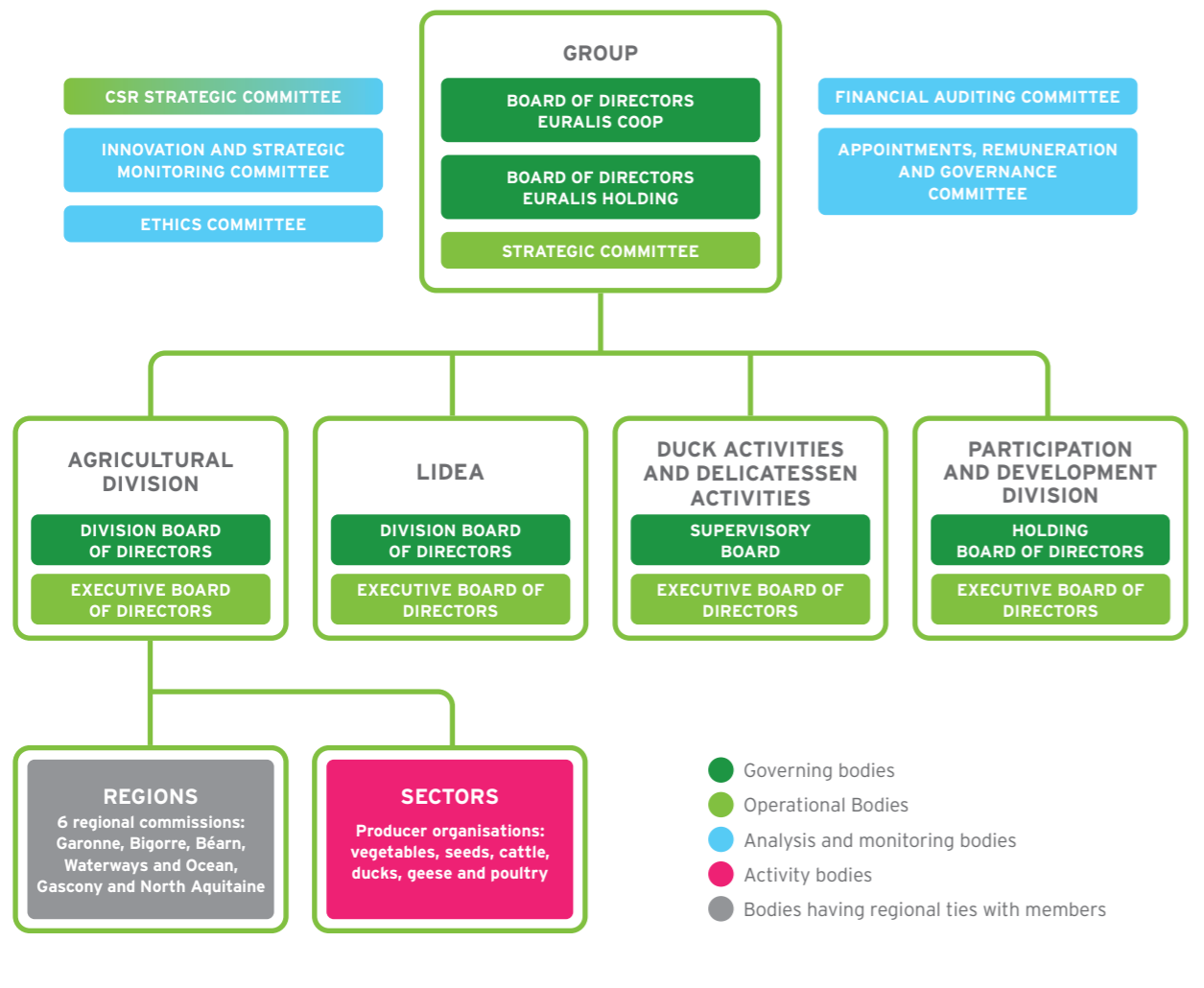
- Establishing the cooperative group's objectives
- Defining ways of achieving them
- Monitoring performance

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

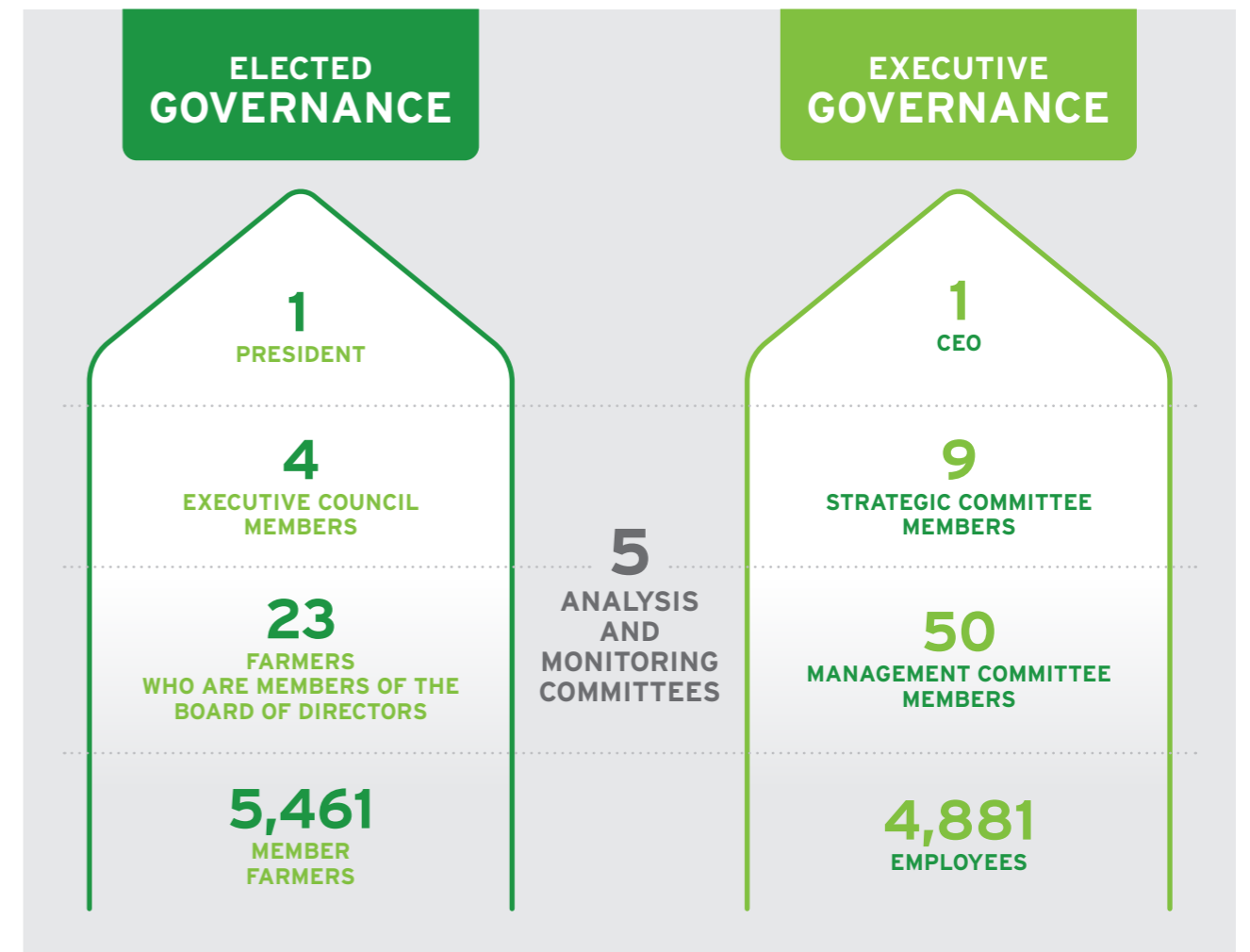
# SPOTLIGHT ON THE VARIOUS GOVERNING BODIES AND THEIR RESPECTIVE MISSIONS

- THE BOARD OF DIRECTORS:** Validates the cooperative's strategy and ensures Managers follow strategic guidelines that respect the cooperative spirit
- THE GROUP'S STRATEGIC COMMITTEE:** Proposes strategic orientations and ensures the success of the cooperative's operational management
- GOVERNANCE COMMITTEES:** Each of them ensures that governance runs as smoothly as possible in their specialist field.
- REGIONAL COMMISSIONS:** Ensures successful regional management for members and local institutions

## ORGANISATION OF GOVERNANCE BODIES



Cooperative governance is based on the democratic principle of "1 person = 1 vote". An agricultural cooperative is an enterprise created by farmers who collectively own and govern it. Every cooperative member has an equal right to vote at the Annual General Assembly, and every farmer can make their voice heard and take on responsibilities within the cooperative, in compliance with the established rules.





# 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
- 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 compliance 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



Euralis structures its CSR policy by combining elected governance, rooted in cooperative democracy and pragmatism, and executive, agile and efficient governance. This approach enables our Group to define ambitious objectives in terms of social, societal and environmental performance while ensuring their effective implementation.



**Olivier Tillous-Borde,**  
Director of the Group's Transformation and Strategic Developments

### How is CSR strategic for the Euralis cooperative?

CSR is a strategic issue for our Group as it contributes to our shared ambition and helps us to structure a continuous improvement plan. It helps our collective (farmers and employees) to define our identity, our common project and our role and commitment in our economic and regional ecosystems. It provides us with tools that enable us to set objectives and measure and drive progress. CSR also allows us to align our organisation and activities with the growing demands of our stakeholders (our customers and financial partners in particular) and to adapt to regulatory requirements.

### What does this mean in practice?

We ensure that the Sectors' strategic priorities are aligned with the Group's 2030 CSR ambition. The Agricultural Division, for example, develops contractual supply chains based on ecological farming specifications. In addition, we are reinforcing and giving credibility to our commitments through labelling tools, charters (Animal Welfare Charter, Responsible Purchasing Charter, etc.), action plans to combat deforestation, a decarbonisation strategy, and so on, all whilst integrating the priorities of our teams, customers and partners. Lastly, we are developing and sustaining our human capital to nurture this shared identity. To this end, we offer CSR training (nearly 500 managers have taken the Axa Climate School course), we organise civic events (such as the Pink October Solidarity Walk and the World Cleanup Day litter pick-up) and we have launched a major project to promote gender equality within the company (the Oxygène Project).



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

### What is your role within the CSR Strategic Committee?

My role on this Committee is to propose strategic priorities for the Group's CSR policy. I also ensure that decisions made are in line with the commitments defined in our CSR policy. Finally, I liaise with the cooperative's elected governance: I share the Committee's records of decisions with the Board of Directors, and together we validate the decisions taken, adjusting them if necessary. Our committee meets three times a year under the chairmanship of Christophe Congues.

### What were the key topics of the 2023-2024 financial year?

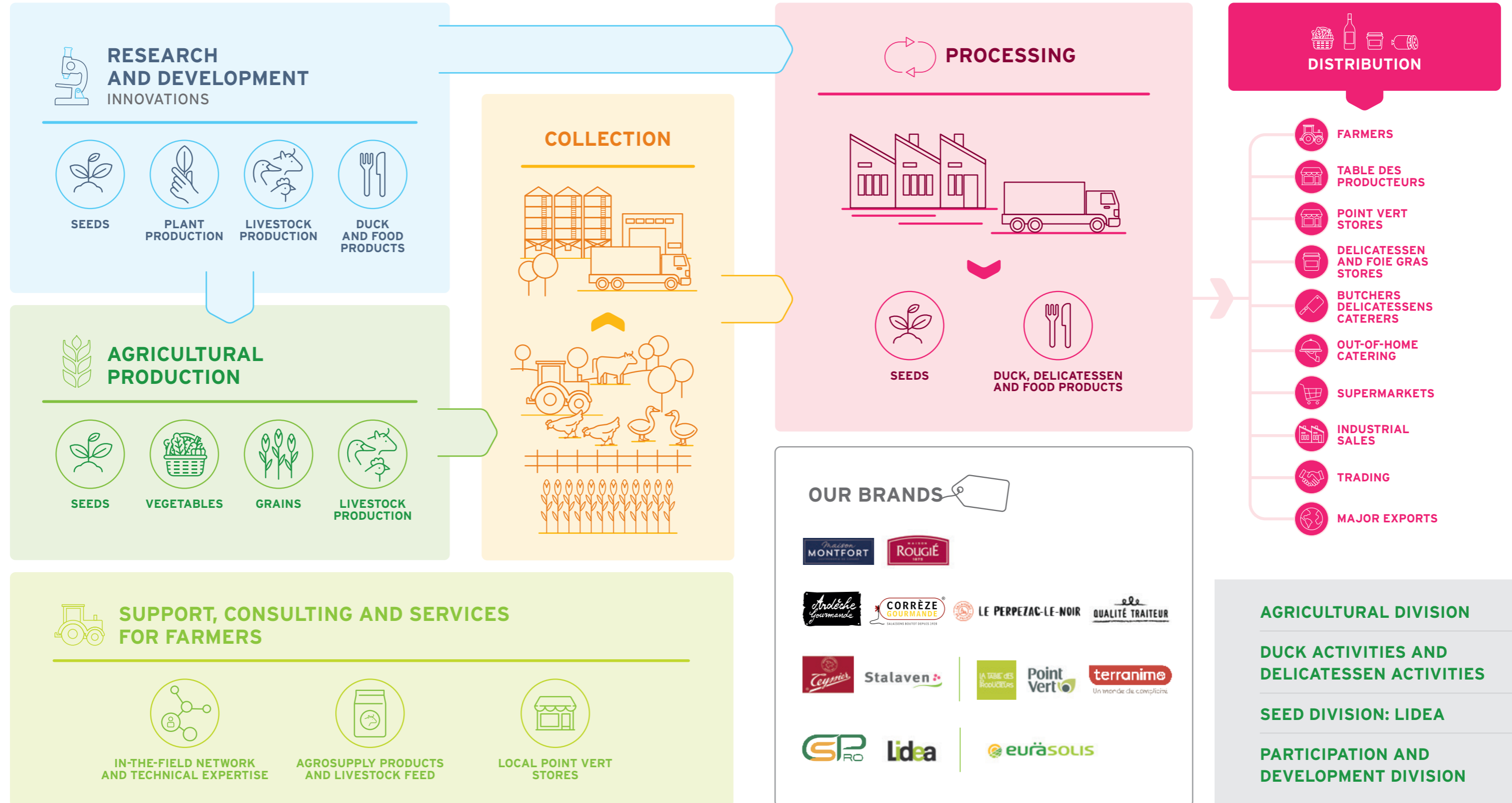
First, there is the decarbonisation strategy, a key initiative undertaken by the Agricultural Division. It is also worth mentioning the Corporate Sustainability Reporting Directive (CSRD), which sets new standards and obligations for non-financial reporting. We are preparing to comply with it by 2026. This involves the preparation of a double materiality matrix, work on the overall understanding of ESRS (European Sustainability Reporting Standards), data collection and monitoring, and enhanced reporting using the appropriate tools. The final requirement is to publish a sustainability report within the next two years. During the year, all board members received training to deal with these new challenges.



# 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

By mobilising all its human, environmental, financial, intellectual, production and social resources, the Group strives to create shared value with all its stakeholders in the regions where it operates.

### OUR RESOURCES



In response to the expectations of its members and customers, Euralis offers a complete range of products and services adapted to the challenges of the agricultural world and the food industry. Aware of the importance of preserving the environment, the Group is mobilising all its resources, from farm to fork, to support its vision of sustainable, high-performance agriculture and industry. Committed to developing value-added supply chains, it relies on its community of members, farmers, employees and suppliers to ensure production at its various sites.



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

### OUR IMPACT AND VALUE CREATION



With a turnover of 1.36 billion euros in the 2023-2024 financial year, Euralis is generating numerous positive impacts across its entire value chain. Indeed, our cooperative contributes to local economic development through the direct and indirect employment it generates, as well as to the development of eco-friendly practices, all while contributing to food resilience. The resulting economic, social and environmental benefits are enjoyed by all our stakeholders, including cooperative members, farmers, employees, suppliers, consumers and clients.



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



# EXTERNAL RECOGNITION OF OUR CSR POLICY

Our Group's main labels, certifications and recognitions

### SYSTEM



IFS Food (1) (2)



FSSC 22000 (3) (4)



SQF (5) (6)




Happy Trainees (1) (2)




ISO 45001 (9) (10)


### ACTIVITIES / SECTORS



CSA-GTP (11) (12)



Class-A Maize Quality Charter (13)



Palmi G confiance (15) (16)

### PRODUCTS/PRODUCERS



GENERAL AGRICULTURAL COMPETITION (17) (18)



SAI (19) (20)



2BSvs (21) (22)



GAÏA (23) (24)



NF V30-001 (25) (26)



ANTIBIOTIC-FREE (29) (30)



Label Rouge (37)



PGI (39) (40)



AB (41) (42)



'ORIGINE FRANCE' INITIATIVE



VPF (31) (32)



FRENCH POULTRY (33) (34)



VBF (35) (36)

## Legend

ENVIRONMENT

SOCIAL

GOVERNANCE

As part of our CSR policy, Euralis has obtained numerous external recognitions, such as labels and certifications, which serve as validation of our commitment to our 3 ESG pillars. These distinctions, awarded by independent bodies, attest to the quality and compliance of our actions and reinforce our transparency and commitment to continuous improvement.

- (1) International Food Standard, the international standard for quality and food safety management (of processes and products), recognised by distributors
- (2) Euralis Gastronomie sites (Maubourguet, Les Herbiers and Sarlat) and STB sites (Yffiniac and Perpezac-le-Noir)
- (3) Food Safety Systems Certification 22000, international food safety management standard
- (4) Euralis Gastronomie site in Bulgaria
- (5) Safe Quality Food, international food safety management standard
- (6) Euralis Gastronomie site in Canada
- (7) Official recognition of the quality of the internship experience offered, based on feedback from interns
- (8) All sites based in France for all our activities
- (9) International standard for occupational health and safety management
- (10) Lidea sites in Lescaur (France), Sevilla (Spain), Cherkassy and Mayak (Ukraine) and Brîla (Romania)
- (11) Food Safety Charter - Good Trading Practice, certification guaranteeing compliance with good hygiene and traceability practices in the grains, oleaginous seeds and protein crops sector
- (12) Euralis Grains and Eurasud Grains SNC
- (13) Charter to improve the quality and traceability of maize by promoting sustainable farming practices
- (14) Euralis Grains and Eurasud Grains SNC
- (15) Voluntary approach certifying compliance with good farming practices for foie gras ducks & geese in terms of animal welfare and biosafety.
- (16) Euralis Gastronomie duck producers in France
- (17) Annual French competition rewarding the expertise and excellence of French products and wines
- (18) Gold, silver and/or bronze medals awarded to 10 Duck & Delicatessen products
- (19) Sustainable Agriculture Initiative, a collective approach to continuous improvement promoting sustainable agricultural practices, assessed using the FSA (Farm Sustainability Assessment) tool.
- (20) Field crop and/or vegetable farmers from Euralis Coop or Euralis Négoce
- (21) Biomass Biofuel Sustainability voluntary certification recognised by the EU guaranteeing the sustainability of biofuels and biomass.
- (22) Euralis Coop and Euralis Grains for maize, rapeseed and sunflower seeds
- (23) Sustainable private benchmark to promote ecological farming practices

- (24) Euralis Coop or Euralis Négoce maize and/or soya growers
- (25) French standard NF V30-001 setting out the requirements and recommendations for best practices for the growing and on-farm storage of small grains and maize.
- (26) Euralis Coop or Euralis Négoce wheat growers
- (27) The 'Origine France' initiative ensures the traceability of products from the Foie Gras Ducks & Geese sector, from rearing to processing, to guarantee 100% French origins.
- (28) Euralis Gastronomie food products (sites at Maubourguet, Les Herbiers and Sarlat)
- (29) Private standard guaranteeing that ducks have been raised without antibiotic treatment since birth
- (30) Euralis Gastronomie food products (sites at Maubourguet and Les Herbiers)
- (31) Label guaranteeing the French origin of pork, from rearing to processing
- (32) STB food products (sites at Yffiniac, Perpezac-le-Noir and Saint-Agrève)
- (33) Label guaranteeing the French origin of poultry meat, from rearing to processing
- (34) STB food products (Yffiniac site)
- (35) Label guaranteeing that beef comes from animals born, reared and slaughtered in France
- (36) STB food products (Yffiniac site)
- (37) Official French quality label guaranteeing higher quality than that of similar everyday products, thanks to specific production methods.
- (38) Specifications file #LA 12/89 and #LA 19/02 for Euralis Gastronomie food products (sites at Maubourguet and Sarlat), specifications file #LA 01/78 - 06/88 - 31/88 - 01/65 - 14/89 - 07/93 - 09/66 - 01/81 - 14/88 - 16/94 - 06/71 - 10/91 - 07/86 - 12/77 - 10/77 for Euralis Coop poultry and specifications file #LA 17/91 for the Euralis Coop Blonde d'Aquitaine cattle breed, specifications file #LA 21/88 for STB cooked ham (Yffiniac site)
- (39) Protected Geographical Indication, the official sign of quality and origin guaranteeing that a (food [...]) product is closely linked to a specific area, both in terms of its characteristics and reputation.
- (40) Foie gras duck from Southwest France PGI (Chalosse, Gascogne, Gers, Landes, Périgord, Quercy) for Euralis Gastronomie food products (Maubourguet and Sarlat sites), Saucisson de l'Ardèche PGI and Ardèche PGI dry-cured ham for STB food products (Saint-Agrève site), Landes PGI and Gers PGI poultry for Euralis Coop poultry.
- (41) Agriculture Biologique, the official label certifying that products have been grown, reared and/or processed using methods that respect the environment, biodiversity and animal welfare.
- (42) Euralis Coop poultry and beef, Euralis Coop vegetables and grains, Euralis Grains, Euralis Négoce and STB food products (Yffiniac site).



## Agricultural Division

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.

**552**  MILLION EUROS IN TURNOVER

**584**  EMPLOYEES

### OUR ACTIVITIES

- Vegetable sectors: grains, vegetables, pulses, seeds, kiwifruit.
- Livestock sectors: poultry, ducks & geese, cattle, animal feed.
- Energy sector: biofuels, solar energy, agrivoltaics, biogas production.
- 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**

 **667,000 TONNES OF GRAINS AND OLEAGINOUS SEEDS SOLD**

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

 **8,000 FARMERS INCLUDING ABOUT 1,600 RECEIVING CONSULTING SERVICES**

Data for the fiscal year - Scope: France and abroad

## Duck Activities and Delicatessen Activities

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

**434**  MILLION EUROS IN TURNOVER

**2,066**  EMPLOYEES

### OUR ACTIVITIES

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

### OUR BRANDS



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

**OUR COMPETITORS:** the main agricultural supply groups (cooperatives and independent structures).

 **A KEY PLAYER IN DUCK PRODUCTION**

**THE LEADING DISTRIBUTION NETWORK FOR LOCAL RETAILERS**

## Seed Division: Lidea

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

**448**  MILLION EUROS IN TURNOVER

**2,091**  EMPLOYEES

**€37.5 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

Lidea 

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

**OUR COMPETITORS:** French and international field seed companies.



 **A EUROPEAN LEADER FOR SEED PRODUCTION**

**17** RESEARCH STATIONS IN EUROPE AND SOUTH AMERICA

Data for the fiscal year - Scope: France and abroad

## Participation and Development Division

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

**87**  MILLION EUROS IN TURNOVER

**222**  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**

**500** COOPERATIVE MEMBERS PRODUCED SWEETCORN AND GREEN VEGETABLES IN 2024 UNDER THE GÉANT VERT AND BONDUELLE BRANDS

**40,900 TONNES OF SOYBEANS CRUSHED** 

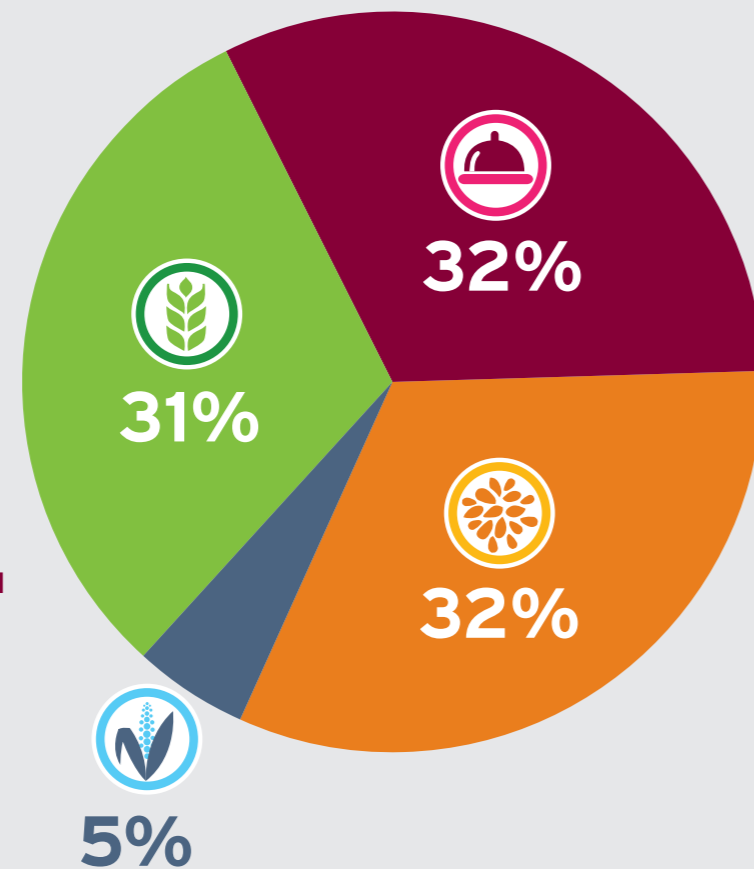




## BREAKDOWN OF 2023-2024 TURNOVER for each division (%)

(%)

-  **AGRICULTURAL DIVISION**
-  **DUCK ACTIVITIES AND DELICATESSEN ACTIVITIES**
-  **SEED DIVISION: LIDEA**
-  **PARTNERSHIP ACTIVITIES**










Data for the fiscal year.  
Scope: France and abroad

## HIGHLIGHTS OF THE YEAR



- **SEPTEMBER 2023:** Pierre Pagès, cooperative board member, elected Chairman of SEMAE (interprofessional association for seeds and seedlings)
- **OCTOBER 2023:** Sanders Euralis, a company specialising in animal nutrition and a leader in Southwest France, celebrates its tenth anniversary
- **OCTOBER 2023:** second edition of Euramaizing, an event which brings together the main strategic downstream industrial clients of the Agricultural Division
- **NOVEMBER 2023:** Euralis launches duck vaccinations against bird flu
- **NOVEMBER 2023:** Olivier Paul elected Chairman of the Union Française des Semenciers (UFS - French seed association)
- **NOVEMBER 2023 - FEBRUARY 2024:** farmers' protest across France
- **FEBRUARY 2024:** cooperative board members sign a Code of Ethics governing their practices
- **JUNE 2024:** Philippe Saux, Managing Director of Euralis, is elected Chairman of the Agri Sud-Ouest Innovation competitiveness division

## CSR HIGHLIGHTS

-  **MAY 2023**  
Launch of the Oxygène Project devoted to professional equality within Euralis (in-house survey, workshops and combined action plan).
-  **OCTOBER 2023**  
Another edition of the 'Pink October' event at several Euralis sites, with the organisation of individual appointments with midwives.
-  **NOVEMBER 2023**  
Launch of the 'Our traditions have a future' grant to support projects run by duck producers committed to animal welfare and sustainable practices
-  **APRIL 2024**  
Finalisation of the collective project with Pact'Alim based on Ademe's 'ACT Step by Step' methodology to put climate issues at the heart of the Agricultural Division's strategy.
-  **APRIL 2024**  
Euralis wins the France 2030 call for expressions of interest for the CERES project, 'local demonstrators of agricultural and food transitions'.
-  **MAY 2024**  
Eurasolis celebrates its third anniversary, with 150 projects signed and 10 solar power plants already commissioned
-  **JUNE 2024**  
Our Group's SBTi commitment, confirming our determination to structure our ambitious decarbonisation strategy

# OUR CHALLENGES AND CSR COMMITMENTS

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

On the strength of its commitment to sustainable development, Euralis has put in place a rigorous and proactive approach to risk management, enabling it to anticipate tomorrow's challenges and build a more sustainable future.

Since 2014, Euralis has implemented a risk management approach based on an in-depth analysis of its environment. This methodical, iterative approach makes it possible to identify, assess and prioritise the financial and non-financial risks to which the Group is exposed.

In 2018, this was supplemented by an initial analysis of our stakeholders' expectations. Together with an expanded list of our risks and opportunities, this step has enabled us to identify and prioritise the Group's challenges within our materiality matrix.

As the cornerstone of our approach, the matrix is updated in the event of significant internal or external changes to our business sector.

In 2021, an initial review incorporated the transformation of our activities, with the choice of consulting and our merger with the Caussade Semences Group.

The consequences of the conflict in Ukraine in 2022 subsequently led to a reassessment of our materiality matrix.

Finally, in 2023, adjustments were made to refine the most significant challenges for both the Group and its stakeholders. As one of the major challenges of our time, climate issues are now at the heart of our concerns and are guiding our strategic decisions.

This year, we began work on a dual materiality analysis in anticipation of the future implementation of the Directive on the publication of sustainability information by companies, known as the CSRD within our cooperative. The initial results confirm the positioning of the issues in our current matrix.

Following this new regulation, one of our first decisions was to structure our Non-Financial Performance Statement, Euralis's reference document, around the three ESG pillars.

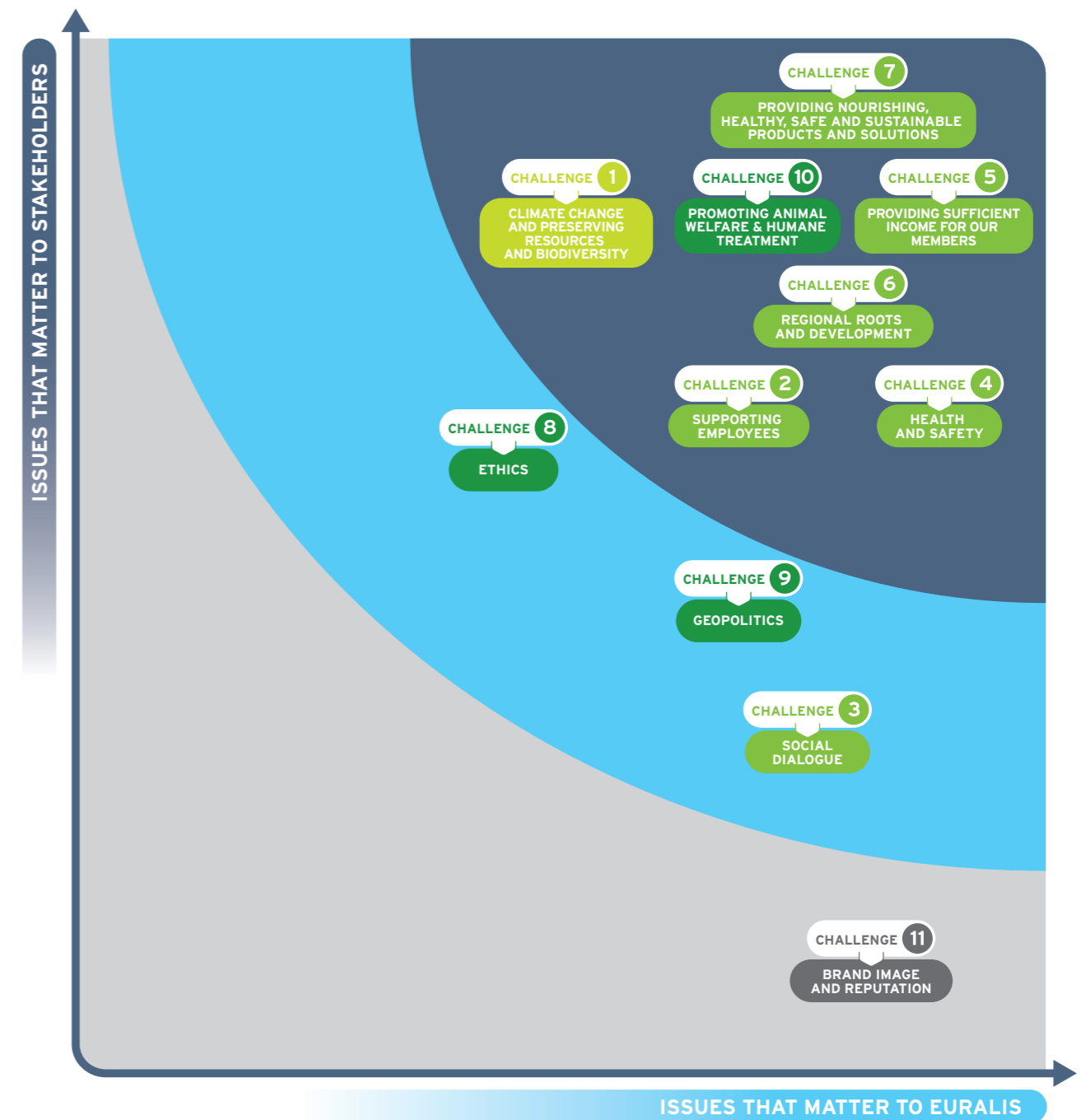
Our strategy and indicators are presented in the NFPR reference document and are guaranteed annually by an independent third-party organisation.

Seven crucial issues and three major issues emerged, forming the framework of the NFPR.

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

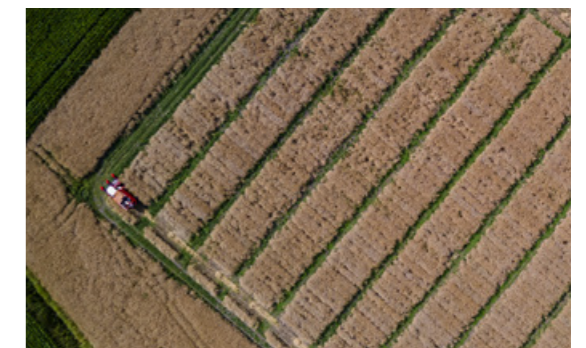


## EURALIS MATERIALITY MATRIX



### Legend

- ENVIRONMENT
- SOCIAL
- GOVERNANCE





# OUR CSR COMMITMENTS

## A POLICY BASED ON OUR THREE PILLARS



In keeping with our mission, we have defined a policy to guide our Corporate Social Responsibility policy. This policy is built around the ESG pillars and is reflected in concrete commitments involving all our stakeholders in our value chain.

We are committed to healthy, safe and sustainable food and agriculture that is local and diverse. To achieve this, we rely on innovation, supporting farmers and value-added supply chains.

### ENVIRONMENT

Euralis is committed to combatting climate change and maintaining biodiversity locally by developing sustainable agriculture.



#### CHALLENGE 1

##### ACTING IN LIGHT OF CLIMATE CHANGE TO PRESERVE RESOURCES AND BIODIVERSITY

Reducing the impact of our direct and indirect emissions by decarbonising our activities in line with the SBTi commitment: developing renewable energy and low-carbon sectors (solar energy, agrivoltaics, biogas production, biofuels, etc.) 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: supporting our farmers, regenerative agriculture, researching new resistant crop varieties that require less water and fewer input products to preserve resources and biodiversity.

### SOCIAL

Euralis is committed to preserving, developing and making the most of its human capital by being leaders in its community (employees and members/farmers) and through interaction with its partners locally while remaining faithful to its vocation as a food provider.



#### CHALLENGES 2 and 3

##### SUPPORTING EMPLOYEES THROUGH TRANSFORMATIONS, FOSTERING SOCIAL DIALOGUE AND PROMOTING EQUAL OPPORTUNITIES

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 and in-house mobility.

Ensuring high-quality social dialogue and guaranteeing diversity and equal opportunities within our cooperative, in a spirit of community, transparency and fairness.

Giving our farmers the tools they need to enhance training and helping them manage their challenges.

#### CHALLENGE 4

##### 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.

#### CHALLENGE 5

##### PROMOTING THE COOPERATIVE'S ACTIVITIES LOCALLY AND ENSURING A SATISFACTORY INCOME FOR OUR MEMBERS

Boosting the vitality of our catchment areas, as close as possible to our members and our regions, and guaranteeing the long-term economic viability of our members' farms: grassroots initiatives via themed meetings and field visits, creating new sectors offering additional outlets and profitable, sustainable solutions for the future, supporting farmers and redistributing part of the financial results, transmission of farms, etc.

#### CHALLENGE 6

##### PROMOTING THE DEVELOPMENT OF REGIONAL ROOTS

Creating value for all stakeholders in our regions and contributing to the economic, social and environmental development of our business areas: creating direct and indirect jobs, developing local production and short distribution channels and sporting and cultural partnerships.

#### CHALLENGE 7

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

Implementing our vocation to produce foodstuffs and offer customers and consumers high-quality, healthy, safe and sustainable products and services: crops and livestock, duck and delicatessen food products, and developing protein-rich seed varieties, recognised certification and labelling of our activities (sites and production), obtaining official quality, origin and sustainability certification, superior products (in taste and nutrition), developing short distribution channels.

### GOVERNANCE

For greater resilience, Euralis is committed to making its business model sustainable by capitalising on its values as an agricultural cooperative, aiming to develop a responsible ecosystem.



#### CHALLENGE 8

##### 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 and rolling out a sustainable procurement charter.

#### CHALLENGE 9

##### DRIVING REGIONAL GOVERNANCE AND INTEGRATING GEOPOLITICAL ISSUES

Managing the cooperative while respecting the specific features of our governance model and taking care to integrate geopolitical risks: two-headed governance, leadership of the various dedicated bodies (Committees, General Assembly, Section Meetings, etc.), preservation of the democratic principle of a "1 person = 1 vote" cooperative, renewal of the generations of future directors, operating autonomy of our subsidiaries, geopolitical risk management strategy, etc.

#### 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 following the associated action plans, training programmes for breeders and technicians, environmental enrichment and access to outdoor grassy and wooded areas.





KEY INDICATORS  
2023-2024

CARBON  
FOOTPRINT  
(SCOPES 1, 2 AND 3)

REFERENCE YEAR (2020-  
2021 FINANCIAL YEAR):  
**1,100 KTONNES**  
CO<sub>2</sub>EQ



# CRUCIAL AND MAJOR CHALLENGES ACCORDING TO OUR THREE ESG PILLARS

## ENVIRONMENT

Euralis is committed to combatting climate change and maintaining biodiversity locally by developing sustainable agriculture.

CHALLENGE 1

## ACTING IN LIGHT OF CLIMATE CHANGE TO PRESERVE RESOURCES AND BIODIVERSITY

### CLIMATE & BIODIVERSITY

The Euralis Group is keen to take account of the challenges posed by climate change and is pursuing its commitment to regenerative agriculture. It therefore promotes sustainable practices that have a positive impact on biodiversity. With this in mind, it has embarked on a process of decarbonising its activities.



## Decarbonising our activities

### THE SBTi & ACT® STEP-BY-STEP PROCESSES

As part of its climate strategy, Euralis has chosen the SBTi scientific approach to support the development of its agricultural, food and energy practices to achieve a global warming scenario limited to +1.5°C compared to the pre-industrial era.

As the main emitter of greenhouse gases from our activities (46% of our carbon footprint), the Agricultural Division has pioneered the ACT® Step by Step (Accelerate Climate Transition) method developed by ADEME (French Environment and Energy Management Agency) and the CDP (Carbon Disclosure Project) to define a strategy for decarbonising its activities. This structuring approach enables companies to work on an economic model that is compatible with climate issues.



Three closely related areas of focus have emerged:

- The first one concerns the development of value-added sectors. The aim is to contribute to the development of renewable energies in Southwest France, to diversify Euralis farms towards low-impact crops with co-benefits, adapted to the future climate and contributing to the food of the future, and to steer the development of "low-carbon plant products".
- The second one is to support farmers as they evolve in their profession. The aim is to restructure the range of fertilisers to offer innovative solutions with a lower impact, to give member farmers the means to reduce their consumption of input products (using tools and cover crops), to train farmers and advisors in the challenges of the transition and to give members the means to seek external funding and recognition of their progress by a third-party organisation.
- The third area is to reduce the impact of our operations and our dependence on fossil fuels for industrial tools and transport.

In the same spirit, our other businesses, Lidea and Euralis Gastronomie, naturally joined the Décarbon'Alim initiative in October 2024, coordinated by PACT'ALIM (an association of French food SMEs and larger companies) and supported by ADEME, to define their own low-carbon roadmap.







## KEY INDICATORS 2023-2024

ANNUAL ENERGY  
CONSUMPTION (GAS,  
ELECTRICITY AND PROPANE)

163,500 MWh

last-year value: 138,500 MWh

B25 objective: 191,000 MWh

Eventually, measure the share  
of renewable energies  
in our energy mix

SOLAR PANELS  
INSTALLED BY EURALIS  
AT MEMBERS' FARMS

8.0 MWc

last-year value: 1.2 MWc

B25 objective: 20 MWc

## CARBON CREDITS

Among the decarbonising solutions proposed, carbon credit is a lever for farmers. The Agricultural Division works with volunteer farmers to identify the various levers of action that will enable them to decarbonise their farms: integrating protein crops or soya, replacing areas of maize with sunflower or sorghum, implementing no-till practices, using cover crops.

Lidea will be able to supply farmers with plant cover capable of storing carbon. The tonnes of CO<sub>2</sub> prevented or sequestered give rise to carbon credits, which will be purchased by companies or local authorities to offset their own residual CO<sub>2</sub> emissions.

## Energy policy & production

### ENERGY MANAGEMENT

The main mission of the Euralis Energy Department is to oversee the management of all the Group's energy resources. To meet this objective while ensuring that it remains compliant with regulations (decrees and other obligations), it is working on the following areas:

- **OPTIMISING ENERGY PROCUREMENT:** working with the Group's various business lines to develop a Procurement strategy that combines financial performance, planning and risk management.
- **CONTROLLING AND REDUCING ENERGY CONSUMPTION:** implementing policies to reduce consumption, in particular by planning the energy monitoring of our processes in collaboration with the Group's business units, and drawing up energy optimisation plans based on the data provided.
- **DECARBONISATION:** ensuring that all decarbonisation potentials are identified and studied, and managing the implementation of decarbonisation actions where necessary.
- **PRODUCTION OF RENEWABLE ENERGIES:** the goal here is to attempt to compensate our nominal consumption.

During the year, the Energy Department worked on all these areas.

The Group continued to implement its energy efficiency action plans. The monitoring tool implemented in August 2022 at the 40 main consumer sites has enabled effective energy-saving plans to be rolled out.

At the cooperative's head office, for example, energy consumption fell by almost 30% in CO<sub>2</sub> eq. between September 2023 and August 2024 for the second year running (compared to the reference year 2021-2022). Work has also been carried out at the Teyssier site in Saint-Agrève: a new cold production system has been installed (the cost of the construction is estimated at €1.9 million). The aim is to reduce electricity consumption by 15% and gas consumption by 60%.

Many decarbonisation initiatives have also been launched.

The energy master plan for the Yffiniac (STB) and Les Herbiers (Euralis Gastronomie) sites will be overhauled, aiming to draw up an action plan to reduce carbon emissions and optimise energy expenditure over the next five years.

Lastly, the study launched in collaboration with ADEME, the French Environment and Energy Management Agency, to decarbonise the head office in Lescar has been completed, and funding has been obtained: the Nouvelle-Aquitaine Region has awarded Euralis a subsidy of €1.2 million. This amount will be used for a complex project, including a 20 MW biomass boiler running on its own maize cobs, a geothermal probe field whose heat production will be used to offset a large part of the headquarters' energy consumption, and self-generating solar panels. The solar panel roofing project at the Euralis site will be rolled out at a later date, and additional funding is being sought.

## DEVELOPING GREEN ENERGY VIA EURASOLIS

Created in 2022 by Euralis, Eurasolis specialises in the production of renewable energy in Southwest France. Its goal is to offer farmers opportunities for development and diversification. This division offers comprehensive support from project design (drawing up a business plan) to implementing solar plant projects on new buildings, existing roofs or on the ground. A total of 150 projects are currently under development, with an output of 80 MWp. Twenty new solar roofs were commissioned during the year, adding a further 6.79 MWp. Eurasolis is also developing an agrivoltaics offer. To meet the challenges of developing renewable energies, roofs alone will not be enough. During the year, three projects were launched with livestock farmers (cattle, sheep, ducks/geese and pigs), each including (and this is a key point) an agricultural diversification or installation project underpinned by a green energy production project, and not the other way round. To sustain its momentum, Eurasolis has increased the size of its teams, with nine new recruits during the year. Three project managers



**Bernard Joan,**  
a Euralis member farmer



*"We got involved in solar panels after discovering Eurasolis at a Section Assembly. The project involves renovating the roofs on two existing buildings where we store farm equipment. The first phase started in June 2022, and the second, a year later. Commissioning took place at the end of 2023, with a capacity of 191 kWp. This diversification was a natural move for us. From an economic point of view, it's an investment, albeit a long-term one, but a profitable one. And a guaranteed regular income."*



have been hired, plus one construction manager. All these projects have been successfully developed thanks to the complementary nature of Euralis (with its network and agricultural expertise) and Inthy, the structure's 2<sup>nd</sup> largest shareholder. This producer and distributor of renewable energies brings to the table its expertise in project development and financing.



**Céline Cauhapé,**  
Head of Innovation,  
Lidea



*"At Lidea, we have a portfolio of solutions enabling farmers to implement decarbonisation projects. Some allow them to reduce carbon emissions, such as protein crops (peas, chickpeas, field beans), or varieties of soya and sunflower that consume little water and fertiliser. Others, such as plant cover crops, help to sequester carbon in the soil. We are working with two key partners in setting up these projects: Carbonapp and My Easy Carbon."*



**Stéphane Teixeira,**  
Euralis member farmer

*"I've been part of the Euralis spraying plan since 2023 and I have noticed several advantages of it. Firstly, I can see the agronomic benefits. As digestate is rich in fertilising elements, it can replace chemical fertilisers: nitrogen and organic carbon nourish the soil and ammonium nitrogen nourishes plants. Ultimately, this increases fertility, including on grassland. It also makes good economic sense. As I use half as much chemical fertiliser on my crops, I'm saving over €40/hectare. And it's good for the environment: 60 tonnes of CO<sub>2</sub> are prevented every year on my farm.*

## PARTNERSHIPS FOR THE DEVELOPMENT OF BIOFUELS AND BIOGAS

### BIOBÉARN

Our cooperative has partnered up with BioBéarn, a biogas plant managed by TotalEnergies. Today, 200 farmers within a 40-kilometre radius of the Mourenx site have signed up for the digestate spraying plan. Using this natural fertiliser in fields can reduce the consumption of chemical fertilisers by 30%. The operation began in 2023, and by 2024 the surface area treated had already doubled. Once the biogas plant has reached maximum capacity, around 6,000 hectares will be treated with this fertiliser. It should be noted that some of the by-products fed into the biogas plant come from our industrial sites or farms.



### BIOENERGY IN SOUTHWEST FRANCE

As a long-standing partner of Océol, Euralis is actively contributing to the development of renewable energies. Over the period 2023-2024, our Agricultural Division has supplied more than 146,000 tonnes of maize to the Lacq bioethanol plant, supporting the production of clean, local fuel.

## Sustainable mobility

For Euralis, sustainable mobility means the gradual transition of its vehicle fleet to low-carbon footprint models. The charging stations installed at the head office in 2022 are proving to be popular, and their use continues to grow, in parallel with the extension of the electric vehicle fleet, particularly for the Eurasolis teams.

The growth in the number of vehicles running on biodiesel is also moving towards decarbonisation. Of the fleet of 16 trucks, five have switched to Oleo 100 (three at the Lescar site and two at the Marquefave site). This is a virtuous circle since Euralis supplies rapeseed to Saipol every week, which then produces this 100% French biofuel. This solution means that the range in

kilometres is very similar to that of conventional fuel. This fleet upgrade has been accompanied by eco-driving training for all drivers, which combines reduced stress for drivers with controlled fuel consumption.

Finally, the optimisation of flows has reached a new stage thanks to the strategy of pooled collection points. This has been stepped up, and now accounts for 30% of pooled collection points. This is a trend that is taking place without affecting regional coverage, as farmers' working comfort remains the main concern. The quantity of fresh maize transported directly to our drying silos during the financial year amounted to 195,000 tonnes.

## Regenerative agriculture

Regenerative agriculture brings together all the agronomic practices aimed at restoring the quality of agricultural soils, using reasoned cultivation and breeding methods. It introduces more life and biodiversity and encourages the development of organic matter, which will make the soil richer, more fertile and naturally sequester more carbon. At Euralis, regenerative agriculture is based on the following pillars:

### SOIL FERTILITY

Soil fertility is enhanced by the introduction of pulses, which have a natural ability to capture nitrogen from the air and, to a lesser extent, harness phosphorus and other nutrients and micronutrients essential to the soil. This can help to improve crop yields and harvest volumes. Soil fertility is also improved by reducing tillage, optimising the use of inputs, and plant cover. Used in winter, between two spring crops, the latter is becoming increasingly popular, as it offers agronomic, economic and environmental benefits: it limits greenhouse gas emissions, saves water, reduces the use of nitrogen inputs and contributes to decarbonisation. Euralis encourages this practice and provides farmers with technical and economic support. Some contracts and supply chains (such as Gaïa) make this part of the specifications, which the farmer must respect.

### ALTERNATIVES TO SYNTHETIC PRODUCTS

Paying as close attention as possible to in-field concerns, the farm consultants are committed to guiding farmers towards alternatives to synthetic plant protection products. The use of plant cover, as well as biostimulants and organic fertilisers (digestate, manure, slurry), is growing year on year. At the same time, Euralis is innovating to implement new biosolutions regarding soil activation and regeneration. A pilot group of farmers covering around 100 hectares has been deployed. Cameras detect weeds so that targeted treatments can be applied using localised spraying technology. This can reduce the application of synthetic products by between 30% and 50%.



**Nicolas Virves,**  
Farmer and Euralis board member

*"I started out in regenerative agriculture, which was a logical step for me. I haven't ploughed for a long time and I try to take care of the soil. In practical terms, my farm is one of the cooperative's pilot farms, and I'm being supported in the process by my Euralis farm advisor. Our aim is to nourish the soil and avoid any intensive tilling by favouring simplified crop techniques, without ploughing. This also involves the use of plant cover and therefore carbon sequestration. Taking part in this approach allows me to reconcile sustainable development with the economic profitability of the farm since I'm paid for the good practices I put in place."*



### KEY INDICATORS 2023-2024

**-10.6%**  
REDUCTION IN THE USE  
OF PLANT PROTECTION  
PRODUCTS (IN TFI) IN  
EURALIS FARMS COMPARED  
TO 2021  
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last-year value: -10%  
B25 objective: -15%

\*all the crop production areas of our farmers within the cooperative's statutory territory (the French departments of 64, 65, 40, 31, 32, 33, 09, 47, 81, 82, 11, 24, 66 and 17)







## PRECISION AGRICULTURE

The OPTI'AG precision farming offer continues to be rolled out and expanded. Around 100 farms are currently using nitrogen management on wheat, rapeseed and maize crops, and are familiar with smart weather solutions, fungicide management systems, precision weeding and the principle of intra-plot modulation. OPTI'AG helps to manage 2,500 hectares of cultivated land. With the support of these divisions, these solutions combining smart tools and remote sensing (drones and satellite images) are being extended to sweetcorn and maize seeds.

## HABITATS AND FOOD SOURCES

The development of habitats and food sources is achieved by deploying biodiversity diagnostics on farms, diversifying and rotating crops, increasing the number of hedgerows, developing flowering fallows and supporting agroforestry projects. On livestock farms, this translates into improved animal welfare thanks to greener pastures, while on kiwifruit farms, the hedges planted protect the plots of land (see paragraph on Expression of Normal Patterns of Behaviour).

## Our consulting offer

### DEVELOPING CONSULTING

Euralis is developing its consulting services to include more crop monitoring for farmers who need it, and to optimise crop systems using a range of decision-making tools. This also gives farmers the opportunity to put together their own package, based on three aspects: agronomic, regulatory and economic. A new consulting service called "Rendez-vous sol" has been launched to help farmers implement new agroecological farming practices. It consists of a spade test on the soil structure, an analysis of the chemical fertility of the soil, and then the use of a plant cover management tool.

As part of their consulting services, Euralis farm advisors encourage farmers to change their practices regarding the use of plant protection products. Our agronomic experts select a range of plant protection products based on the crops grown and the local soil and climate conditions, and then draw up recommendations for the TFI (Plant Protection Treatment Frequency Index) adapted to the different technical methods. The farm advisors then ensure that these recommendations are effectively implemented and adapt them according to the pressures or diseases observed in the field.

Our advisors continue to develop their skills through in-house training. Once a month, Euralis experts meet with teams of advisors to discuss current agronomic issues and pass on their knowledge.



**Emilie Le Guyader,**  
Head of Strategic Marketing,  
Agricultural Division



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*"Since 2021, Euralis has been supporting farmers with a flexible consultancy approach that covers all their agronomic, regulatory and economic needs. The offer is constantly evolving, and for the 2024 season, we added a 'rendez-vous sol' option to allow farmers to move towards greater sustainability. Our Euralis advisors receive regular training in ecological farming and help farmers to improve the fertility of their soils and reduce the use of inputs (water, chemical fertilisers, plant protection products, etc.) while maintaining the quality of the produce collected."*



## THE TRACEABILITY OF AGRICULTURAL PRACTICES

AgroClic, a digital traceability and plot management tool for farmers, is the counterpart to VISION, allowing advisors to record all the practical, quantified information needed to make objective recommendations. AgroClic is easy for farmers to use, with a back office that the consultant (or farmer, if they so wish) can set up based on data associated with plots, crops and other factors.

AgroClic is used by 1,300 farmers to enter their traceability information. The roll-out of this tool will enable us to meet the expectations of the industry in this area. To date, all the Agricultural Division's supply chains can be traced using this tool. This is also the case for vegetable production, and seeds will soon follow.



**KEY INDICATORS  
2023-2024**

**60.4%**  
OF CULTIVATED AREAS  
OF EURALIS FARMS  
MANAGED BY FARMERS  
RECEIVE ANNUAL  
CONSULTING (TRANSITION  
TO AGROECOLOGY)

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last-year value: 62%  
B25 objective: 50%





**Mickaël Joseph,**  
Euralis member farmer



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*"I've been using plant cover on my farm for several years now. This allows me to fertilise the soil while storing carbon, which is returned to the soil. And it is a way to provide nutrients for the next crop. It is also a way to stimulate soil life and biodiversity in general during the winter. Lastly, in the long term, cover crops can increase the water reserve that is 'stored' in the soil and easily used by plants: the soil thus acts as a sponge more effectively."*

<sup>(2)</sup> 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.





### KEY INDICATORS 2023-2024

**36%**  
OF PRODUCTION FROM  
EURALIS FARMS IS SOLD  
DOWNSTREAM ACCORDING  
TO SUSTAINABLE  
PRODUCTION STANDARDS  
(2BSvs, SAI, NF, GAÏA, ETC.)

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last-year value: 41.6%  
B2S objective: 33.9%

## Sustainable sectors

The Euralis co-operative works with its industrial partners to develop value-added supply chains governed by production contracts that meet quantitative, qualitative and sustainability objectives. In fact, these sectors make strong commitments in terms of carbon footprint, water management and biodiversity. In particular, their implementation commits farmers to regenerative and more profitable farming practices. To achieve this, Euralis has set up support contracts, such as the Gaïa contract, geared towards the agroecological transition and rolled out with 700 farmers. As for customers, these agricultural models certified by international standards (NF, regenerative agriculture, 2BSvs, SAI, etc.) help to meet sustainability requirements.

All these actions encourage the development of agroecological practices within our cooperative while contributing to the growth of production under sustainable standards. During the 2023-2024 financial year, 36% of the production from Euralis farms was thus enhanced and sold according to sustainable standards.



### ONE EXAMPLE OF AN INTERNATIONAL BENCHMARK: SUSTAINABLE AGRICULTURE INITIATIVE / FARM SUSTAINABILITY ASSESSMENT

Committed to the Sustainable Agriculture Initiative (SAI) since 2019, Euralis is rolling out a continuous improvement approach to sustainable farming practices for all field crop and vegetable farmers. To date, 4,704 farmers have benefited from this collective approach, based on the three CSR pillars.

## Organic agriculture

The inflationary economic climate has had a major impact on the sale of organic products. Naturally, this has led to a reduction in supplies, and even to back-conversions, i.e. a return to conventional farming. Euralis remains committed to its producers by maintaining "Organic Agriculture" certification for field crops, poultry and poultry feed, vegetables, seeds and cattle.



**Franck Camet-Lassalle,**  
Head of Key Accounts, Agricultural Division



*"For the 2024 season, Euralis is rolling out Gaïa for grain maize, waxy maize and food-grade soya. This contract promotes the agroecological practices of farmers, who receive a premium per tonne if they comply with the specifications. In practical terms, the Euralis advisor carries out a diagnosis at the start of the season and works with the farmer on a number of issues: soil fertility, reducing the use of plant protection products and chemical fertilisers, water consumption and biodiversity (crop rotation, diversification, agroforestry, etc.). On the strength of this Gaïa initiative and the enthusiasm of the 500 farmers involved in the approach, we can work with our industrial partners to develop appropriate sustainability roadmaps, tailored to the solutions implemented and the results we aim to achieve with them."*

## Sustainable seed research and development

Spread across 19 research stations in Europe and South America, our teams are developing new varieties and top-of-the-range solutions adapted to local growing conditions and the specific needs of each farmer. Thanks to trials carried out under real conditions on thousands of plots, we can guarantee innovative and sustainable solutions, combining high agronomic performance and sustainability (water and input consumption, disease resistance, protein content, etc.).

Lidea, our Group's seed activity, designs and offers innovative, customised and sustainable seed solutions. To illustrate our action, here are a few examples of virtuous developments

### AZOT MASTER

Among the many challenges facing farmers, effective nitrogen management in rapeseed agriculture is essential. In this demanding context, Lidea has innovated to offer a genetic solution for nitrogen efficiency that provides farmers with a path to profitability. Nitrogen is a farmer's biggest expense, so Lidea has been incorporating nitrogen efficiency into its breeding programme for years. This solution, called "Azot Master", is the result of a 10-year selection programme. Thanks to three years of R&D trials on 1,500 plots spread over seven sites in Europe, we have managed to ensure that it best meets farmers' needs. Lidea offers rapeseed varieties such as LID TEBO and LID INVICTO, selected for their more efficient use of nitrogen after wintering. These elite varieties make the most of every available unit of nitrogen.



### KEY INDICATORS 2023-2024

**8.6%**  
OF LIDEA'S TURNOVER IS  
INVESTED IN DEVELOPING  
VARIETIES THAT ARE  
RESISTANT TO WATER  
STRESS, ETC.

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last-year value: 9.0%  
B2S objective: 10%





## SYMBIO SUSTAIN

The “Symbio Sustain” solution is a ready-to-use mixture of an elite rapeseed variety, a pollen beetle trap and companion plants. The elite variety achieves high yields. The pollen beetle trap is a very early flowering rapeseed variety. It serves to divert the attention of pollen beetles, which protects the elite variety. Companion plants (fenugreek and vetch) act in symbiosis with bacteria to fix nitrogen from the air and improve its availability in the soil, while being non-invasive. This solution also disrupts insect pests through its appearance and smell. It also reduces weed pressure and improves the soil structure.

## HYDRO MASTER

“Hydro Master” varieties are designed to minimise the impact of drought on maize growing. Thanks to rigorous selection, these hybrids are adapted to periods of water stress and excess water. The Hydro Master innovation enables farmers to choose the optimum variety for local conditions. This system helps to protect critical development phases such as flowering, ensuring that maize is more resilient in the face of climatic challenges.

## Water resources

Managing water resources is a major challenge throughout the Group, both for Agricultural Activities and Duck & Delicatessen Activities. At a time when the consequences of climate change are becoming increasingly apparent, a growing number of initiatives are being implemented to optimise water management.

### DEVELOPMENT OF SEEDS THAT ARE MORE RESISTANT TO WATER STRESS

As mentioned in the previous paragraph, the main way our cooperative is adapting to the vagaries of water resources is by conducting Research and Development on seeds that are more tolerant to water stress, particularly during periods of drought.


### OUR PARTNERSHIP WITH THE ADOUR-GARONNE WATER AGENCY

At the Tarbes Agricultural Show in March 2024, the agreement signed by Euralis and the Adour-Garonne Water Agency confirmed the development, promotion and support of agricultural practices and solutions and sectors (plant, animal and energy) compatible with the protection and availability of water resources. With this agreement, Euralis is committed to deploying water-efficient production chains, promoting regenerative agriculture and rolling out innovative water-saving solutions.


## OPTIMISED IRRIGATION

Combining cutting-edge technology and agronomic expertise, the Opti'Ag EAU irrigation control solution combines a decision-making tool (WAGO, developed by TerraNIS), in-field sensors and agronomic diagnostics. After a study of the crop profile and an analysis of the soil, the best possible irrigation strategy is determined for each plot according to its characteristics (soil type, useful reserve, easily usable reserve and water dynamics in the soil). Using sensors installed in the field, farmers can monitor evapotranspiration, plant development and the water status of their crops, enabling them to adapt their irrigation in real-time in the event of water stress.

This year, the Opti'Ag EAU solution was massively developed for sweetcorn and maize seeds. The signing of the agreement with the Adour-Garonne Water Agency has also led Euralis to deploy Opti'Ag EAU in areas where water is an important issue. The results are very encouraging, with an improvement in water efficiency of around 20%. The aim is to extend the Opti'Ag EAU solution to crops such as grain maize and soya and to cover all specialist crops, as well as Gaïa contracts.

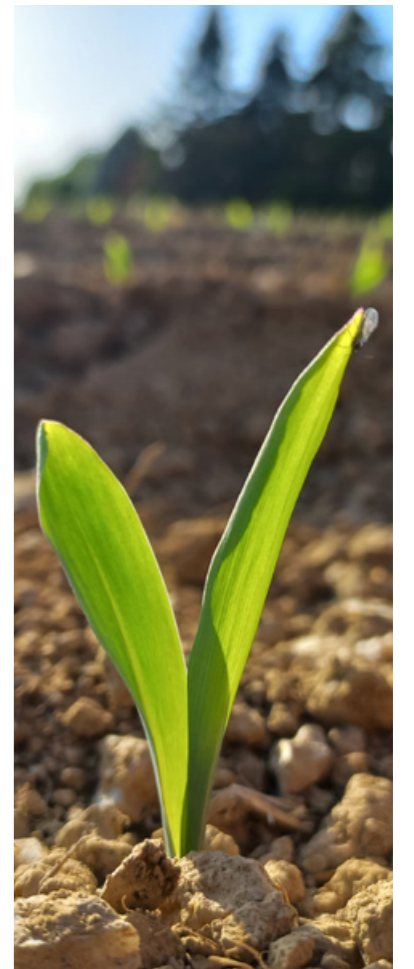



**Baptiste Cuny,**  
Head of Innovation, Euralis  
Agricultural Division



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*“We help farmers to manage water resources more effectively. The latest solution to date offered by the cooperative is known as Opti'Ag Eau. This service combines a decision-making tool (WAGO, developed by TerraNIS) with smart sensors in the field, an agronomic diagnosis with a crop profile and individual support to control irrigation in the field. This gives farmers access to comprehensive data: evapotranspiration, satellite image tracking of vegetation development and the water balance. Farmers can then see when crops are under stress, so that they can optimise and anticipate irrigation as effectively as possible. Performing an agronomic diagnosis 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. Last but not least, our personalised support means that farmers can get help to improve their practices throughout the season.”*





**KEY INDICATORS  
2023-2024**

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**22.5%**  
OF THE VEGETABLE  
AND SEED CONTRACTUAL  
PRODUCTION AREA\*  
BENEFITS FROM  
IRRIGATION CONTROL

---

last-year value: 19%  
B25 objective: 75%

\*Areas covered by a production contract between Euralis and one farmer





## WATER MANAGEMENT AT INDUSTRIAL SITES

Our industrial sites, particularly food plants, are also committed to the rigorous, ongoing management of water resources, to optimise consumption and guarantee the quality of runoff.

Focused on control and conservation, our approach aims to limit wastage at every stage of our processes where water is used, through practices such as monitoring consumption, detecting leaks and setting up closed circuits.

To ensure that the water runoff from our activities is harmless, these sites act every day to reduce the load and concentration of their discharge at the source, particularly in terms of organic matter. They also have equipment to treat or pre-treat their water runoff before it is discharged into the environment.

With this in mind, two major initiatives have been launched this year in our Duck & Delicatessen Activities:

- the installation of 50 smart water meters in addition to the existing metering plan at the Yffiniac site (Stalaven Teyssier Boutot);
- the autoclave cooling water project at Maubourguet (Euralis Gastronomie).

## Circular economy

### MANAGING WASTE/BY-PRODUCTS

As part of a circular economy approach, our responsible management of waste and co-products is based on our commitment to reduce their production at the source and to encourage reuse or recovery wherever possible.

#### REDUCING WASTE AT THE SOURCE WITH AN EMPHASIS ON RECOVERY

The first lever we use is reduction at the source, which aims to limit the production and impact of waste as much as possible in our manufacturing processes and packaging development. These initiatives limit the waste of raw materials, packaging, by-products and finished products produced within our facilities.

To minimise its impact, Euralis has been working over several decades to sort, recycle and recover the waste and co-products generated at its industrial sites to limit the quantity of final waste from its activities. We favour a clear hierarchy of our waste and co-products. Material recovery is our priority, followed by energy recovery and, as a last resort, any other form of treatment. We select environmentally-friendly processing methods, ensuring strict compliance with regulations and minimising the impact of these materials to give them a second life.

With a waste recovery rate of close to 97%, Euralis is a committed player in the circular economy, both in France and internationally. In 2023-2024, more than 64,800 tonnes of waste or co-products were recovered, demonstrating our efficiency in waste management.

The specific nature of our waste (the organic nature of our waste or co-products) from our agricultural and food sectors has led to the development of biogas processes: during the financial year, 8,500 tonnes of waste or co-products were channelled into this type of outlet.

This year, we have added two new features to our existing range of services:

- A complete overhaul of waste management at Lidea France, to ensure that all our waste is treated in line with current best practices in recycling and recovery, as well as better contract management for all our French sites, by grouping all services with a single service provider.
- The creation of a new sorting line for glassine (label backing tape) at the two meat-curing sites (Perpezac and Saint-Agrève, Delicatessen Activity), which are now used to make insulating materials. Previously, this waste was sent to our non-hazardous industrial waste treatment plant.

The first results of these initiatives should be visible in the next financial year.

Hazardous waste receives special attention because of its characteristics. It is managed by specialised, certified channels, guaranteeing that it is treated in a way that is appropriate to its hazardous nature. This year, 379 tonnes of hazardous waste were treated at approved facilities.



### ADIVALOR

As a partner of ADIVALOR since 2001, the Agricultural Division helps its member farmers and customers to commit to recycling their industrial waste. To do this, they are invited to drop off some of this agricultural waste at 28 collection points, generally over two periods in the year. This includes empty packaging (plant protection products, seeds, fertilisers, etc.), used agricultural film, twine and netting, round bale netting and animal feed packaging.

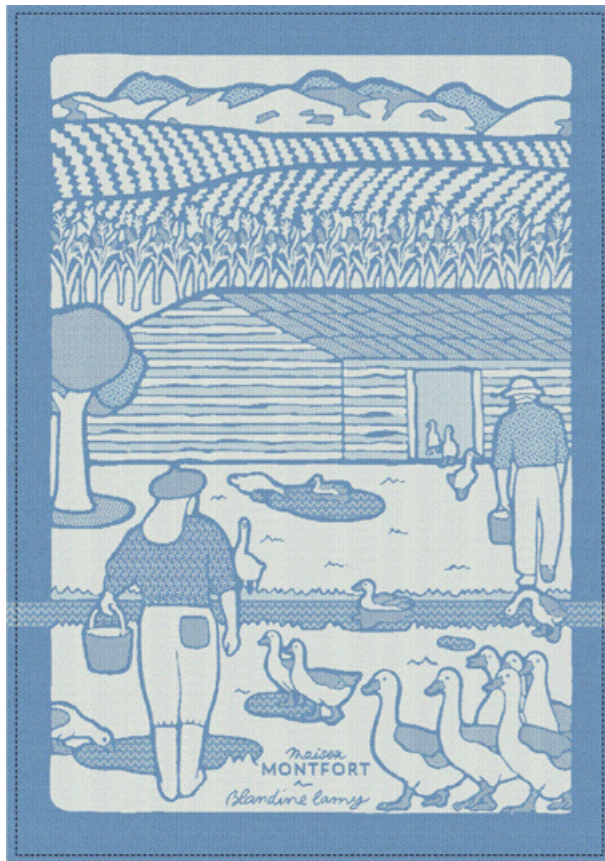
Three hundred and forty tonnes of waste are collected and recycled within the network.

KEY INDICATORS  
2023-2024

97%  
RECOVERY OF WASTE  
AND CO-PRODUCTS

---  
last-year value: 98%  
B25 objective: 98%





## ECO-FRIENDLY PACKAGING

Since 2023, the Duck Activity has defined an ambitious roadmap for the eco-design of its packaging by 2030. Aligned with the "3R" (Reduce, Reuse and Recycle) strategy, it implemented the associated action plans during the year.

In terms of "Recycling", the plastic trays used to package raw foie gras and duck breast fillets have been replaced by recyclable plastic trays. Taking all brands together, this represents 29 tonnes of packaging that can be recycled each year.

The Rougié duck burger has also been repackaged. Although traditionally packaged in non-recyclable packaging, the plastic bag is now recyclable. The R&D teams have also worked to optimise its dimensions and thickness, reducing its weight by 24%.

Ageing studies are underway on other projects and should enable a switch to new packaging by next year, to achieve the target of 87% recyclable packaging by the end of 2025.

As for "Reduction", the Duck Activity has revised the Rougié gift box offer in particular.

For the range of six duck terrines presented in a cardboard tube, the packaging has been optimised to fit the shape of the terrines as closely as possible, reducing the amount of cardboard used by 25%.

Similarly, the design of the three-specialty assortment box has been revised: in total, the new box uses 40% less packaging, and plastic has been eliminated.

Lastly, in the area of "Reusing", the Duck Activity is continuing the project it launched with CITEO, in partnership with other manufacturers, to develop a nationwide reusable display case. Despite difficulties with the launch, industrial tests are again scheduled for next spring.

For its part, Stalaven Teyssier Boutot is maintaining its efforts in terms of the eco-design of its packaging, in line with its roadmap, the objective being to achieve 95% of primary packaging that is recyclable, reusable or compostable by 2025.



During the year, the Research & Development department worked in partnership with its suppliers to replace "complex" packaging films. One of the solutions we came up with was to find recyclable single-material packaging for the Savoury Pastry workshop. The relaunch of the Qualité Traiteur brand also provided an opportunity to work on Reduction: the R&D and marketing teams took advantage of the opportunity to revise the format of the label used for the salad range to reduce the weight of the plastic.

Other trials of recyclable films are underway or planned with suppliers over the next financial year to continue the substitution work across all the workshops.

## THE FIGHT AGAINST FOOD WASTE, FROM FARM TO FORK

**Food waste is a major issue that affects us all, from production to consumption. Within our cooperative, we are aware that every stage in the food chain, from farm to fork, contributes to this phenomenon. That is why we are committed to taking action at every level to reduce loss and waste, by optimising our farming practices and improving the processing, storage and logistics of our produce.**

The Duck & Delicatessen plants strive to manage production and stocks with the utmost rigour to minimise losses during the raw material processing phases, as well as the destruction of non-compliant products or those that have passed their sell-by date.

Stock clearance operations for products with a short shelf life are regularly organised in our factory outlets or during sales reserved for Group staff. Sixty-nine tonnes of finished products from the Yffiniac site (Catering business) were consumed.

We also make donations to charities such as Banque Alimentaire, les Restos du Cœur and Secours Populaire. In total, 30 tonnes of foodstuffs (mainly short-life delicatessen products) were distributed to these associations.







## Preserving and restoring biodiversity

**Aware of its importance for the balance of ecosystems and the long-term future of our activities, our cooperative is taking a number of steps to preserve and restore biodiversity.**

Euralis is committed to eco-friendly farming practices such as regenerative agriculture, crop rotation, the use of cover crops, the reduction of chemical inputs and the development of pollinator-friendly seeds, and is involved in numerous initiatives.

The most significant of these is our regenerative agriculture approach, which combines several benefits: development of habitats and food sources, soil fertility and reduction in the use of plant protection products (see section on Regenerative Agriculture).

In addition, the farms involved in producing biomass for the biofuel industry are all 2BSvs-certified. This way, they help to preserve land with high biodiversity value and limit changes in land use. Natura 2000 protected areas are excluded from this benchmark, and only land that was already classified as arable as of 1 January 2008 can be used in this sector.

Another important objective of our contribution is to maintain the diversity of species grown (grains, vegetables, fruit, etc.) or reared (cattle, poultry, ducks & geese, etc.) in our regions, through a multifaceted approach to agriculture.

Finally, Lidea takes direct action on pollinators, an essential link in the fertilisation of plants, through two solutions:

- Lidcover Mellifère: this innovative plant cover aims to preserve biodiversity and support pollinators. Composed of a mix of floral varieties rich in nectar and pollen, it helps attract pollinator insects such as bees, while contributing to the fertility and protection of agricultural soils.
- The use of beehives in sunflower production is essential, particularly in the production of certified seeds. The pollination process, based on the interaction between the male and female flowers of the sunflower, is mainly carried out by bees. By placing beehives at the edge of the plots, the effectiveness of this natural pollination is maximised. We work closely with local beekeepers, reinforcing a sustainable partnership that promotes biodiversity, the local economy and improved sunflower productivity.



## THE CERES

Led by Euralis, the CERES project is a local ecological farming transition model launched in April 2024 and supported by the Banque des Territoires and the French government. The project, which is being rolled out over the next six years, aims to deploy the system on 400 farms in the Pyrénées-Atlantiques department of Southwest France in order to address environmental issues (water resources, reducing the use of chemical fertilisers, preserving biodiversity and landscapes, etc.), as well as economic issues (reducing costs, remunerating farmers, training, etc.) and social issues (integration of farms, contact with local residents, etc.). For Euralis, the Cérés project reflects the decision to give priority to consulting and support for farmers in the sector's transition to sustainable agriculture. On farms, it combines new cropping systems with agri-supply, alternative techniques and precision agriculture. The partners involved are: the 5 pilot farms selected by Euralis, the Pyrénées-Atlantiques Departmental Council, the Nouvelle-Aquitaine region, the Pau-Béarn-Pyrénées conurbation, Bordeaux Sciences-Agro, the École Nationale Supérieure Agronomique de Toulouse, INRAE, Terres Inovia and WIUZ.







## SOCIAL

Euralis is committed to preserving, developing and making the most of its human capital by being leaders in its community (employees and members/farmers) and by interacting with its partners locally while remaining faithful to its vocation as a food provider.

CHALLENGES 2 and 3

## SUPPORTING EMPLOYEES THROUGH TRANSFORMATIONS, FOSTERING SOCIAL DIALOGUE AND PROMOTING EQUAL OPPORTUNITIES

### Changing organisations

The 2023-2024 financial year marked a key stage in the implementation of our Agilus project, the aim of which is to strengthen the accountability and autonomy of our business units, while consolidating a common culture and rigorous management processes around cross-functional operations.

In particular, this project has resulted in the transfer of positions previously centralised within our holding company to the business units. The feedback has been largely positive, both for the business units, which have become more efficient, and for employees, who have found a greater sense of purpose in their work.

Cross-functional management has also become more effective. Some management frameworks have been clarified to ensure greater understanding of the allocation of responsibilities.

Empowering our employees remains an ongoing objective, essential to maintaining our agility in the face of a changing environment. To support these changes, we have introduced rigorous monitoring tools to assess our internal climate, combining multiple indicators and close social dialogue. Support initiatives are deployed at several levels, with specific programmes in certain professions to improve quality of life at work, as well as individual support via our local HR network.

Faced with an unstable agricultural environment, our agility and our constant drive to improve the efficiency of our organisations are essential if we are to meet the challenges of tomorrow. True to its values of responsibility, Euralis implements significant support measures in all circumstances to help the employees concerned get back on their feet professionally. Where these actions have a collective impact, they are systematically governed by local social dialogue, in particular through joint monitoring committees, guaranteeing fair and transparent treatment.

## LIDEA

Two and a half years after the merger of Euralis and Caussade Semences, the year 2023 was a good time to evaluate Lidea's strategy, taking into account the challenges we faced during the merger process, changes in our competitive environment and new geopolitical issues.

The Lidea strategy for 2030 is to increase our agricultural expertise and offer farmers the best possible support to gain market shares. It is based on four objectives:

- Accelerate expansion outside Europe
- Increase the number of agroecological farming solutions that meet the challenges of the Green Deal and the CAP
- Strengthen R&D for the Maize programme
- Profoundly transform the structure and business units to stimulate growth in market share and increase profitability.

To achieve its ambitions, Lidea has set up a structure designed to:

- Enhance the skills of its sales staff and their presence among various sales players (distributors and farmers)
- Help develop research professions by building skills, mainly in new prediction technologies applied to breeding and decision-making.

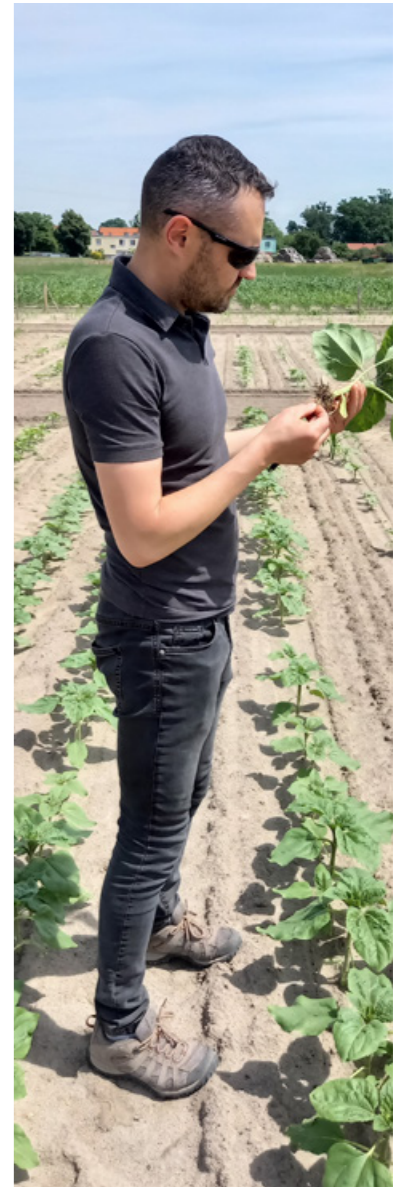


## AGRICULTURAL DIVISION

After four years of profound changes, the Agricultural Division is embarking on a new cycle of transformation, aiming to develop accountability to increase the competitiveness and sustainability of sectors through the creation of three Business Units involving simplified organisations and more direct decision-making loops.

Each department has been given responsibility for all the business units: marketing, purchasing, market release, and management control. In addition, the link between upstream farming and downstream industrial clients has been reinforced thanks to the creation of three departments:

- A Plant Production department, to bring together the key players in these sectors, i.e. farmers and manufacturers, with the mission of innovating to roll out sustainable production in Southwest France, both upstream and downstream.







**Sébastien Doat,**  
farmer and Euralis board member

*“From October 2023, Euralis has done everything possible to ensure that the vaccination of ducks against bird flu is carried out under the best possible conditions. On average, 120,000 ducks & geese were vaccinated each week. Euralis has worked on training technicians and breeders and operations logistics. This vaccination campaign, the first of its kind in Europe, has provided better protection for duck & goose farms. The cooperative is delighted with this initiative, which has contributed to a return to ‘normal life’ for those involved in the sector while protecting poultry farms.”*



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- **An Agrosupply department, whose mission is to assemble and supply input solutions that are as competitive and sustainable as possible, relevant from a technical point of view and consistent with industry specifications, where applicable.**
- **A Livestock Production department, to structure the cooperative's livestock ambition and accelerate the transformation of the model in Southwest France.**

As well as accelerating the value chains between our downstream clients and our member farmers, these organisational changes are building a social and human-focused project around our cooperative identity and an associated employer brand.

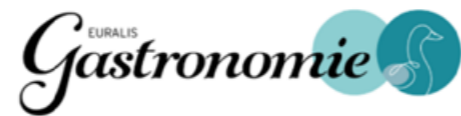
## EURALIS GASTRONOMIE

After five years of consecutive crises, Euralis Gastronomie is gradually returning to business as usual thanks to the introduction of a vaccination campaign throughout the Foie Gras Duck sector starting in October 2023. As a result, our slaughtering plants have been able to return to almost normal levels of activity since the first quarter of 2024, while our processing volumes are still lacking.

This long period of crisis has had a major impact on our producers and our teams.

As for producers, our upstream teams have been, and continue to be, heavily involved in attracting and retaining breeders and feeders in our various production areas, so that we can meet our commercial needs.

As far as our teams are concerned, it has been necessary to support them as they emerge from this crisis so that they can quickly make the transition from a crisis management mode to a standard continuous improvement mode. We were able to work together on our medium-term strategic plan, and a new corporate identity was created.



Finally, a project to provide slaughtering services for Delpyrat at our Les Herbiers site (+50% in volumes) was developed throughout the year, with a planned roll-out in January 2025. A major recruitment plan is underway (+55 positions).

## STB

The past year has been a difficult one for STB. In a generally shrinking market, volumes and industrial results were below our expectations.

Even though we managed to maintain our profitability compared with last year, through appropriate management of our fixed costs and inventories, we have not achieved our financial targets.

Thanks to the commitment and resilience of our employees, whom we wish to thank, the necessary organisational changes have been put in place, and the performance of a number of criteria (accident frequency rate, absenteeism, free cash flow, gas consumption and customer service rate) has been significantly improved.

In a sluggish environment with shrinking markets, STB has embarked on a strategy to diversify its product offer on the BCT network by developing a range of high-quality products at affordable prices, enabling it to gain market share.

## Employees playing a key role in the group's transformation

### TALENT MANAGEMENT

#### THE EMPLOYER BRAND PROJECT: EUREKA

Eureka is one of the HR function's strategic projects aimed at defining the specifics of the Euralis Group's employer brand. It's objective: to identify the common markers that bring together all our activities and which are expressed in our human and social policies when contacting prospects, who become candidates, then employees, then ambassadors.

Thanks to a multi-disciplinary team drawn from all the Group's activities, we have defined a common foundation comprising a promise, a corporate identity and the pillars on which this Euralis Group employer brand is based, in line with our stated purpose and values.

This work on the employer brand is gradually being rolled out across all the Group's activities.

#### REFERRALS

On 1 June 2023, the Euralis Group's referral programme was launched, enabling Group employees to refer a person from their network or a member of their family for a position within the various activities.

Our "Refer to Win" programme focuses on the opportunities offered by referrals:

For the employee: a bonus if the recommended person is taken on.

For the candidate: the opportunity to join the Group more quickly, with a better understanding of the way it works, its missions and its contacts.

For Euralis: access to a hidden pool of skilled, motivated candidates who share our values.



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As of 31 December 2023, we have a very positive balance sheet, which encourages us to maintain this scheme:

- **All of the Group's employees are heavily involved, with a minimum of two candidates referred per division.**
- **45% of referral applications pass the first stage and are considered by the recruiting HR department and the manager.**

**EURALIS IS AMONG THE 500 BEST EMPLOYERS IN FRANCE AND A HOLDER OF THE HAPPYTRAINEES LABEL**

Every year, Capital magazine launches an anonymous and independent national survey of employees in France. The survey aims to identify and rank companies according to several criteria to award the label "France's Best Employer". In 2023, Euralis was ranked eleventh among food farming companies. In 2024, the cooperative moved up to eighth place in this ranking.

In the same vein, we obtained our Happytrainees accreditation for the 8<sup>th</sup> consecutive year following a survey of our work-study students and trainees. This accreditation was obtained with a score of 67.6% of participants and a recommendation rate of 78.7%. These scores are based on an analysis of several items, two of which are particularly high at Euralis: the tutor relationship and career development, with scores of over 80%.

**A RESPONSIBLE REMUNERATION POLICY**

Euralis is committed to defining a fair and motivating remuneration system for its employees and relies on a solid, comprehensive, harmonised and reassuring base, in particular through its social security cover, to support them on a daily basis, both now and in the future.

This year, we have focused our communication and actions on the following objectives:

- **Enable each employee to access the social protection schemes set up in our Euralis health expense contracts.**
  - Controlling healthcare costs: Euralis social fund, Carte Blanche healthcare network benefits, access to remote consultation.
  - Obtaining support: setting up assistance systems in the event of a complicated situation (hospitalisation, long-term illness, help for immediate family), in particular through dedicated helplines.
  - Getting medical support (hospitalisation, second medical opinion) or bereavement.
- **Offer a one-day presence of our broker at the Lescar site to provide rapid solutions to the problems encountered by our employees with their health cover, reimbursements, etc. The day was a great success. This event will be renewed in 2025 at other Group sites.**
- **Organise breast cancer screening as part of "Breast Cancer Awareness Month", with individual interviews organised with midwives at our main sites in France.**
- **Roll out our Diapason management training courses internationally.**

This roll-out serves both as a reminder that the Group's pay policy is being deployed both in France and internationally, and as a means of spreading the managerial culture. These training courses in Northern and Eastern Europe also enable us to validate the relevance of our policy in economic contexts and labour markets which differ from those we are experiencing in France.

**PROMOTING INTERNAL MOBILITY**

We have been promoting internal mobility for several years now. Our employees are the first to know about job opportunities in all Euralis activities and sites in France, via our weekly newsletter "Bougez chez Euralis". Internal applicants are encouraged by a simplified process and direct contact with the recruiting HR or manager to find out about the position, the skills required and the demands of the job.

Internal applications are processed in the same way as external applications.

In 2023, 155 permanent positions were filled internally, across all socio-professional categories, including 44 managerial positions. This has been achieved thanks to our determination to support the development of managerial skills through high-quality internal and external training.



**DEVELOPING SKILLS**

**In a context of increased transformation and competitiveness, training is essential to maintain the right level of skills. Every year we continue to invest in a range of training programmes, in particular degree and certification courses.**

**THE EURALIS GROUP**

The success of our approach depends on the commitment of each member of our community (employees and member farmers). To strengthen the CSR culture within our cooperative, we have put in place a series of initiatives designed to educate our employees in environmental and societal issues. Thanks to innovative educational tools such as the Climate Fresco, the "2 tonnes" workshops and the Climate School, we are raising collective awareness and encouraging everyone to adopt more responsible behaviour every day.

The Climate School has been rolled out with the cooperative's board members and managers to help them understand the collective challenge of climate change, the collapse of biodiversity, the depletion of natural resources and the impact of these changes on people.

Taking part in the Climate Mural enabled our Euralis Gastronomie teams to gain a better understanding of the impacts of climate change, through a team-focused, fun approach.



**KEY INDICATORS  
2023-2024**

**74%**  
OF MANAGERIAL  
POSITIONS (PEOPLE  
WITH HIERARCHICAL  
RESPONSIBILITIES) WERE  
FILLED INTERNALLY  
---  
last-year value: 51%  
B25 objective: 60%

**13.8%**  
OF TRAINING PROGRAMMES  
RESULT IN A DIPLOMA OR  
CERTIFICATE\*  
---  
last-year value: 15.2%  
B25 objective: 20%

\* training courses registered in the Répertoire National des Certifications Professionnelles (state diploma, vocational qualification or professional qualification certificate) or professional certifications or authorisations (CACES, electrical certification, FIMO, etc.) in the 2023 calendar year







Lastly, the “2 tonnes” workshops (the average carbon footprint per capita that France would need to achieve by 2050 to meet the Paris Agreement commitment) are designed to raise awareness among teams of the need to reduce our carbon footprint in a fun way, by encouraging more sustainable practices in our daily lives.

## CSR AWARENESS IN FIGURES

Since October 2022, these initiatives have raised awareness among:

**110** MEMBERS AND DIRECT REPORTS OF MANAGEMENT COMMITTEES, via the Climate School

**124** BOARD MEMBERS AND EMPLOYEES, via the “2 tonnes” workshop

**43** EMPLOYEES, with the Climate Mural

### AGRICULTURAL DIVISION

The Agricultural Division is continuing its transformation, building on the major training programme implemented over the last three years to respond to the profound changes in the sector.

After three years of strong investment in our employees' business skills, we identified the need to work on our cross-functional skills.

The stakes are twofold:

- **Anchoring our business skills and expertise to enable us to deliver real added value to farmers by continuing to offer our customised training courses.**
- **Developing a more cross-disciplinary skills base to unite people around the agricultural transition project and the development of sectors.**

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 for the 2023-2024 financial year, intending to support as many people as possible.

In 2023-2024, 10 new farm advisors have completed Cycle 1 of the agroecology pathway and 20 have completed Cycle 2, with each cycle comprising six days of training with practical application on our members' farms.

With a 100% success rate, the success of the first class of the Silo Agent Professional Qualification Certificate (PQC) has paved the way for a second class of 10 technicians. Some of the winners from the first session have taken on the role of tutor, which has helped to foster mutual support and strengthen synergies between silos. In addition to the skills they have acquired, they have developed a real sense of belonging to Euralis.

A management programme has been set up to help our managers deal with current and future transformations. The aim? To unite the Division's managers, provide them with a common reference framework and strengthen their cohesion. This programme includes two days of compulsory training, supplemented by modules tailored to the specific needs of each manager. Thirty managers and the Management Committee have taken part in this programme, which will continue in 2024-2025.

Training in relations management (both internal and with our farmers and customers) has been initiated for around twenty employees and will continue over the coming year.

### LIDEA

Strengthening Lidea's excellence and expertise is based on a number of factors, including the following:

- **The “Global Farmer Approach” delivered to our field promoters to boost our sales promotion.**

The project is part of an overall drive to steadily build up Lidea's sales force, with training courses for each job and level. Our main objectives are to make a positive transition in the face of agricultural change (the effects of which have been reinforced by the new EGALIM and CAP 2023 regulations) and to improve our organisation processes in the field and the management of our sales activities.

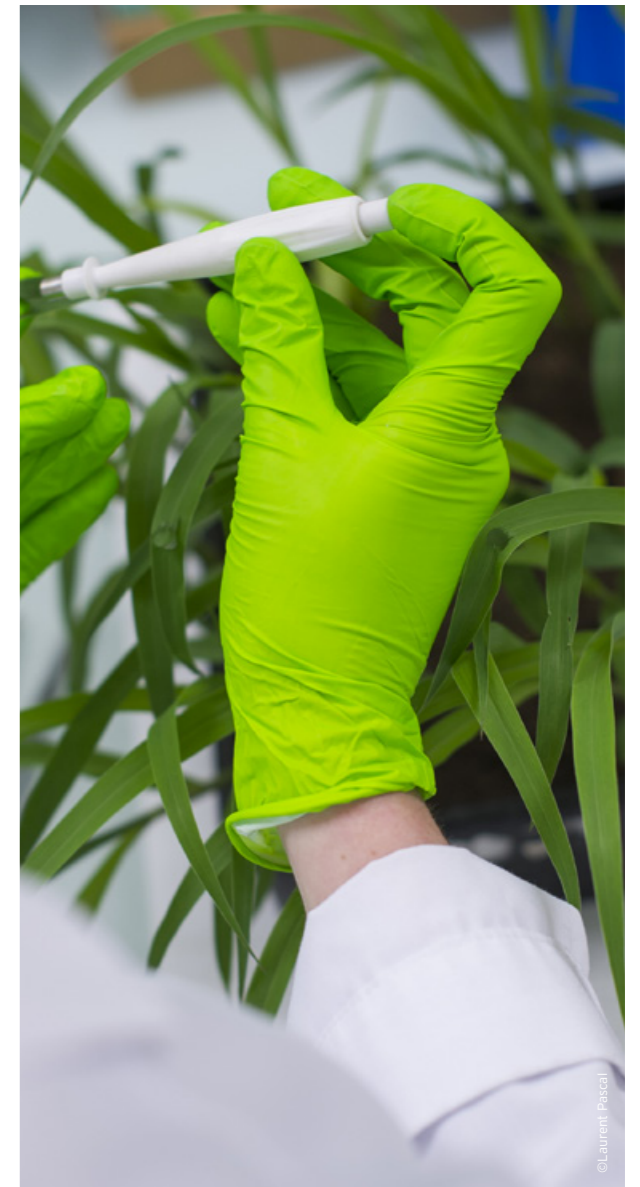
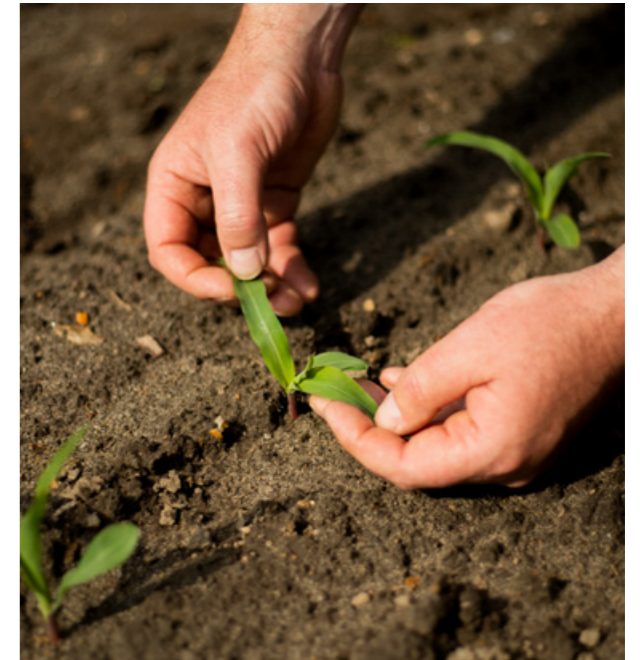
- **Sales career path: developing the expertise and excellence of our sales engineers**

Regarding the Lidea and Caussade Semences Pro brands, three specific training courses have been rolled out to the various players in our sales chain:

- Sales Engineers, with training aimed at “Developing and leading distributor networks”
- Key Account Managers, with training aimed at “Developing negotiating power with purchasing groups”
- Regional Managers, with training in “Motivating and leading teams by developing coaching posture”

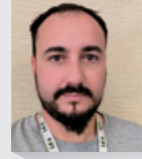
- **Drone piloting.** We encouraged our employees to take drone pilot training. The use of drones is well-suited to multi-species monitoring, which is essential for Lidea, and provides dynamic access to a wide range of data. The mass and quality of the data generated will enable us to refine and improve the performance of our current selection tools, as well as provide new solutions for our farmers.

Bringing this technology in-house (drone piloting and image analysis) requires a major change in our business and the development of our employees' specific skills, which also makes our jobs more attractive.



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**Patrick Prat,**  
Regional Manager for Southern France,

*"I had the opportunity to be trained as a drone pilot. I have now mastered the regulatory aspects of authorising flights in airspace, and it is more complex than I thought! As well as piloting the machine, I learnt how to take RGB, infrared and thermal images using the on-board cameras. The new method of acquiring agronomic data by using drones to monitor multi-species variety trials and, ultimately, help breeders make their choices is promising. And this is just the beginning! We still need to make further progress to improve as the tool develops. Our ambition, in a few years' time, is to be able to make large-scale observations of crops, using photogrammetry (number of plants, vigour, flowering, homogeneity of the test plot, etc.)"*



**• Change Management and Feedback Model**

To ensure a common understanding of the challenges of the agricultural transition and to strengthen cohesion within our company in the future, our leading employees benefited from a two-stage training course:

- a course covering the Change Management Model through structured processes and methodologies designed to manage change within a company;
- a course on the Feedback Model to encourage continuous development, improve our performance and strengthen communication within our company.

We aim to support our employees in anticipating and reducing psychosocial risks during this period of change and transformation.



**STB**

Our skills development plan must contribute to achieving STB's objectives and developing the priority skills needed to ensure the employability and performance of our employees.

**• Rolling out the Leadership Model**

Our managers have benefited from the Euralis Group's core training courses (Arpèges, DUO ranges, DIAPASON, etc.).

2023 was marked by seminars on the development of cooperation for production units. The teams were coached to achieve a number of objectives: commit to a common goal, get to know and recognise each other better, revise team rituals to improve efficiency and create value.

Finally, we familiarised managers with our skills development approach in order to help them prepare for the EADP campaign. They now have the keys to formalise a skills development objective, identify the most appropriate levers and provide the best possible support for their employees' training.

**• Developing the skills and versatility of line operators**

The company has invested in an ambitious PQC industrial equipment operator training programme for six production operators. The success of this first intake, which graduated in January 2024, has paved the way for a second intake of PQC Line and Automated Machine Operators, which will train 13 production operators.

**• Training and integrating the sales force with the support of sales managers and trainers**

The sales teams were trained on an 18-hour in-house course aimed at standardising sales practices, mastering the tools and levers of sales performance, and developing flexibility and adaptability in sales relations and behaviour.

A programme of eight half-days was rolled out to telesales staff at the Thiais and Les Essarts sites. They were able to identify the changes in society and buying behaviour that are impacting their business and determine the new stance they need to adopt on the telephone to promote and sell more effectively. The telesales staff were also able to learn stress management tools to optimise well-being and efficiency.

Regarding the management team at the Atelier Traiteur BU, three days of management training enabled the three sales managers to develop a managerial coaching posture, improve their feedback to their teams and activate the right levers to motivate their sales staff.

A three-day course focusing on sales negotiation has been rolled out to national client managers and regional sales managers. The aim was to train them in negotiating annual agreements with supermarkets and specialist networks and to enable them to prepare as a "campaign team" for future negotiations.



**Méline Hugues,**  
Work-Study Trainee, STB

*"I'm in my 3<sup>rd</sup> year of a Biology Engineering degree at the IUT in Saint Brieuc (northwest France) and I'm currently on a work-study placement at Stalaven. I carry out microbiological analyses on our products every day - around a hundred in total. I felt at home as soon as I arrived. The laboratory team made me feel at ease. What I particularly liked was the induction day, which gave me the opportunity to get to know the company and its environment, as well as the other work-study trainees. What's more, the team and atmosphere are great! It's a pleasure to come to work."*





## EURALIS GASTRONOMIE

### Dedicated management training courses

Euralis Gastronomie has continued to roll out its specific Leadership Model training programme. In addition to the "VISION" programme for executive managers, which has been running since 2022, a second programme known as "PERSPECTIVE" has been set up for local managers, particularly team leaders. Thanks to these two programmes, Euralis Gastronomie now has a comprehensive system covering all its management levels. This second part of the course has been tailored to the specific needs of local managers, with an adapted duration, content and teaching method.

### Crisis and post-crisis training

The latest bird flu crisis continued to impact our business until the last quarter of 2023. The teams benefited from training related to the long-term crisis situation. Over 600 hours of training were given in crisis management and change management.

From January 2024 onwards, with the arrival of the vaccination campaign, business gradually returned to normal. But after more than six years of crises, it was necessary to support the teams to motivate them and get them to work together again in a "non-crisis" context. As part of this, specific training courses have been set up for both managers and production teams to help them regain the motivation and commitment they need and redefine the appropriate benchmarks and working methods.

### Focus on certification/qualification training

Continuing the momentum built up over the last few years, more than 60 employees benefited from training leading to certification or qualification in the fields of digital technology, languages and security (digital literacy, Green Belt, TOSA, etc.) in the 2023 calendar year. This type of training enables employees to capitalise on the acquisition of these new skills as part of their career path, thereby consolidating their employability.

## Promoting social dialogue

### NUMEROUS AGREEMENTS AND ENDORSEMENTS SIGNED

The year 2024 was marked by an ongoing dynamic of intense and constructive social dialogue within the Euralis Group. A number of agreements and endorsements have been signed, demonstrating our organisation's ongoing commitment to promoting high-quality social dialogue in line with our values and ambitions for the future.

- The end of 2023 and the year 2024 were marked by the organisation of professional elections within Euralis Gastronomie, then STB. These elections were held using electronic voting, a technical method which was the subject of specific negotiations and an agreement. The elections were a success, with turnout in the first round approaching 70% for Euralis Gastronomie and 60% for STB.
- As part of our commitment to maintaining good industrial relations, we have extended the Group Social Dialogue Agreement with an amendment, paving the way for future negotiations on this essential subject. This amendment is in fact an intermediate stage before the opening of an in-depth discussion aimed at redefining and strengthening the rules and values of social dialogue within our Group. Following the sector representative elections at STB and Euralis Gastronomie, a new agreement on the operation and powers of the Group Committee was also signed.
- Two technical amendments relating to our social protection system were signed. These adjustments were necessary to bring us into line with recent legislative and regulatory developments, thereby ensuring optimum protection for our employees.

- With regard to our project on the management of employees approaching retirement age (G3C), we presented the guidelines of the project to the union coordinators to gather their suggestions. From September 2024, the G3C will also be discussed at the Social and Economic Committees (SEC) of each perimeter to enrich our approach, which includes communicating widely with employees about their rights by the end of 2024.

Lastly, negotiations on profit-sharing agreements will be conducted within each perimeter, reflecting our commitment to recognising and rewarding collective performance.

In 2025, Euralis will continue to put social dialogue at the heart of its human and social policy.

## SOCIAL DIALOGUE WITH EMPLOYEES

Euralis Gastronomie seized the opportunity presented by the organisation of professional elections within its perimeter in November 2023 to change the structure of its employee representative bodies. In agreement with the company's trade union representatives, it was decided to decentralise the SEC and CSSCT (health, safety and working conditions committee) to the level of each establishment. As a result, each industrial site has been able to re-establish social dialogue at the local level, enabling site management and local staff representatives to better guarantee high-quality social dialogue that meets local concerns as best as possible.

## Promoting equal opportunities

### THE OXYGÈNE PROJECT

Our cooperative, which is responsible and committed to combatting all forms of discrimination, has prioritised actions to promote gender equality in the workplace.

In 2023, Euralis launched the Oxygène Project as part of its commitments to improving equality in the workplace. This project aims to strengthen the position of women at Euralis, in all activities and on management committees, by offering everyone the best conditions for personal development and success.

- **Building a unique, 100% Euralis-focused approach, supported by a dedicated project team.**

The Oxygène approach is innovative in several respects:

- A cross-functional project team, made up of employees from all Sectors and various activities, whose members were identified both for their motivation and their ability to take this issue forward internally.
- A systemic approach that involves employees at every stage, encouraging them to go even further in the matter and helping the Group's corporate culture evolve significantly at each stage.
- The entire process was carried out using Euralis resources and tools, from the internal survey to the action plan, including the design and running of the workshops.



### KEY INDICATORS 2023-2024

22.9%

OF MANAGEMENT COMMITTEES (EURALIS'S EXECUTIVE GOVERNANCE BODIES), ARE MADE UP OF WOMEN

last-year value: 21.8%

B25 objective: 25%

17.4%

OF EURALIS BOARD MEMBERS ARE WOMEN

last-year value: 16.7%

B25 objective: 23%

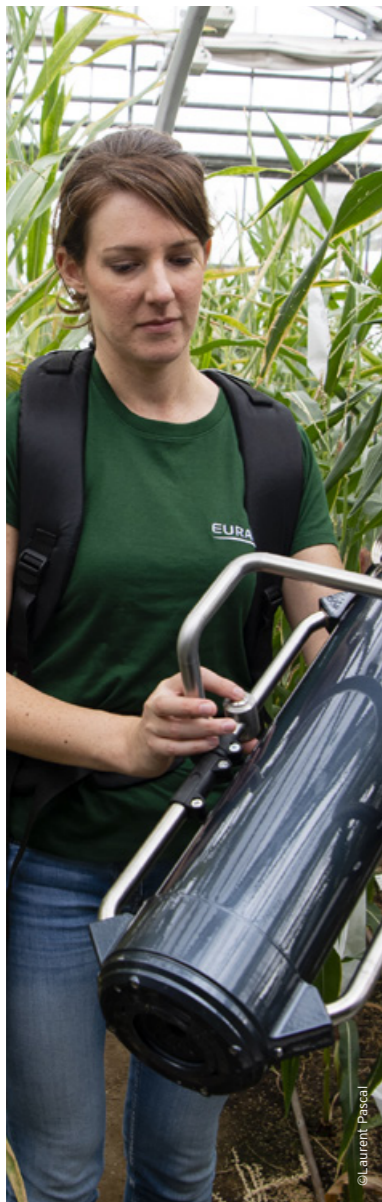
85/100 TO 93/100

GENDER EQUALITY INDEX

last-year value: from 88/100 to 93/100

B25 objective: 90/100 minimum





• **Defining a systemic approach and “sowing the seeds”**

The project has been built around a systemic and collaborative approach that involves stakeholders at every stage and helps to change the way things are done:

- A survey of all employees in France, carried out between May and June 2023, has enabled us to take stock of workplace equality in the company and has already begun to make employees aware of the impact of certain situations. 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 shed light on the employees’ desire to change the Group’s culture with regard to the place of women in the company. The results of the survey were presented in detail to the social partners, to all the Management Committees and the Board of Directors.

- Based on the results of the survey, 24 workshops were organised at the Group’s main sites in France to define possible action plans on the issues identified in the questionnaire, namely everyday sexism, women’s careers, work-life balance and parenthood. More than 200 employees took part between December 2023 and February 2024. These workshops enabled us to identify situations, measure the maturity of the subject and define the most appropriate ways of rolling out action plans.

• **Taking action at every level**

Over 200 proposals for action were collected as part of these workshops. The project team summarised and analysed all these proposals to define the actions with the greatest impact and which were best suited to Euralis’s challenges.

In June 2024, the Group committed to an action plan based on five pillars:

- Involving executives and managers
- Ensuring the fundamentals of fairness
- Preventing and combatting sexism
- Supporting women’s professional development
- Facilitating work-life balance

• **Involving social partners**

Social partners have been involved at every stage of the project:

- Presentation of the survey results to each SEC in June and July 2023
- Workshop to discuss the action plan against sexism with harassment representatives from all Activities
- Presentation of the action plan to each SEC between June and July 2024

Focused on professional equality, the Oxygène project will make significant progress with the opening of negotiations at the Group level from the end of 2024 and the negotiation of our agreements on professional equality.

• **Communicating to raise awareness and enhance value**

A communication plan accompanies each stage of the project, helping to explain, raise awareness of and promote the progress made.

• **Measuring to make progress**

Finally, to measure the development of professional equality within the Group, we need to identify the professional equality indicators and set the objectives we wish to achieve. This work is underway and will be completed in part with the workplace equality agreements.

At the same time, Euralis is committed to promoting greater diversity within its Board of Directors, with the ultimate aim of reflecting the sociological background of its members.

**NON-DISCRIMINATION  
IN RECRUITMENT**

All our HR staff and managers are invited to attend mandatory training to ensure fairness and promote diversity in recruitment. This e-learning course guarantees a selection process that respects the ethics and deontology imposed by the legal framework for discrimination-free recruitment.

**LOCAL COMMITMENT  
TO PROMOTE  
INCLUSION**



Since January 2023, we have been a member of the Pyrénées-Atlantiques department’s “Les entreprises s’engagent” club (Engaged Businesses) and are the club’s leader in the Béarn region.

A number of initiatives have been taken in this first year to support associations and local authorities responsible for youth and employment:

- Participation in all three editions of the “Career Rally”, the aim of which is to introduce benefit-recipients to the company and our professions, to help them work on their career plans.
- Participation in workshops organised by associations and local authorities on CSR commitment issues, to testify or contribute to the definition of new objectives, such as keeping seniors in employment or professional equality.



**Manon Guarrigue Christin,**  
Head of HR Development,  
Euralis Gastronomie

*“Two years ago, Euralis Gastronomie embarked on an initiative to promote the inclusion and continued employment of people with disabilities, supported daily by our internal ‘Han’Gagés’ network. As part of this, I had the chance to spend four weeks with a secondary school pupil affected by autism spectrum disorder. During his work placement, this young man discovered the Human Resources and Accounting departments at the company’s head office. Maxime integrated perfectly and played an active role in various missions. This experience, which was as enriching for him as it was for us, enabled us to consider the value of difference and diversity.”*







## KEY INDICATORS 2023-2024

**10.6**  
FREQUENCY RATE  
OF ACCIDENTS  
WITH SICK LEAVE\*

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last-year value: 13.2

B25 objective: 10.1



### CHALLENGE 4

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

Opposed to any form of injury or deterioration in health at work and anxious to achieve its ambition of zero accidents, the Euralis cooperative has made safety its top priority. An ambitious and proactive policy has been implemented in each of our activities to guarantee a safe working environment that fosters personal fulfilment for everyone with whom our cooperative interacts (employees, member farmers, service providers, subcontractors, etc.). Events are being rolled out in the field to develop a common workplace culture in the cooperative based on a continuous improvement plan and hands-on strategy.

### Health and safety

#### ACCOUNTABILITY AND STRUCTURING OUR HEALTH AND SAFETY APPROACH

Health and safety are at the heart of our concerns. We have chosen to place each employee at the centre of our prevention system, by giving them a sense of responsibility and involving them actively. From management to the operational teams, everyone is responsible for their and their colleagues' safety. We aim to get everyone involved and to act both individually and collectively, at all times and in all places, as soon as any danger appears.

To establish this culture of prevention, we are implementing structured progress initiatives within our cooperative, culminating in ISO 45001 certification at several of our sites. Each of our activities has adopted an approach designed to anticipate and reduce risks, based on ambitious roadmaps.

This year, within Lidea's scope, our sites in Lescar (France), Seville (Spain), Cherkasy and Mayak (Ukraine) maintained their ISO 45001 certification during the renewal audit.

The Braila industrial site (Romania) was added to the list of Lidea sites that were certified in April 2024. This certification rewards more than 1,000 accident-free days at work on this industrial site, which employs 66 people.

To mark World Day for Safety and Health at Work, all the Group's businesses organised Safety Days or Weeks. This unprecedented commitment was meant to motivate our teams around this issue, underlining the fact that safety is a team responsibility that requires constant vigilance. As always in recent years, the variety of practical and fun exercises organised as part of this event was designed to raise awareness among our teams of the main risks associated with our activities and the best practices to adopt.

This year, the Agricultural Division mobilised its teams over a two-week period through events organised by its managers on key topics in the Safety roadmap: a review of the 200 safety commitments made during last year's risk-hunt, quizzes on three subjects (first aid/traffic risks/first aid equipment), Mytection® workshops aimed at autonomous safety, training in critical protocols, and active warm-up and stretching exercises.

At Lidea, a new Safety Week brought together all employees in France and abroad to promote the prevention of accidents and occupational illnesses. Several topics were covered: traffic safety, chemical risks and fire drills with the Departmental Fire and Rescue Department, risk-hunting, nutrition and diet, falls, etc. These themes were presented in the form of on-site workshops or awareness-raising sessions (videos on risks and best practices, employee testimonials, etc.).

As for Euralis Gastronomie, the Les Herbiers, Maubourguet and Sarlat industrial sites used an innovative, fun format of an escape game to raise their employees' awareness of prevention and help them adopt the seven new golden rules. The goal of the game was to find the company's keys by correctly answering the safety riddles, all in less than an hour.

For the Yffiniac site, Stalaven Teyssier Boutot decided to set up workshops (a board game, a risk-hunt in the workshops, role-playing exercises and a safety quiz) to involve all the teams and encourage discussion on safety issues. At the Perpezac and Saint-Agrève sites, the focus was on warm-up exercises upon starting work, new risks associated with the development of infrastructures and the importance of interaction in terms of safety.

The central functions housed at our headquarters in Lescar were not left out, with an osteopath providing practical advice on ergonomics and workstation settings, as well as the right gestures to adopt to relieve the body (active health breaks via stretching exercises). A workshop on traffic safety led by the gendarmerie examined the risks of driving on roads (telephone, speed, alcohol, drugs, medication, etc.) and the consequences of road accidents.

#### RAISING AWARENESS AND TRAINING EMPLOYEES

Over the course of 2023, our commitment to safety resulted in substantial investment in training for our employees. More than 2,143 trainees completed 20,415 hours of training, enabling them to acquire the know-how and skills needed to work safely, obtain or maintain a recognised level of competence (authorisation or clearance) and adopt the appropriate behaviour in the event of danger.

After raising awareness of personal safety among the entire Strategic Committee, in 2023 the ambitious Mytection® programme was rolled out at the Agricultural Division. It aims to establish permanent vigilance in terms of safety, everywhere, for individuals and those around them. During the financial year, 170 employees took part in this innovative programme, based on active, participative and fun learning. More than 50 training sessions and over 1,600 hours of training were delivered.



\* employees of the companies included in the scope of our NFPR (see methodological footnote)





### SAFETY INDICATORS

All these actions, which bear witness to the momentum generated both in France and internationally, contributed this year to a sharp reduction in our accident frequency rate\* (-19%) and the achievement of a severity rate of 0.8 for the Group as a whole.

To raise awareness of safety-related issues, Lidea launched a major e-learning campaign on risk prevention for all employees in spring 2024. Through videos and short texts, this training module aims to highlight the benefits of occupational risk prevention and to communicate once again about the various prevention tools that Lidea has put in place, such as Safety Culture Visits, Operational Safety Visits and HSE feedback sheets.

Particular attention is paid to this essential subject from the moment anyone arrives at our sites: "safety briefings" (booklets, induction videos or face-to-face sessions) are systematically organised when taking up a new post to help with assimilating our professions, the associated risks and the daily life and safety rules to follow to avoid accidents.

### TEAM-BUILDING AND IMPROVING WORKING CONDITIONS

To encourage best practices in the field, safety behaviour visits are regularly carried out in all our activities. This approach consists of observing the risks incurred during work phases, discussing safe behaviour with colleagues and then obtaining a commitment from everyone to reduce dangerous behaviour.

During the 2023-2024 financial year, more than 1,320 visits were held at the cooperative to promote a caring, preventive approach.

Safety behaviour visits are regularly organised within all our activities. This approach involves observing practices in the field and exchanging views with colleagues, with the aim of raising employees' awareness of risks and committing to reduce dangerous behaviour.

Manual work, the main cause of accidents, is common in all our agricultural and food activities and is the subject of a vast programme to eradicate or reduce the frequency of accidents. The levers used, whether technical, organisational or human, have a single objective: to improve the working conditions associated with these operations.

Workstation layouts, ergonomics and loading aids have a significant impact on employees' daily lives. Improving and modernising our tools and processes makes their work easier. Following the renewal of our industrial facilities in recent years, a vast programme to replace 26 transport swap bodies in the Agricultural Division has improved the daily lives of our drivers. These vehicles, which handle the logistical flow of bulk materials, are now equipped with automatically opening rear doors (until now, they opened manually) and a system for tarpaulin covering/uncovering on the ground.

In addition, warm-up and stretching sessions before starting work have been introduced in our activities, to prepare the body before starting the day and avoid injury and pain. These rituals within the food industry make it possible to limit the risks associated with manual handling and repetitive movements, which are major risk factors in our sectors of activity.

### PROMOTING SAFETY AMONG FARMERS

As part of our drive to spread our commitment to health and safety throughout our sphere of influence, our cooperative is working to provide pragmatic solutions tailored to the problems faced by our farmers.

Initial training in occupational risk assessment is provided to farmers by the Agricultural Division's safety experts. This action strengthens farmers' ability to identify and prioritise risks on their farms and to reduce claims in a structured way, as part of a continuous improvement plan.

Tests were carried out this year on three exoskeleton models on farms belonging to the Duck & Goose Producers' Organisation, aiming to prevent Musculoskeletal Disorders (MSD). In fact, in the course of the various repetitive duck handling operations they carry out, breeders can be confronted in the long term with carpal tunnel syndrome, rotator cuff problems and back pain.

Another initiative has been undertaken within our Cattle group to take action on the risks associated with loading animals. On the strength of the experience acquired by its allotment centre in setting up mobile barriers (traffic/protection zone, restraint cages for animal care), Euralis is encouraging the creation of barrier circuits on farms to ensure the safe loading of animals, with the financial support of the MSA. Numerous audits have been carried out by our drivers to diagnose at-risk farms. Collective and individual awareness-raising initiatives have been put in place, notably through an educational film.

### Promoting quality of life at work

In our cooperative, quality of life at work is a priority that reflects our commitment to the well-being of our employees. We firmly believe that a healthy and fulfilling working environment is essential, not only for individual satisfaction but also for collective performance. A number of initiatives have been rolled out this year in this area:

#### THE CAP PROJECT, "WORKING TOGETHER TOWARDS WELL-BEING AT WORK"

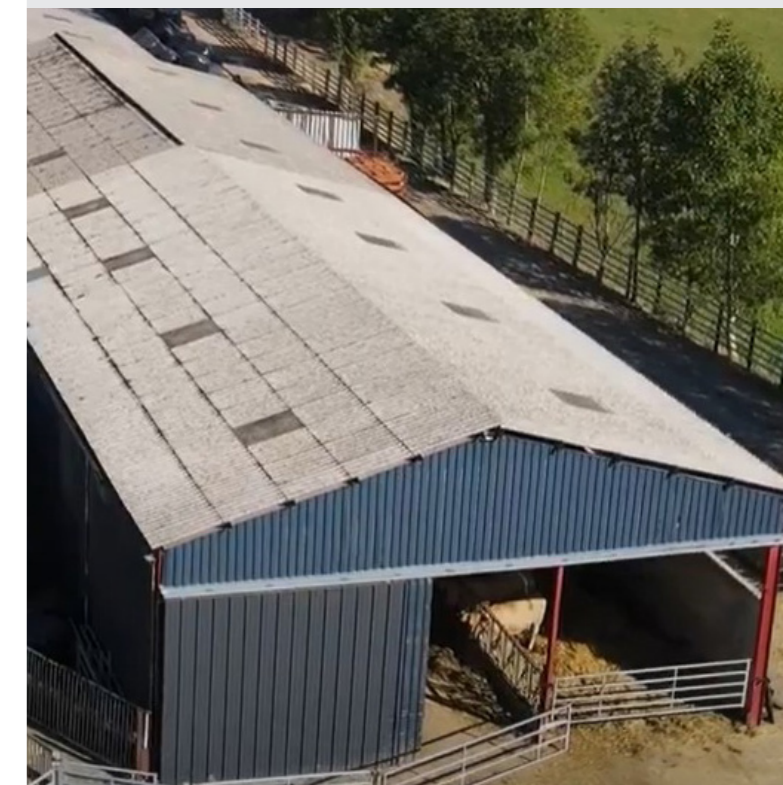
The CAP project has enabled us to identify priority areas for improving quality of life and working conditions at all Euralis Gastronomie sites, based on a comprehensive diagnosis carried out by a service provider among our employees. Various working groups involving volunteer employees have been set up at each of our sites, and a number of initiatives have been rolled out.



**Aline Touzet,**  
Occupational Risk Prevention  
Advisor, MSA South Aquitaine



"As part of our 2021-2025 Multi-Year Occupational Health and Safety Prevention Plan, we are producing videos to promote the ideas of several farmers who have introduced safe and effective restraint systems. For the cattle loading activity, the MSA wanted to involve Euralis Cattle and its drivers. Together, we have designed an awareness-raising video that is shown at trade fairs, MSA training courses, trade meetings and so on. This is one way to raise farmers' awareness of the importance of thinking about a specific loading zone for greater efficiency and, above all, greater safety. Risk prevention for cattle farmers and employees working in contact with these animals is a priority for the MSA, given the accident rate."

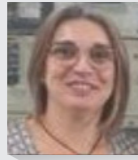


\* employees of the companies included in the scope of our NFPR (see methodological footnote)





**Patricia Lubet,**  
Administrative Technician, Lidea



*"I was one of the three lucky winners of the 'Live My Life as a Board Member' contest in June 2023. In this capacity, I was welcomed by the members of the Euralis Board of Directors in Lescar for their traditional Monday work meeting. It was a great opportunity to share in the day-to-day life of the board members for a day. I was struck by the friendliness of the discussions and the approachability of the Board. I was also impressed by the large number of subjects and cases they work on, and by the competence and relevance of each of the members."*

For example:

- break rooms and changing rooms have been redesigned and refitted;
- a "Cocoon" room has been created, enabling employees at the Lescar site to take a "break" for a micro-nap, a moment of calm, personal reflection, etc.
- events have been organised to raise awareness and encourage communication, bringing employees together around a common cause.

The QLWC week was also organised at all our sites around the theme of well-being. This year's programme includes relaxation sessions and practical information sheets (available online on our Eura'click application) describing the benefits of walking meetings, micro-naps, certain foods and postures, and tips on how to "let go" of your computer screen, all accompanied by get-togethers at all sites with "healthy food".

### "LIVE MY LIFE", ACT 1

For a few hours, during a special Euralis "Job Swap", our board members gave up their job for a few hours to discover another one. The members of the Board of Directors were welcomed by around forty employees from the various activities to find out about their day-to-day work and their mission.

Trialled for the first time at the cooperative's head office, this concept is an opportunity for participating employees to have a personal conversation with the board members and, for the board members, to continue to understand the challenges of each division closely in the field. A day rich in learning and sharing, it provides an opportunity to discover the realities of our employees' jobs, their daily lives and their missions.

Acclaimed by all, this event had an "Act 2" in autumn 2024, during which employees visited our board members' farms to discover their line of work.

## CHALLENGE 5

# PROMOTING THE COOPERATIVE'S ACTIVITIES LOCALLY AND ENSURING A SATISFACTORY INCOME FOR OUR MEMBERS



## Regional governance at the service of farmers

Regional governance has a threefold purpose:

- Engaging members locally
- Coordinating actions at the regional level, closely in the field
- Linking elected board members with member farmers

Various bodies are involved in this process:

- Regional commissions
- Producer organisations (poultry, ducks & geese, cattle, vegetables, seeds)

They multiply the areas of governance as close to the ground as possible, both in terms of regions (geographical areas) and professions (vegetables, seeds, livestock production, energy, etc.). They also guarantee a good understanding of the needs of our farmers and the challenges they face.

The cooperative region is divided into six sub-regions. Each of them:

- Includes a Regional Commission responsible for coordination, which meets four times a year
- Organises its own Section Assembly, with one exception: the Béarn region, which comprises two Section Assemblies (Béarn East and Béarn West) in a single region







The Euralis Board delegates responsibility for local governance (repayment and transfer of share capital, YF Charters, new Non-Cooperative Members, new members, etc.) to the Regional Commissions, which report on members' needs and take the best possible care of them. The "harvest meetings" organised at the start of the collection campaign are a good example of this desire to get people involved locally. There were 11 of them, held in the six regions. Some 400 farmers took part. They were able to discuss and learn about market data, marketing tools, the resources used for collection (at Euralis and our various partners) and new quality standards. Another initiative was a meeting at the cooperative's head office in Lescar with the signatories of the Young Farmers' Charters over the last five years. This was an opportunity to communicate Euralis' strategy and the latest news from the Agricultural Division, to share experiences and, at the end of these presentations and fruitful discussions, to have a friendly get-together.

Lastly, the Regional Commissions are responsible for deploying the cooperative's strategy as closely as possible to the members and institutions in each region, to increase efficiency in regional management and respond to members' concerns as best as possible.

In addition to these bodies, the cooperative provides farmers with a range of digital tools. Firstly, a dedicated extranet: during the financial year, 5,800 farmers logged on at least once. It averages 3,300 visits per month, with 1.8 million pages viewed per year. Members have a personal account on this site, in addition to the generic information they can access (weather, Euralis news, regulatory watch, etc.). It is a quick and practical way for them to keep track of their accounts, request a bank transfer, sell grains, etc. Members also receive an information newsletter by email every Thursday.

## Sufficient revenue for our members

The Euralis cooperative wishes to contribute to the resilience of its members' farms by guaranteeing them a satisfactory income. To live up to this ambition, it is working on several strategic areas.

### CONSULTING AND SERVICES OFFER

Euralis strives to align its challenges with those of its industrial clients. To achieve this, the Group works with them to develop long-term, sustainable supply chains.

We have high ambitions for these sectors between now and 2030: 80% of the hectares of the Euralis farm are covered by a production contract, 43.3% of our hectares are covered by sustainable standards, and 60% of farmers receive consulting.

Based on these sectors, the Euralis Agricultural Division offers a comprehensive range of consulting and services. It is structured around support for crop strategy (crop rotation and technical itinerary), visits at key crop stages, the introduction of agroecological practices and the implementation of specifications for each sector. There are also two specific offers for producers who are certified organic or under conversion, and for support with obtaining HEV certification. Finally, there is a range of services to support farm management (regulations, workforce, single document, etc.).

Developed by the Agricultural Division and specific to the cooperative, the "Gaïa" sustainable reference system is being continued. It adds value to the tonnes of maize and soya from producers who participate in the environmental and social effort. These farmers are committed to changing their practices and are paid for doing so, with five main objectives in mind: guaranteeing quality, improving soil fertility, promoting alternatives to synthetic products, developing precision farming and increasing habitats and food sources.



Overall, farmers who take part in these contractual productions benefit from an assured market outlet and a guaranteed premium or remuneration, provided they comply with the specifications.

### ENERGY SECTOR & CARBON CREDITS

Through Eurasolis, the Euralis cooperative aims to become a key player in the production of renewable energy in Southwest France to meet the challenges of climate change and contribute to the sustainability of agriculture in the region. It is also, and above all, a way of offering additional income to its farmers via its solar power and agrivoltaics offers (see paragraph on Developing Green Energy via Eurasolis).

The Euralis cooperative is also a partner of BioBéarn, a biogas unit operated by TotalEnergies, and BSO (Bio

Énergie Sud-Ouest), a bioethanol production plant located in the Lacq area. In both cases, farmers from the cooperative area supply the sites with organic waste and grain maize, thereby contributing to production while earning an income (see section on Partnerships for the Development of Biofuels and Biogas).

Through its carbon diagnostic offer, which promotes the use of multi-species plant cover to limit the carbon footprint of fertilisation, Lidea helps generate additional income in the form of carbon credits (see paragraph on Carbon Credits).

### DIVIDENDS

For the 2023-2024 financial year, the cooperative's results did not allow it to distribute dividends to its member farmers.



**KEY INDICATORS  
2023-2024**

**€0 K**  
REDISTRIBUTED TO  
MEMBERS DURING  
THE 2022-2023  
FINANCIAL YEAR

Figure validated  
by the GA in February 2024

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last-year value: €872K

B25 objective: 7% of paid-up  
share capital



## PROMOTING THE DEVELOPMENT OF REGIONAL ROOTS

The Euralis Group has strong roots in Southwest France, its historic birthplace. In the areas where it operates, it has a significant economic impact and creates value for all its stakeholders, starting with its member farmers.



### A key regional player

The Euralis group is one of the main employers in the regions where it operates. In total, it has 4,881 employees, including 3,331 in France. These employees are divided between the Group's headquarters in Lescar (in the Pyrénées-Atlantiques department), 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 10,300 people. Across our entire value chain, around 21,000 indirect and induced jobs\* add to these direct jobs, including 530 service providers and temporary staff who regularly work at our sites. In France, the Duck & Delicatessen Activities have significant recruitment needs as they prepare for the festive seasons, as do Lidea and the Agricultural Division during the harvest. To recruit as effectively as possible, the Activities work with employment agencies (the France Travail job centre, temporary employment agencies, youth job centres, etc.). In addition, during the 2023-2024 financial year, Euralis recruited 75 work-study students on apprenticeship or professionalisation contracts and welcomed 156 interns, most of whom came from local establishments (grandes écoles, universities, vocational and agricultural high schools, middle schools, etc.). We list 111 establishments (schools and/or training centres) for trainees only.

The Euralis Group also contributes to the economic development of the local players with whom it interacts, whether they are service providers, sub-contractors or suppliers. At the cooperative level, purchases from our members amount to 363 million euros, and purchases from non-members amount to 625 million euros, including 295 million euros of indirect purchases.



Euralis also contributes to the economic development of its local partner companies. Over the year, the two main outlets for our plant production were bioethanol (see Partnership for the Development of Biofuels and Biogas) and animal feed (108,000 tonnes delivered in 2023-2024), in particular through a partnership with Sojalim, a structure dedicated to non-GMO soya (conventional and organic).

Finally, our cooperative works to maintain agricultural activities in our regions: the members of the Euralis Board of Directors run the geographical areas allocated to them and Euralis supports young farmers when they take over farms (see the section on regional governance at the service of farmers).

### Sports and cultural partnerships

The Euralis Group cultivates special relationships with its various partners, whether in the field of sport or culture. They are chosen because they share the same values. In France, Euralis and some of its brands (Maison Montfort and Lidea) sponsor emblematic local sports clubs: Section Paloise rugby, EBPLO (Élan Béarnais Pau Lacq Orthez), Billère Handball, Pau FC (Pau Football Club), Stade Bagnérais (the men's rugby team from Bagnères-de-Bigorre), Stado Tarbes Pyrénées Rugby (the Tarbes rugby team), Tarbes Gespe Bigorre (the Tarbes women's basketball team), FCO Rugby (the Oloron-Sainte-Marie rugby team) and finally the Pau FC women's team. In general, our logos appear on players' outfits or are visible in stadiums and sports halls. Events are sometimes organised after the matches, in particular in the presence of the cooperative's partners. On the cultural front, Euralis also provides financial support to the OPPB (Orchestre de Pau Pays de Béarn), which regularly offers concert tickets to its employees based in Lescar.



### PROMOTING PHYSICAL ACTIVITY AND SPORT

More than 1,600 employees based in France and their families can benefit from financial assistance to cover the cost of taking part in a sports activity (up to an annual ceiling) via their social and economic committee. More than 2,100 requests for reimbursement were received during the year.

In addition, local sports sections at our Lescar and Mondonville sites offer activities at attractive prices: football, indoor football, canoeing, kayaking, rugby, pelota, running, tennis, volleyball, basketball, golf, badminton, padel, climbing, skiing, boules, strength training and yoga. Two hundred and sixty employees benefit from this scheme. Finally, employees at all sites are regularly made aware of the importance of warming up and stretching their muscles.







### KEY INDICATORS 2023-2024

**€10.8 M**  
TABLE DES PRODUCTEURS'  
TURNOVER

---  
last-year value: €10.3 M  
B25 objective: €12.1 M

**55%**  
OF SOUTHWEST FRANCE  
PRODUCTION (IN TONNES)  
IS DISTRIBUTED LOCALLY\*

---  
last-year value: 56%  
B25 objective: 56%



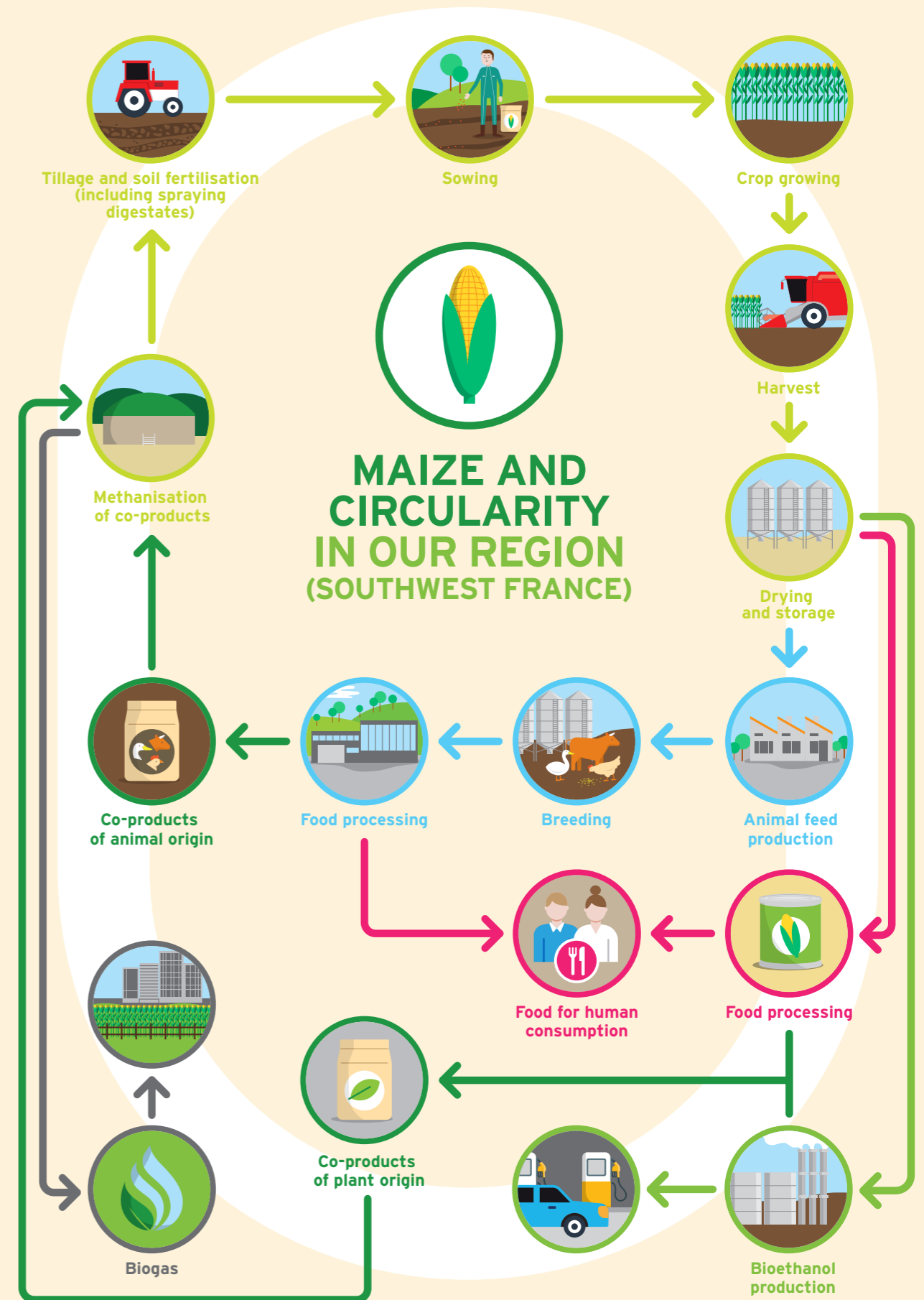
## Regional roots

Factory outlets are located close to the French production sites of our Duck Activities and our headquarters in Lescaur. Customers can find products from the Group's brands at reduced prices, and employees benefit from additional discounts. Some of our Point Vert stores also have local food aisles. These "La Table des Producteurs" aisles offer local, traceable, seasonal products (cheese, meat, fish, dairy products, ice cream, fruit and vegetables, baked goods, etc.), providing a guaranteed market outlet for the 500 or so producers listed there. In the 2023-2024 financial year, Table des Producteurs activities recorded a turnover of 10.8 million euros. The cooperative is traditionally rooted in Southwest France, and it strives to develop local outlets and sectors. Just over 521,000 tonnes (55%) of our animal, plant and food production comes from local agriculture and is distributed to customers located in the cooperative's registered area\*. With its production site in Yffiniac, Brittany, the Qualité Traiteur brand makes every effort to source its ingredients locally wherever possible. Finally, the Terre Authentique brand, sold in supermarkets and hypermarkets in Southwest France, offers consumers products made from ducks reared in Southwest France.



**Ghislain Hanicotte,**  
Head of Marketing  
Maison Montfort

"With the 'Our Traditions have a Future' initiative, the Maison Montfort brand is strengthening its commitment to its duck producers, in particular through a grant which finances innovative projects undertaken by its producers and aimed at improving the well-being of animals and people and preserving the land. Several projects are funding this grant. Firstly, there is the copyright for Le canard du dimanche, a book of recipes concocted by Chef Christian Etchebest in collaboration with Euralis producers. Secondly, sales of our Grand Héritage foies gras, of which 1% of turnover is deducted. The system will be extended to the entire range of Authentique foie gras at the end of 2024, for the festive season."



**Legend:**

- Agricultural production
- Animal feed
- Food intended for human consumption
- Bioethanol production
- Biogas production
- Co-products





### KEY INDICATORS 2023-2024

**37%**

OF THE CULTIVATED AREAS  
OF EURALIS FARMS ARE  
UNDER CONTRACT\*  
(INCLUDING THE HECTARES  
OF  
SEED PRODUCTION)

---

last-year value: 39%

B25 objective: 38%

### CHALLENGE 7

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



©Pablo Merchan Montes

### Agricultural products that contribute to food resilience

As a cooperative in Southwest France, Euralis is proud to contribute to food sovereignty by ensuring diversified direct and indirect food production for both human and animal consumption. From farm to fork, our value chain encompasses a multitude of products, from grains and oilseeds to pulses and prepared dishes. This diversity enables us to strengthen the resilience of our food systems in light of climatic hazards and health crises while offering consumers a varied choice of products.

We work closely with cooperatives, industrial clients and hospitality and food trade professionals (caterers, butchers, delicatessens, etc.) on a B2B basis, but also on a B2C basis, notably via Point Vert sales outlets and large and medium-sized retail networks. This multi-channel approach enables us to guarantee efficient distribution and broad market coverage while meeting the expectations of each of our clients and customers.



©Gina Nurra

During the 2023-2024 financial year, Euralis contributed to the production of 910,000 tonnes of plant and animal products thanks to a mixed crop-livestock system and a dense regional network.

Lidea is a key player in food sovereignty. As the first link in the food chain, its contribution is essential to guaranteeing food self-sufficiency and supporting more sustainable and productive agriculture.

Its 80 years of expertise in research and development has enabled it to innovate and create high-yielding, nutrient-rich and disease-resistant field crop varieties (maize, sunflower, rapeseed, soya and sorghum). These genetic advances make it possible not only to optimise yields per hectare but also to adapt crops to climate change, guaranteeing stable, sustainable food production.

During the year, Lidea carried out a project to restructure its offer. The aim is to simplify it while meeting the major expectations of farmers: genetic performance, optimising crop potential throughout the production cycle and best practices for adopting regenerative agriculture.

Through its three new brands, Lidea is highlighting its commitment to innovation and sustainability and confirming its role as an expert supporting farmers in France and abroad (see Sustainable Seed Research and Development).

The Agricultural Division also offers high-performance, sustainable and responsible supply chains, co-constructed with the farmers and manufacturers involved. The production contract signed with farmers commits them to respecting a set of specifications while guaranteeing a bonus on the volumes produced, thus securing an income.

The Pulse sector (lentils, dried beans and chickpeas) developed by Euralis and Bonduelle in Southwest France starting in 2020 is an example of this collaboration.

For the 130 farmers who are members of the cooperative and producers of plant proteins (30 farmers growing chickpeas, 40 growing lentils and 45 growing dried beans), this is a value-added sector with multiple benefits. Pulses consume little water and fix atmospheric nitrogen in the soil. In this way, they help to improve biodiversity and soil fertility, while reducing greenhouse gas emissions linked to nitrogen fertilisers. Finally, they respond to growing consumer interest in plant proteins and their health benefits as part of a balanced diet.

This year, 1,200 hectares of pulses were grown. To a greater extent, 36.8% of Euralis farmland is covered by a production contract.

Our multi-channel approach and our mixed crop-livestock production system help our cooperative to meet the needs of agricultural production, and also contribute to the manufacture and processing of other products, intended for animal feed and human consumption.

Maize, for example, is crucial to this system: from selected varieties, maize seed is used to produce new maize plants. The harvested maize grain is used to feed our foie gras ducks, which are then processed into a wide range of finished products (foie gras, duck breast, confit, etc.).

\* Areas covered by a production contract between Euralis and one farmer





Thanks to our Duck & Delicatessen activities, we are also strengthening our commitment to food sovereignty. During the 2023-2024 financial year, Euralis produced 34,500 tonnes of foodstuffs.

Euralis Gastronomie's Duck Activities revolve around the rearing and processing of duck and geese products.



With a wide range of specialties (foie gras, duck breast, confit, etc.) in a variety of forms and formats (raw, semi-cooked, prepared), the company meets the expectations of a demanding clientele. Its products are marketed to the general public (supermarkets and hypermarkets), in particular through its Maison Montfort brand, as well as gastronomy professionals, both in France and internationally, through its Rougié brand. Always on the lookout for exceptional products, the company also selects top-quality gourmet products (scallops and lobster, for example) for chefs around the world.

The Delicatessen Activities design and produce a complete range of food products, from freshly prepared dishes to dry-cured meats (dried hams and sausages), in keeping with culinary and charcuterie traditions.

This passion for high-quality products is shared with clients and consumers, relying on their Innovation team to adapt to their requirements. Complementary, tailored offers are being developed through the various brands. The Stalaven and Teyssier brands are exclusively dedicated to independent and local retail networks (butchers, delicatessens, caterers, bakers, wine merchants and restaurants). Products sold under the Qualité Traiteur brand are available in French supermarkets.

## A nutritional approach in motion

**In 2023, Euralis defined its Group Nutritional Charter, to produce both healthy and delicious food. This collaborative effort with the Duck & Delicatessen activities has enabled us to define ways of improving the nutritional quality of our products.**

Over the year, this dynamic has led to the drafting of operational roadmaps for each Activity, defining precise objectives and measurable actions.

Considering the specific characteristics of each of its product families, Euralis Gastronomie has set up a five-year nutritional trajectory (2023-2028) adapted to each of them.

This approach enables the teams to focus their efforts on the most relevant nutritional issues for each category while taking into account their technical constraints and taste, as well as health risks. Specific targets have been set for reducing salt and sugar, eliminating nitrites and allergens, and replacing flavourings.

Begun last year, the project to revise Rougié's range of charcuterie terrines continued during the year, following this new roadmap. The nine recipes in the range have been reviewed with a dual objective in mind: to improve their nutritional profile while preserving their organoleptic properties. Thanks to the technical expertise and collaboration of the R&D and Quality teams, allergenic ingredients, sodium nitrite and added sugar have been eliminated, while the salt content has been reduced to 1.1 g per 100 g while preserving the taste. These products will be available to customers starting in 2025.

For its part, Stalaven has defined its 2025 nutritional progress plan based on three interdependent pillars:

- A "Clean Label" approach, which aims to simplify ingredient lists (eliminating controversial ingredients and additives identified in the roadmap), while giving priority to naturally derived ingredients and limiting the use of additives.
- Reducing the salt content by defining target levels for each product family to offer low salt, tasty alternatives.
- Transparency, by displaying the Nutri-score in the entire Qualité Traiteur range.

With the roll-out of the new graphic charter for the Qualité Traiteur brand beginning in September 2024, the marketing and R&D teams have begun to implement this progress plan. Underpinned by our "6 Bon" (So Good) concept, work has begun on simplifying recipes and improving their nutritional profile, and will continue on all products over the next financial year. In the Salad range, for example, the "Marco Polo" salad has been tweaked to remove added sugar and reduce the salt content. Meanwhile, the Salmon Fusilli Salad recipe has been revised to modify its nutritional profile and simplify its composition by eliminating the use of flavourings.

Labels have also been revised to make them easier for consumers to read and understand. What's more, with the addition of the Nutri-score, consumers can now make informed choices and better understand the nutritional composition of products.

The work carried out within each Activity will continue over the next financial year to achieve the objectives set out in the roadmaps. Reformulation projects are already underway for several product families, notably to remove sodium nitrite and reduce the salt content.







### KEY INDICATORS 2023-2024

**78%**  
OF OUR FOOD AND  
CROP PRODUCTION HAS  
OBTAINED FOOD SAFETY  
CERTIFICATION

---  
last-year value: 72%  
B25 objective: 75%

**21.5%**  
OF HECTARES OF  
CONTRACTUALISED MAIZE  
ANALYSED WITH A  
HEALTH RISK PREDICTION  
TOOL  
(E.G. MYCOTOXINS,  
BACTERIA, ETC.)

---  
last-year value: 15.3%  
B25 objective: 20%



## Our commitment to food safety

Our cooperative Group is committed to providing safe, high-quality products, from producers to consumers. To enhance our expertise, we have adopted a certification strategy to guarantee the safety of our products.

78% of our food and vegetable products are thus covered by food safety or product quality certification.

Within the Duck & Delicatessen Activities, five of the six production sites in France (97.7% of total production) are IFS Food<sup>(1)</sup> certified. Our site based in Brezovo (Bulgaria) also obtained FSSC 22000 certification for the first time this year, while our site in Canada has been SQF Food Safety certified for several years.



These standards attest to the rigorous quality and food safety approach applied to our manufacturing processes. They are also regularly audited by independent organisations to ensure compliance.

The Agricultural Division has put in place a number of Quality processes to meet the requirements of its stakeholders.

All the sites responsible for collecting, storing, transporting and marketing grains are CSA-GTP (Food Safety Charter - Good Trading Practice) certified. This standard, based on an HACCP-type risk prevention approach, guarantees compliance with best practices and grain health quality.

Since 1999, the Euralis Group has also been a member of the Class-A Maize Quality Charter Association, which had more than 100 collecting organisations and almost six million tonnes of maize traced (i.e. almost half of national production) in 2024. This charter demonstrates Euralis's desire to play an active role in traceability and continuous improvement of the physical and sanitary quality of maize, in particular by limiting the development of weeds with toxic seeds (datura) and fungi that produce mycotoxins.

Mycotoxin contamination of grains in the field is a major health issue for our value-added industries, such as maize for human consumption. To prevent this risk, which is caused by a combination of agricultural and climatic factors during cultivation, Euralis uses the maize Qualimètre tool, which can be used to assess the risk associated with the development of mycotoxin-producing fungi and manage a monitoring plan.

Based on agronomic data provided by farmers and climatic data, the predictive model estimates a pre-harvest risk at the plot and collection area level. For the 2023-2024 harvest, this tool was used on 21.5% of the French maize fields harvested.

The Wheat sector is also particularly exposed to the risk of mycotoxin contamination, which is why, since 2019, Euralis has also rolled out the use of Myco-LIS, a predictive tool that anticipates and controls the sanitary quality of wheat before collection.

## Our commitment to high-quality and sustainable products

### CERTIFIED, RECOGNISED PRODUCTS

In response to consumers' growing and increasingly demanding expectations in terms of traceability, naturalness and sustainability, our cooperative is working to support local quality chains (PGI, Label Rouge, Organic Agriculture, etc.) within its activities.

**63%** 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 37.9% of our ducks & geese are produced under the PGI label or Label Rouge certification and 6.3% of our cattle sector has obtained Label Rouge or AB certification.

**7.4%** OF FOOD PRODUCTS  
(Duck & Delicatessen Activities)

13.4% of the finished products of our Duck Activities are mainly produced under the PGI or Label Rouge labels, while 2.1% of the finished products of our Delicatessen Activities are produced under the PGI, Label Rouge or Organic Agriculture labels.

These labels recognise the quality of our products and the expertise of our producers and all the staff at our processing sites.

At the 2024 General Agricultural Competition, the expertise and quality of our brands also won 10 medals.

With 14 medals in the last seven editions, Teyssier is the dry-cured meat producer with the most medals won in the dry sausage competition. The "Fine long lean sausage" range (which combines 150 years of expertise with a modern 30% lower-fat recipe) has added a silver and bronze medal to its list of awards this year. An emblematic product of Teyssier's roots in the Ardèche department of Southern France, the Ardèche dry sausage PGI also won a bronze medal. Meanwhile, Stalaven won a silver medal for its Canarine duck mousse.

Maison Montfort, the 100% French-based specialist in duck gastronomy, stands out for the superior taste and quality of its products, which have been awarded five medals. As for whole foie gras, the most popular and highest quality segment of the market, the brand won three medals (one silver and two bronze) for its Gasconne prepared foie gras PGI. In butchery, the Label Rouge and Origine France raw duck breasts also won two medals (one silver and one bronze).

Last but not least, Terre Authentique, the gourmet duck brand produced in Southwest France, won a gold medal for its Sud-Ouest raw duck breast PGI in its first run at the competition.



### KEY INDICATORS 2023-2024

**100%**  
OF LIVESTOCK PRODUCTION  
(POULTRY SECTOR)  
IS SQL-CERTIFIED\*

---  
last-year value: 100%  
B25 objective: 100%

**38%**  
OF LIVESTOCK PRODUCTION  
(DUCKS AND GEESE SECTOR)  
IS SQL-CERTIFIED\*

---  
last-year value: 30%  
B25 objective: 37%

**6.3%**  
OF LIVESTOCK PRODUCTION  
(CATTLE SECTOR)  
IS SQL-CERTIFIED\*

---  
last-year value: 7.8%  
B25 objective: 15%

**2.1%**  
OF FOOD PRODUCTION  
(DELICATESSEN MEAT  
SECTOR) IS SQL-CERTIFIED\*

---  
last-year value: 2.4%  
B25 objective: 6%

**13.4%**  
OF FOOD PRODUCTION  
(DUCK SECTOR)  
IS SQL-CERTIFIED\*

---  
last-year value: 14.5%  
B25 objective: 19%

\*Sustainable Quality Labels

<sup>(1)</sup> International Featured Standard, set of audit references for managing food quality and safety (processes and products), recognised by distributors.





**Alexandre Couillon,**  
 Chef of the Michelin-starred restaurant  
 La Marine and President of the jury of  
 the 2024 Jean Rougié Trophy



*"I'm delighted to be a member of the jury for this year's Jean Rougié Trophy. Now it's my turn to take part and leave my home on Noirmoutier Island to come and discover the culinary talents of a new generation of chefs using foie gras. I hope to be surprised by the candidates, and perhaps find a touch of the sea in certain dishes."*



## PRODUCT DIFFERENTIATION AT THE HEART OF OUR STRATEGY

**Our brands are committed to meeting the expectations of their customers and always strive to offer products that combine tradition and innovation, as well as expertise and creativity.**

During the year, Maison Montfort conducted a nine-month consumer survey. The aim is to gain a better understanding of consumers' habits and expectations so that we can offer them a range of products that meet their needs. Starting in the 2024 festive season, the brand will develop its foie gras offer through three revamped ranges ("Gastronomique", "Authentique" and "Recette de nos Terroirs"), a guarantee of quality and pleasure, with products to suit every consumer profile.



With a strong presence at the heart of two production areas (Southwest and Western France), the Duck Activity has decided to develop a specific local offer in response to the expectations of consumers in these regions. The Bizac brand is now the gastronomic brand for duck from producers in Western France, while the Terre Authentique brand, created in 2021, is the brand for producers in Southwest France. Through their small product ranges, these two brands highlight the expertise of their workshops located close to their farms (within a 250-kilometre radius of Les Herbiers in Vendée and Maubourguet in the Hautes-Pyrénées department) and the origin of their products.

The Rougié brand, whose history has been closely linked to that of the Périgord region for almost 150 years, wanted to promote the rare and exclusive Southwest France goose sector. This year, with its new range of Southwest France Goose foie gras escalopes, synonymous with tradition and excellence, the brand meets the expectations of demanding restaurateurs shared by chefs the world over.

This year, Rougié also launched a study of awareness, uses and attitudes among more than 1,400 French and Spanish chefs, and interviewed 10 French food-service distributors. We learnt a great deal, particularly in terms of the new approach we need to adopt with young chefs, the image of foie gras and duck meat to enhance restaurant menus and expectations in terms of origin, communication from our upstream sector and the search for more elaborate products and services.

Finally, the Jean Rougié Trophy, awarded since 2010 in Sarlat-La-Canéda, has rewarded the rising stars of gastronomy. Supported by the greatest chefs in French and international gastronomy, this competition is now recognised and synonymous with the transmission of expertise.



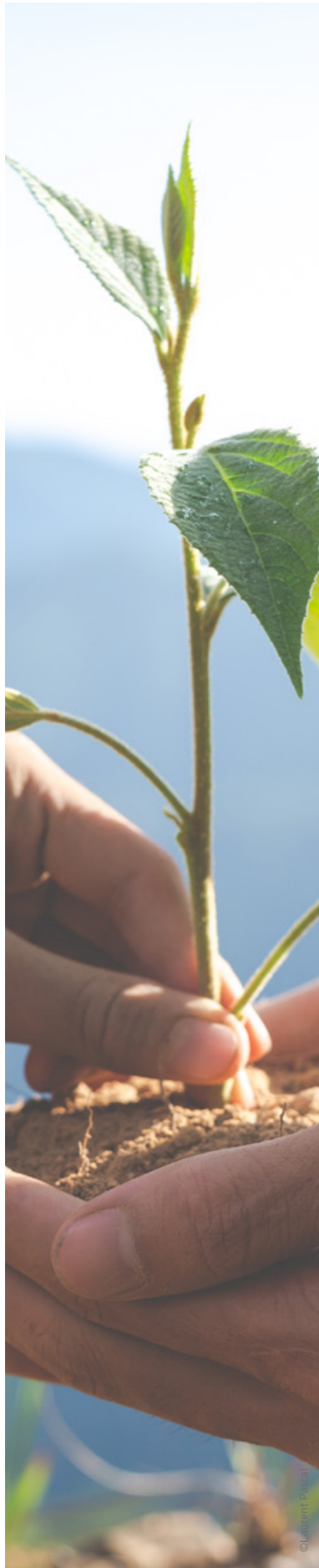
## PRODUCTS WITH SUSTAINABLE, LOCAL OUTLETS

A committed player with deep roots in its region, Euralis strives to meet consumer expectations in terms of traceability, food safety and more eco-friendly farming practices, by adapting both its crop and livestock production and its food products. With this in mind, Euralis is continuing to develop contractual channels based on criteria for the sustainability of its agricultural practices (see Regenerative Agriculture). Examples include the production of pulses and maize under the Gaïa contract (a private sustainable reference system developed by Euralis) and our organic farming production.

This mission is also shared by our "Table des Producteurs" brand of regionally sourced food products, which has been present in our Point Vert stores since 2012. This concept is based on locally sourced and marketed products (see Regional Roots).







## GOVERNANCE

To strengthen its resilience, Euralis is committed to making its business model sustainable by capitalising on its values as an agricultural cooperative, to develop a responsible ecosystem.

CHALLENGE 8

## PROMOTING OUR VALUES AND ETHICS WITHIN OUR SPHERE OF INFLUENCE



### Governance of ethics

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.

#### BOARD MEMBERS' 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 TEAMS

Each entity (Holding, STB, Euralis Gastronomie, Lidea, Agricultural Division, Group) has an ethics team. This team is responsible for dealing with alerts received following the Group's alert procedure and for making recommendations to Group Management.

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

We have organised specific training on alert management for members of our ethics teams. This training has helped to ensure that practices are harmonised, to acquire new skills in internal investigations and to guarantee better protection for whistleblowers.



### COMMUNICATION AND TRANSMISSION OF OUR ETHICS CHARTER AND ALERT SYSTEM

We continue to communicate internally about the Ethics Charter and our whistleblowing system on a regular basis, to ensure that our employees in France and abroad are well-informed: posters, email reminders from General Management, a dedicated intranet page, and so on.

### PILOTING OUR ETHICS STRATEGY: 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 2 law.

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

During the financial year, 17 new alerts were sent to one of our ethics teams. The analysis is as follows:

- **Location:** 76% in France and 24% abroad.
- **Allegations:** pressure/threats/psychological harassment, sexist behaviour/sexual harassment/sexual assault, conflict of interest, bribes/corruption, misappropriation of company assets for personal use, protection of individuals, other breaches of the Code of Ethics.
- **Resolved alerts:** conclusions ranging from "facts not in evidence" to appropriate sanctions depending on the degree of misconduct.

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





## 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 and decisions are fully compliant with the Sapin 2 law.

This year, the Group strengthened its governance in this area. Each entity now has a Sapin 2 liaison officer responsible for implementing anti-corruption action plans, disseminating and ensuring compliance with the relevant procedures and raising employee awareness. This system helps our teams to better understand the challenges posed by the Sapin 2 law and ensures that compliance measures are implemented consistently across all our activities.

To reinforce our collective commitment to compliance, a number of awareness-raising initiatives have been carried out:

- **Internal broadcast of podcasts on compliance issues (business integrity, gift policy, risk mapping and personal data protection) to mark International Anti-Corruption Day.**
- **Roll-out of an anti-corruption e-learning course attended by 600 employees.**

To ensure the transparency of our business relations, we have rolled out a detailed policy governing the acceptance and offer of gifts and invitations on a pilot basis in the Agricultural Division and at Group headquarters, together with a dedicated register to centralise declarations and facilitate internal inspections.

## Responsible procurement

By 2023, all the Group's purchasing teams had drawn up our first Responsible Purchasing Charter. All our buyers have received training in responsible purchasing. We then distributed this charter to our main suppliers to inform them of our commitments and raise their awareness of our expectations in terms of respect for the environment and human rights, and the development of local sourcing and eco-design. We put in place an indicator for the distribution and acceptance of this charter among our suppliers. For all our direct food purchases, we systematically ask for an annex to be signed, setting out our CSR requirements.

In 2024, we selected a tool for assessing third parties in terms of due diligence and compliance with the Sapin 2 Law. All these actions should enable us to better manage our supplier risks and initiate a virtuous process of continuous improvement in the field of CSR with them.

It should be noted that the Responsible Procurement criterion in the EcoVadis assessment rose by 10 points over the year, demonstrating the growing importance of this dimension within our activities.

## OPERATIONAL HIGHLIGHTS OF RESPONSIBLE PURCHASING IN 2023-2024

**Negotiation and contracting with a company specialising in energy optimisation to modernise cold production at our dry-curing plant in Saint-Agrève. (see Energies Department).**

**Tests to electrify part of our in-house fleet of lorries delivering to butchers, pork butchers and caterers.**

**Implementation of a single waste treatment service provider at all Lidea sites to better manage recycling (see Waste & Co-product Management).**

**Further integration of eco-design for all new food packaging.**

**Delicatessen Activity: the Procurement team has launched a pilot project to list and assess its raw materials suppliers. Objective: to assess their commitment to CSR. A questionnaire was sent to them.**

## CHALLENGE 9

## DRIVING REGIONAL GOVERNANCE AND INTEGRATING GEOPOLITICAL ISSUES

### Regional governance

#### A SPECIFIC GOVERNANCE MODEL

Within an agricultural cooperative such as Euralis, power is shared between elective governance, made up of board members drawn from the ranks of farmers and executive governance carried out by the operational teams. This dual management structure ensures a balance between the interests of members and the management requirements of an international group.

The board members are the farmers' representatives. As such, they play a central role in defining the cooperative's strategy. They set the objectives, determine the resources to be used to achieve them and monitor performance. This responsibility is all the more important since the Euralis Group, as a major player in the agriculture and agri-food sectors, is subject to numerous national and international regulations.

#### A ROLE AS AMBASSADORS AND GUARANTORS OF ETHICS

All Euralis board members are farmers, ambassadors for the cooperative and guarantors of its ethics. To support them in this mission, Euralis has drawn up a Code of Ethics which applies to everyone. This document sets out the rights and duties of each member and emphasises the importance of exemplary conduct, both in the exercise of their mandate and as representatives of the cooperative.

#### PROACTIVE GOVERNANCE TO MEET TODAY'S CHALLENGES

To meet current and future challenges, directors need to master the economic, environmental and social issues facing the agricultural sector. They are supported in this by various committees (CSR, Ethics, Audit, Remuneration). These bodies enable them to stay informed of regulatory developments, particularly in the area of CSR. The Sapin 2 Law and the CSRD therefore receive particular attention. The directors issue recommendations on the actions to be taken to ensure that the cooperative complies with these new requirements.

Ultimately, Euralis's governance is designed to serve the interests of the cooperative's members, while contributing to sustainable and responsible development. By combining experienced farmers with skilled operational teams, Euralis ensures that it has solid, responsive governance capable of meeting the challenges of the future.



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## Geopolitical challenges

### A SPECIFIC GOVERNANCE MODEL

In a constantly changing global context marked by geopolitical upheaval and various food and energy crises, and faced with increasingly pressing environmental challenges, the Euralis cooperative group is reaffirming its commitment to acting responsibly and sustainably.

Fully integrating geopolitical issues into its strategy, the Euralis Group is committed to developing resilient agricultural and agri-food activities that respect the environment. It ensures compliance not only with local laws and regulations but also with international standards.

Furthermore, in an increasingly interconnected world and as a key player in the agri-food sector, the Euralis Group is aware of its role in global food safety.

With a presence in France and abroad, it favours local partnerships for each of its subsidiaries wherever it operates. 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 is thus committed to contributing to the economic and social development of the Group's operational areas by supporting local agriculture and promoting sustainable farming practices.

The major geopolitical challenge for Euralis lies with Lidea, where operations at its subsidiaries in Ukraine and Russia have been severely disrupted since the start of the conflict there in February 2022. Despite this, Lidea continues to fulfil its vocation as a food producer and maintains its seed production and selling activities (the first link in the food chain) in this strategic area for global food sovereignty.

In Ukraine, Lidea continues to register, produce and sell seeds and maintains its activities on the dairy farm in the Cherkasy region. At the same time, Lidea has set up initiatives to support the local population and farmers in the areas most exposed to the conflict. For example, Lidea contributed to a charity programme for a nursery school in the Chernihiv oblast. It also distributed basic wheat seeds to farmers in the Kherson region. Maize and sunflower seeds were supplied to farmers in the oblasts of Dnipropetrovsk, Kyiv, Sumy, Kharkiv, Donetsk, Mykolaiv, Kherson, Zaporizhzhia and Chernihiv through the programme supported by USAID (United States Agency for International Development). The Group's Seeds activity therefore remains fully committed to Ukraine.

In Russia, production and sales activities are continuing with a view to contributing to global food safety. Lidea is adapting to the new regulations applicable to seeds, in particular with the introduction of a production localisation plan and the allocation of import quotas for the main species.

In addition, the Group's in-house experts monitor and anticipate market trends. Between grain prices, energy prices and consumption trends, they have a firm grasp of



these different parameters and are mobilised to manage the potential adverse effects of geopolitical hazards as effectively as possible.

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 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). This approach is part of a drive to meet consumer expectations and contribute to a more sustainable agricultural model, reconciling economic performance, animal welfare and the preservation of biodiversity.



The Terrestrial Code of the WOA (World Organisation for Animal Health) defines animal welfare as "the physical and mental state of an animal regarding the conditions in which it lives and dies". WOA's guiding principles in this area 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 25 years, Euralis has complied with animal welfare regulations and ensured that animals are treated humanely throughout the production chain, from birth to slaughter.

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.



### KEY INDICATORS 2023-2024

**75%**  
OF PRODUCERS ARE PALMI G CONFIANCE-CERTIFIED

---  
last-year value: 78%  
B25 objective: 75%

**29%**  
OF ABATTOIRS ARE AUDITED ACCORDING TO AN ANIMAL WELFARE REFERENCE FRAMEWORK

---  
last-year value: 27%  
B25 objective: 27%

**100%**  
OF FARMS OFFER OUTDOOR SPACE TO ALL ANIMALS

---  
last-year value: 100%  
B25 objective: 100%

**87%**  
OF FARM REPRESENTATIVES ARE TRAINED IN ANIMAL WELFARE

---  
last-year value: 83%  
B25 objective: 100%





Euralis also works with all stakeholders to develop new, more sustainable livestock farming models, in line with the “One Health” concept, a global approach that combines animal welfare with the health of farmers and the preservation of the environment.

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 and high-quality food supplies in the region.

### AN APPROACH SUPPORTED BY COMMITTED PRODUCERS

With over 25 years’ experience, the Euralis Group has been a forerunner in the development of high-quality agricultural products. In 1997, the company was awarded its first PGI for its ducks in Southwest France, marking the start of an ongoing commitment to the development of livestock production under official quality labels (Label Rouge, PGI and Organic Agriculture).

These specifications have been updated over the years to incorporate new scientific knowledge on animal welfare and to meet consumer expectations (improved rearing conditions, fewer treatments, shorter transport times, etc.). Compliance with these specifications demonstrates our producers’ commitment to progress in terms of animal welfare:

- **IN THE BROILER POULTRY SECTOR**, 100% of production is certified Label Rouge, PGI or Organic. With 143 farmers, the industry produces four million Label Rouge birds, 76,000 of which are farmed organically.
- **IN THE DUCKS & GEESE SECTOR**, 230 producers in Southwest France have undertaken to comply with the PGI and/or Label Rouge specifications, representing 37.9% of the ducks & geese reared in our two production areas.
- **IN THE CATTLE SECTOR**, 92 farmers are committed to the Label Rouge Blonde d’Aquitaine Beef certification scheme.

### GUIDELINES FOR ASSESSING ANIMAL WELFARE AND HUMANE TREATMENT

To ensure that animal welfare is respected in the production of ducks & geese, audits and inspections of the PalmiGconfiance accreditation, validated by an independent third-party inspection body, are carried out regularly. 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 75%, 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.

### ABATTOIR AUDITS

To obtain an informed assessment of our practices by a third party, all the abattoirs owned by Euralis (Maubourguet, Hautes-Pyrénées and Les Herbiers, Vendée sites) have been audited in recent years, focusing on the requirements defined by the OABA (Charity for Slaughter Animals) in terms of animal welfare and humane treatment. The results of these assessments have enabled us to identify ways of improving animal protection in our abattoir activity. It should be noted that two of the abattoirs we work with in the poultry sector carry out such audits every year.

### EXPRESSION OF NORMAL PATTERNS OF BEHAVIOUR

Euralis is continuing its efforts to improve living conditions for species and to rear them in conditions that are as natural as possible, in particular by developing outdoor tree runs.

### RUNS AND AGROFORESTRY

Euralis is committed to ensuring that 100% of the animals reared within its three sectors have access to an outdoor run\*, thus encouraging the expression of the natural behaviour of each species.

As for Label Rouge broiler poultry, all runs are already grassy and wooded (hedges and trees). In a bid to protect the environment, Euralis has been encouraging its livestock farmers to adopt agroforestry practices to promote the enrichment of ecosystems and biodiversity for several years now.

In 2021, in collaboration with PUR, Euralis joined the “Ici On Sème” collective, whose mission is to bring together companies, farmers and cooperatives to initiate agroforestry projects in the region. The role of our cooperative is to identify and put member farmers in touch with PUR’s teams of agronomists.

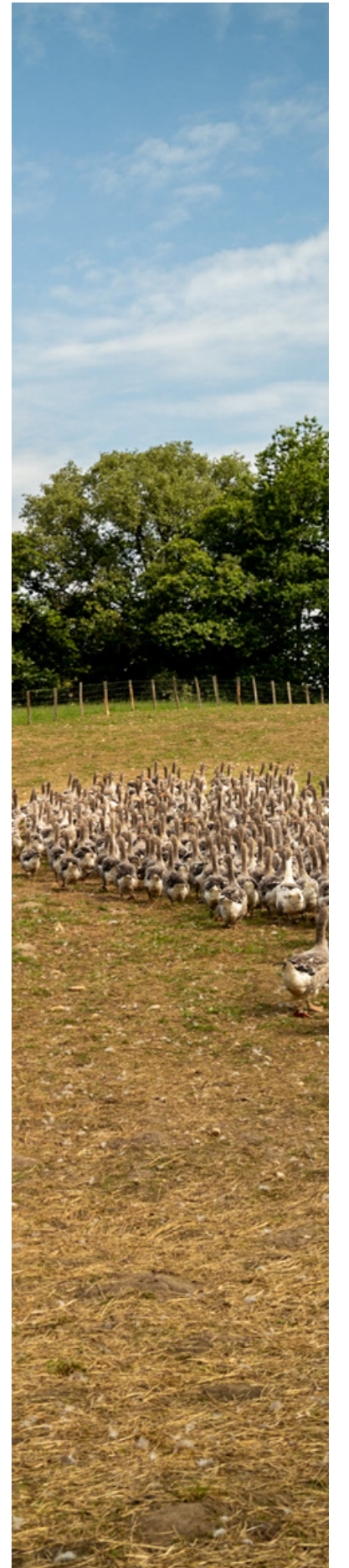
Thanks to this partnership, more than 6,500 trees have already been planted on our members’ farms (Poultry and Kiwifruit sectors). During the year, two new projects were signed, resulting in the planting of more than 1,800 additional trees, scheduled for autumn 2024.

For duck & geese farms, agroforestry continues to develop under the impetus of Euralis. Over the last few years, a large number of runs have been laid out to accommodate our ducks, with the planting of 17,000 trees and 15,000 linear metres of hedges.

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

### RUNS AND AGRIVOLTAICS

The development of agrivoltaics, supported by our Eurasolis subsidiary, offers farmers new opportunities to improve the living conditions of their animals. Providing natural shade, these facilities help to reduce the animals’ heat stress (particularly in hot weather) while improving their comfort. They also help to improve the quality of pastures and spread grass growth throughout the year.



\* outside the periods of enclosure (or confinement) imposed by the health authorities





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### ENVIRONMENTAL ENRICHMENT

To continually improve the animals' quality of life and encourage the expression of natural behaviour, Euralis is experimenting with different approaches to enriching the environment. In the broiler poultry sector, perches or straw bales are available to allow the animals to perch and rest. Pecking objects (hanging cords, grit) were also distributed to stimulate foraging activity and encourage digestion. In the ducks & geese sector, pecking elements (grit) are also beginning to be tested in feed and drinking water.

In addition, the teams on site are trained to observe animal behaviour and adapt facilities to the individual needs of each animal. Ultimately, these initiatives will lead to a better understanding of the animals' needs and more refined practices.

### DEMEDICALISATION

Euralis continues to avoid medicating animals by encouraging good animal husbandry practices and the use of alternatives to antibiotics. The Group supports farmers in this transition to alternative and natural medicines, for example by offering plant-based treatments and essential oils in all health plans for Label Rouge and organic poultry.

To enhance the value of these products, Euralis has developed "antibiotic-free" sectors in response to the expectations of its clients and consumers. Nevertheless, animal welfare remains the absolute priority; if medical care or antibiotics are necessary, the principle of animal welfare allows these treatments, and the products are then sold outside "antibiotic-free" circuits.

### ANIMAL WELFARE TRAINING

To guarantee animal welfare-friendly practices, 479 of our farmers have been trained as "animal welfare referents". We aim to ensure that 100% of each duck & goose and poultry farm has this essential skill within its structure. With the support of veterinary consultants and as part of our support as a producer organisation, these sectors are taking action to ensure that this training is implemented. Breeders waiting for training will be invited to attend sessions scheduled for the first half of our next financial year.

### 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.

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



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### 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 & geese breeders to guarantee a future for all viable animals, both males and females. Our preferred partner Grimaud Frères has developed in-egg sexing technology called Lunix TM. This innovative process can identify the sex of future ducklings at the embryonic stage, without having to enter the egg, by recognising the colour of their eyes.

Since last summer, Euralis Gastronomie has applied this technology in a large proportion of its supplies, offering its breeders the guarantee of ducklings produced by in-egg sexing. This is an important step for our approach and our industry, and we are now working with all our incubator partners to extend this practice.

### COMMITMENT TO ANIMAL WELFARE IN THE SUPPLY CHAIN

In addition to our livestock farming activities, animal welfare requirements are included in our purchasing contracts for meat products from our Delicatessen Activity, enabling us to spread our commitments throughout the value chain.

### DISTRIBUTION OF SPECIFIC AND ADAPTED ANIMAL WELFARE EQUIPMENT

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.



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## FARMER WELL-BEING, A WIN-WIN PROJECT

Societal demand for improved animal welfare has a direct impact on the constraints imposed on farmers (new regulations, customer requirements, etc.). The resulting obligations sometimes require significant economic investment and/or an increase in physical and mental strain for farmers.

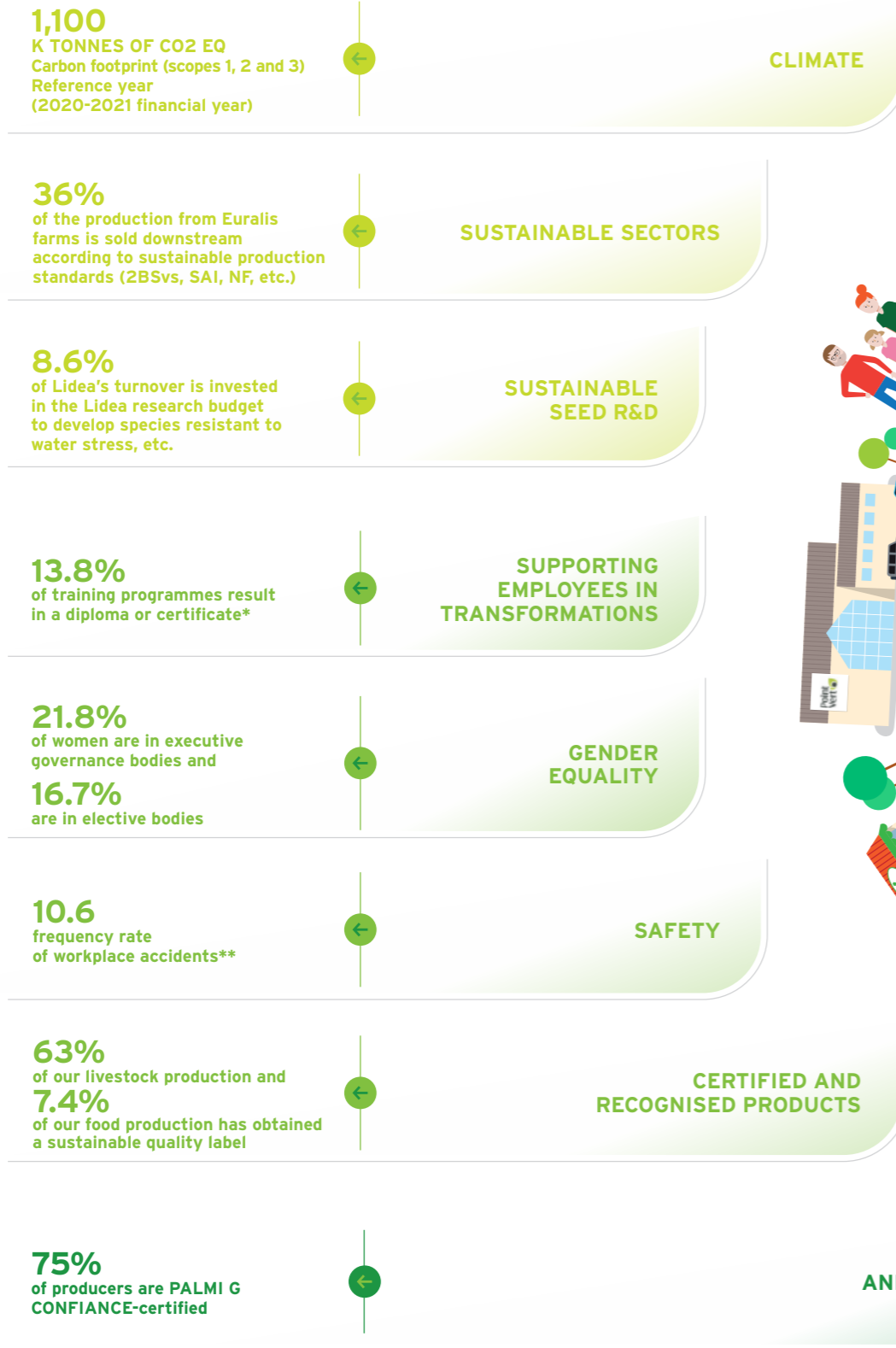
Euralis is convinced that animal welfare and the welfare of farmers are inextricably linked. This is why Euralis Poultry has decided to work with eight breeders and ITAVI on a Win-Win project. Planned over three years, this innovative approach aims to provide farmers with personalised support to improve their quality of life at work, while preserving or improving the human-animal relationship and animal welfare.





# OUR CHALLENGES, OUR 2023-2024 PERFORMANCE AND OUR PROSPECTS (CSRD)

The Euralis group is committed to sustainable agriculture in the regions where it operates. It promotes healthy, safe, high-quality food that best meets consumer expectations. To implement its strategies, the Group interacts with stakeholders, 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. The results below illustrate the initiatives undertaken. They mark a further step towards achieving our CSR ambitions for 2030.



## CONCLUSION AND PROSPECTS

During the 2023-2024 financial year, the Euralis Group operated in a still-changing environment (persistent inflation, ongoing geopolitical crises, effects of climate change, etc.) which had a major impact on the way business was conducted. Once again, the Euralis collective has been able to mobilise and demonstrate its agility to limit the effects of these external factors, which are complex to understand in each of our activities.

In spite of this, Euralis has remained true to its commitments, keen to implement the action plans associated with its CSR policy, which is based on three pillars.

The first of these pillars is the environment. The Group is committed to combatting climate change and maintaining biodiversity locally by developing sustainable agriculture. To this end, it has begun a process of decarbonising its activities and is continuing to develop a policy of energy production and efficiency. It also encourages regenerative agriculture and supports farmers in changing their practices, in particular through consultants and the channels available to them. This is also a way of preserving biodiversity.

The second pillar is social aspects. Euralis is committed to preserving, developing and making the most of its human capital by being leaders in its community (employees and members/farmers) and through interaction with its partners locally while remaining faithful to its vocation as a food provider. As part of its commitment to equal opportunities, the Group is attentive to the development and fulfilment of its employees.

The final pillar is governance. The cooperative is committed to making its business model sustainable by capitalising on its values as an agricultural cooperative to strengthen its resilience and develop a responsible ecosystem.

With these three pillars (ESG), our Group is preparing to integrate the new European Directive on the publication of sustainability information by companies (CSRD). The current momentum should enable it to achieve this by 2026. It will also be an opportunity to consolidate our roadmap for 2030 and turn our ambitions into a reality.

\* over the 2023 calendar year / \*\* employees of companies included in the scope of our NFPR (see Methodological note)



# METHODOLOGY



## INTRODUCTION

Committed to a Corporate Social Responsibility (CSR) policy, within its sphere of influence, Euralis promotes the environmental, social and economic values that are the foundations of sustainable development. Initially, the Group voluntarily published an annual CSR report over several years to highlight its many initiatives in this area. 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, Euralis summarises its non-financial performance in its 2023-2024 Management report whereby the compliance and accuracy of information are certified by an independent third-party organisation, the Synatures group.

This note aims to explain the methodology applied by Euralis within the context of its NFPR. It specifies the scope, the organisation of the process for collecting, validating and consolidating indicators, the responsibilities at the various levels of the process and the information needed to understand our reporting.

## 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, and joint ventures that are not included in the scope of financial consolidation:

ACTALIM*	IG PFLANZENZUCHT
AGRIBIO UNION	INNOLEA*
ACTISEM	MAISICA DE BAYONNE*
AGRIBIO SAS	OCEOL*
AXSO*	SANDERS EURALIS*
BAYONNE	SERETRAM*
MANUTENTION*	SOJALIM*
EURAFORM	SOLTIS ESPAÑA*
FERMIERS DU GERS*	TETRASEM
FIPSO INDUSTRIE*	VOLAILLES DE
GRASS	GASCOGNE*
HYBALLIANCE	

In line with our ambition to develop Corporate Social Responsibility across all our territories, we are gradually rolling out our processes and best practices across all our challenges and our international subsidiaries. Seven key performance indicators now cover our activities abroad: the rate of recovery of waste and co-products (see Waste and Co-product Management), our carbon footprint (scopes 1, 2 and 3) (see Decarbonising our Activities), the Lidea sales figures invested in its Research budget to develop species resistant to drought and other stresses (see Research and Development of Sustainable Seeds), the annual amount distributed to members (see A Satisfactory Income for our Members), the number of meetings with employee representatives (see Encouraging Social Dialogue), the accident frequency rate (see Guaranteeing the Safety of All Internal and External Players in the Cooperative and Promoting Quality of Life at Work) and gender equality within our elected and executive governance bodies (see Promoting Equal Opportunities).

Lastly, all mandatory issues requested in Decree no. 2017-1265 of 9 August 2017 are detailed and discussed in our Non-Financial Performance Report. It should be noted that, given the nature of our activities, only actions aimed at promoting the link between the Nation and the Army and committed support to Reserves have not been taken into account.

## COVERAGE RATIO

The target perimeter, i.e. the proportion of Euralis Group entities included in this NFPR, represents a ratio of 96.9%. Based on this target perimeter, the overall coverage ratio of our NFPR stands at 95.9% (calculated based on employees in each of our legal entities of the non-financial perimeter).

To anticipate the CSRD Directive on the publication of sustainability information by companies, which will apply to our Group in 2026, our decision to structure our NFPR around the three ESG pillars is the first sign that this new regulation will eventually be incorporated. The overall coverage rate is broken down as follows: Environment: 96.4%; Social: 96.4%; and Governance: 92.4%.

It should be noted that the coverage ratio of each key performance indicator is determined according to its specific perimeter (only the Activities concerned are taken into account 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 regularly within our various activities, as well as on the integration of the conclusions about 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. The latest changes in 2023 resulted in no new issues being identified but in the prioritisation of certain issues (particularly climate change) being clarified. Our materiality matrix remains the basis for the commitments expressed in the 2023-2024 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 Activities (the Agricultural Division, Lidea, Duck & Catering Activities) and the various departments concerned are responsible for the data they supply. 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.





**EURALIS HOLDING**

SOCIETE ANONYME AU CAPITAL DE 147 152 355 Euros

Siège social :  
Avenue Gaston Phoebus  
64230 LESCAR

**Report of the independent third party, on the verification of the  
consolidated non-financial statement  
Year ended 31 August 2024**

Réf : Rapport OTI – DPEF\_ DPEF\_2024\_8-EURALIS  
This report contains 7 pages

8, Chemin de la Terrasse – BP 45122 – 31512 TOULOUSE Cedex 5 – Tél. 05 62 47 73 73 – [www.sygnatures.com](http://www.sygnatures.com)

Société par actions simplifiée d'expertise comptable inscrite au tableau de l'ordre de la région Toulouse Midi-Pyrénées  
Société de commissariat aux comptes inscrite sur la liste nationale des commissaires aux comptes, rattachée à la Compagnie Régionale des Commissaires aux comptes de Toulouse  
Capital de 324 365,57 € - RCS Toulouse B 333 321 628 - N° Intracommunautaire : FR44 333 321 628



**EURALIS HOLDING**

SOCIETE ANONYME AU CAPITAL DE 147 152 355 Euros

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Avenue Gaston Phoebus  
64230 LESCAR

**Report of the independent third party, on the verification of the  
consolidated non-financial statement  
Year ended 31 August 2024**

*This is a free translation into English of the report of the independent third party issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

To the General Assembly,

In our capacity as independent third party ("third party") and accredited by the Cofrac (Inspection Accreditation Cofrac Validation/Verification, no. 3-1894<sup>1</sup>, we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2023 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (code de commerce).

<sup>1</sup> Scope available at [www.cofrac.fr](http://www.cofrac.fr)

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### Conclusion

Based on the procedures we have performed as described under the “Nature and scope of procedures” and the evidence we have obtained, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

### Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Statement.

### Inherent Limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

### Responsibility of the Entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- preparing the Statement by applying the Entity’s “Guidelines” as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been endorsed by the Board of Directors.

### Responsibility of the independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the “Information.”

It is also our responsibility to express, at the request of the Entity, an opinion in the form of reasonable assurance that the Selected Information has been prepared, in all material respects, in accordance with the Reference Framework.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- the Entity’s compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French duty of care law and against corruption and tax evasion) ;
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy) ;
- the compliance of products and services with the applicable regulations.

### Applicable regulatory provisions and professional guidance

- We performed the work described below in accordance with Articles A. 225-1 *et seq.* of the French Commercial Code and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes, Intervention du commissaire aux comptes – Intervention de l’OTI – déclaration de performance extra-financière*, completed by our own procedures consisting of verification programme.

### Independence and quality control

Our independence is defined by the provisions of Article L. 821-28 of the French Commercial Code and French Code of Ethics for Statutory Auditors (Code de déontologie) of our profession. In addition, we have imple-



mented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

#### Means and resources

Our work engaged the skills of 3 people between November and December 2024 and took a total of 3 weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted 20 interviews with people responsible for preparing the Statement.

#### Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information, we:

- obtained an understanding of all the consolidated entities' activities and the description of the main risks associated;
- assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;
- verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III of the French Commercial Code ;
- 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 main risks and includes, where applicable, an explanation of the reasons for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- verified that the Statement presents the business model and a description of the main 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 main risks;
- referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented, and

- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1. Our work was carried out at the level of the consolidating entity and in a selection of entities grouped by business area presented in Appendix 1;
- verified that the Statement covers the consolidated scope, i.e. all the entities within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities grouped by business area and covers between 12% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- assessed the overall consistency of the Statement in relation to our knowledge of all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Toulouse, le 13 December 2024

**SYGNATURES SAS**

**Laure MULIN**





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